

1 DEPARTMENT OF THE NAVY  
2 Headquarters United States Marine Corps  
3 Washington, DC 20380-1775  
4

5 18 August 2004

6 Foreword  
7

8 Marine Corps Reference Publication (MCRP) 3-33.3A, *Public Affairs Expeditionary Operations*  
9 *Tactics, Techniques and Procedures* operationalizes Marine Corps Public Affairs. This  
10 publication introduces tactics, techniques and procedures for the conduct of Public Affairs in  
11 support of expeditionary operations.

12 This publication is intended to supplement public affairs doctrine outlined in Marine Corps  
13 Warfighting Publication 3-33.3, *Marine Corps Public Affairs*. It is primarily intended for use by  
14 public affairs personnel, both active and reserve, that support expeditionary operations.  
15 However, any Marine involved in the planning and execution public affairs will find it useful.

16 Reviewed and approved this date.

17 BY DIRECTION OF THE COMMANDANT OF THE MARINE CORPS  
18  
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20 EDWARD HANLON, JR.  
21 Lieutenant General, US Marine Corps  
22 Commanding General  
23 Marine Corps Combat Development Command  
24

25 Publication Control Number: XXX XXXXXX XX  
26

27 DISTRIBUTION STATEMENT A: Approved for public release; distribution is  
28 unlimited.

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## Chapter 1

### Fundamentals, Responsibilities, and Organization

#### The Challenge of Expeditionary Public Affairs

War can be gruesome, harrowing, shocking, tragic, awe-inspiring, and heroic. Military operations are now live-action, spectator events that have immediate worldwide audiences. The worldwide media can collect, disseminate and instantaneously analyze real-time information; linking concurrent events from all dimensions – political, social, economic, and diplomatic. National and international viewers develop a perspective and interpretation of events based on information they get from a variety of sources, including media reports, retired military analysts, think-tank commentators, academics experts, non-government representatives and international agency spokespersons.

Against this backdrop of worldwide information flow, expeditionary public affairs must demonstrate to the commander its capability to serve as a force multiplier directly supporting operation objectives. In the war of ideas public affairs activities can act as virtual force projection and impact adversary decision-making potentially deterring preparedness for or initiation of hostile action. Information released by public affairs professionals to the international community is a source of global influence and the front line of defense or deterrence against adversary propaganda and disinformation. Effective PA operations are critical to battlefield success in the information age. They enable the commander to interpret the perceptions of external and internal audiences and influence the way discussion frame the operation.

Well-planned, synchronized, and actively executed PA tactics, techniques and procedures help clear the fog of war and positively impact the morale and effectiveness of the force. Expeditionary PA assists leaders and PA personnel to develop solutions to the complex issues they will confront. It can reduce distractions, misinformation, and uncertainty while enhancing understanding, acceptance and support. Effective expeditionary PA operations contribute to confidence, discipline, unit cohesion, and the will to win.

#### Mission

The mission of public affairs is to provide timely, accurate information to Marines and the general public and in initiate and support activities contributing to good relations between the Marine Corps and the public. See also, MCWP 3-33.3, *Marine Corps Public Affairs*.

#### Expeditionary PA Principles

##### *Support to the Commander*

While all Marines are responsible to and support the American public, PA Marines do this by directly supporting the commander. PA Marines must build a relationship with the supported commander that leads to mutual trust and confidence. Commanders have access to an increasing

42 amount of media conduits of information. These sources provide news, analysis, interpretation,  
43 and commentary and serve as a forum for ideas, opinions, and public debate thereby shaping  
44 opinion and forming perceptions.

45 *PA activities should be driven by a unified strategy*

46 The PA mission for an operation identifies the essential contribution of PA. Strategies, which are  
47 developed from the perspective that we are going to tell the story - good, bad or indifferent - are  
48 the most successful in sustaining credibility and countering misinformation. Developing such  
49 strategies requires that PA personnel assess, analyze, and anticipate potential issues by  
50 conducting a thorough mission analysis.

51 *Provide trusted information*

52 Public affairs generated messages should be the primary, and the most trusted, source of  
53 information about Marine Corps operations and warfighting capabilities.

54 *PA must be synchronized and integrated*

55 The integration and synchronization of public affairs activities allows commanders to credibly  
56 communicate and achieve a consistent and accurate presentation to worldwide audiences.  
57 Leaders should integrate public affairs into the planning process and synchronize PA operations  
58 with every facet of their operation.

59 PA must be integrated into the planning and decision-making process from receipt of the  
60 mission. The need to integrate and synchronize PA early derives from the fact that in most  
61 situations media representatives will be covering the situation as it evolves and will have an  
62 understanding of, and opinion about the situation before the Marine Corps takes any action.  
63 Media will usually be at the scene of a crisis long before any military personnel arrive to assess  
64 the situation.

65 *Consider PA early in planning*

66 Media interest is normally the most intense at the onset of operations. To support the commander  
67 and the force in their interactions with media representatives during these early stages, public  
68 affairs personnel should not only be involved early in the planning but also be considered for  
69 deployment in advance of or in the first phases of the operation. Dealing with a large  
70 international press corps that often has preconceived notions about the Marine Corps constitutes  
71 the most immediate public affairs challenge facing the commander during contingency. It is  
72 helpful to establish positive relationships and conductivity as quickly as possible.

73 *PA is dynamic*

74 PA personnel will always maintain the requirement to engage and help shape the media to reflect  
75 the key themes of the commander. This requires PA personnel to consider dynamic roles beyond  
76 simple media management. In today's complex and interactive contingency environments, PA

77 personnel may find themselves creating competitive news items and other informational products  
78 to counterbalance the weight of adverse media or misinformation.

## 79 **Responsibilities**

### 80 **Department of Defense**

81 PA command and control begins at the DoD level. The Office of the Assistant to the Secretary of  
82 Defense, Public Affairs (OASD/PA), retains primary responsibility for the development and  
83 consistent implementation of DoD information policies and determines who should serve as the  
84 initial source of information about operations. Although OASD/PA delegates PA release  
85 authority to the combatant commander as soon as practical, it retains responsibility for approving  
86 Public Affairs Guidance (PAG), establishes public affairs policy, and coordinates and approves  
87 PA strategies and plans. Staffing of PAG varies based on the operational environment and may  
88 be developed from the subordinate level and staffed up to higher. See appendix A. See also Joint  
89 Pub 3-61, *Doctrine for Public Affairs in Joint Operations*.

90 The Assistant Secretary of Defense (Public Affairs) (ASD[PA]), in accordance with DOD  
91 Directive 5122.5, "Assistant Secretary of Defense (Public Affairs)," is responsible for the  
92 following:

- 93
- 94 • Retains primary responsibility for the development and consistent implementation of  
95 DOD information policy.
- 96
- 97 • Determines who should serve as the initial source of release of information about joint,  
98 multinational, and single-Service operations, and delegates public affairs release  
99 authority to the appropriate combatant commander as soon as practical.
- 100
- 101 • Approves and disseminates PA guidance (PAG), PA plans, and PA annexes written under  
102 CJCSM 3122.03, "Joint Operation Planning and Execution System, Vol II: (Planning  
103 Formats and Guidance)."
- 104
- 105 • Establishes and exercises procedures for the administrative management, activation, and  
106 direction of the DOD National Media Pool; directs the deployment of the DOD National  
107 Media Pool, including a representative from the joint force commander or supported  
108 commander, and a representative from the Office of the Chairman of the Joint Chiefs of  
109 Staff public affairs office, when ordered by the Secretary of Defense.
- 110
- 111 • Serves as lead agency for interagency coordination of public affairs information and  
112 activities.
- 113
- 114 • Provides policy guidance for the employment of joint combat camera teams and the  
115 distribution of their products, as established in DOD Instruction 5040.4, "Joint Combat  
116 Camera Program." The still and motion imagery and captions produced by combat  
117 camera teams will have security classification established and controlled at the source in  
118 accordance with DOD Directive 5200.1, "DOD Information Security Program," and be

119 cleared for public release in accordance with DOD Directive 5230.9, "Clearance of DOD  
120 Information for Public Release."  
121

- 122 • Provides representation to the Office of the Secretary of Defense Crisis Coordination  
123 Center and establishes, as necessary, a crisis and/or wartime PA cell at the Pentagon to  
124 provide continuous PA planning, to gather and disseminate information, and to evaluate  
125 PA support of the operational mission.  
126
- 127 • Conducts periodic news briefings on issues and events related to ongoing joint,  
128 multinational and single-Service operations.  
129
- 130 • Provides policy guidance for the employment of Armed Forces Radio and Television  
131 Service (AFRTS) resources and equipment, as established in DOD Directive 5120.20,  
132 "Armed Forces Radio and Television Services (AFRTS)" and 5120.20-R, "Management  
133 and Operation of Armed Forces Radio and Television Service".  
134
- 135 • Supports unified command plans for the provision of information, news, and  
136 entertainment to internal agencies, to include the distribution of electronic and print  
137 products tailored for the area of responsibility and joint operations area. The responsible  
138 combatant commander shall determine when these services should begin.  
139
- 140 • Conducts joint PA and visual information and maintenance training at the American  
141 Forces Information Service Defense Information Schools for entry- and advanced-level  
142 military and civilian PA as well as visual information technical and maintenance  
143 personnel of all grades. (This training includes classroom and contingency exercises in  
144 joint operations environments.)  
145
- 146 • Coordinates PA policy with the Chairman of the Joint Chiefs of Staff (CJCS), the  
147 Military Departments, and the combatant commands; develops and disseminates PA  
148 policy; and conducts appropriate training on that policy.  
149

#### 150 **Combatant commanders' responsibilities**

151  
152 The commanders of the combatant commands are responsible for the following:  
153

- 154 • Develop detailed PA annexes to operation plans to ensure that adequate PA support is  
155 available to meet command information and news media requirements. Special attention  
156 should be given to providing priority air and ground transportation for movement of news  
157 media representatives, military journalists and their products. PA resources should be in  
158 place prior to the beginning of operations. Deployment plans should assign a high priority  
159 for the movement of PA assets. Communications assets must be provided for the  
160 deploying PA officer, as well as for use by the media if required.  
161
- 162 • Support news media representatives and military journalists from the earliest  
163 predeployment stages of any operation. The commanders shall ensure that news media  
164 representatives and military journalists are granted all possible access to all unclassified



165 activities on a not-to-interfere basis, including combat operations when operationally  
166 feasible. The personal safety of news media representatives or military journalists is not a  
167 reason for excluding them from such operations. The goal is to keep the public informed.  
168 To accomplish this, every attempt should be made to treat the news media representatives  
169 and military journalists as noncombatants accompanying forces, allowing them to  
170 accompany the organizations during the conduct of their missions. News media  
171 representatives should be accorded the equivalent grade of major or lieutenant  
172 commander for the purpose of billeting, messing, and protocol.

- 173
- 174 • Develop operational PAG for approval by the ASD(PA) which recommends the policy  
175 approach (active or passive), proposes news statements, and provides responses to  
176 anticipated news media questions (in accordance with DOD Instruction 5405.3,  
177 “Development of Proposed Public Affairs Guidance [PPAG]”).
- 178
- 179 • Prepare for and assist in the deployment and operation of the DOD National Media Pool.  
180 Designate personnel to support the DOD National Media Pool when activated.
- 181
- 182 • Conduct a full range of PA activities consistent with current PA guidance, PA release  
183 authority, and OPSEC requirements.
- 184
- 185 • Establish and operate joint information bureaus (JIBs) to serve as focal points of interface  
186 between the joint forces and the news media, as appropriate. The combatant command  
187 JIB will provide direct PA support to subordinate joint task force commanders. The  
188 Director of the JIB will receive PA policy guidance and oversight from the combatant  
189 command in coordination with ASD(PA) and will be prepared to participate in combined  
190 information bureaus (CIBs) or allied press information centers (APICs), established by  
191 the responsible combined commander and supported by the contributing nations.
- 192
- 193 • Assist news media representatives and military journalists in gaining access to military  
194 units and personnel conducting joint and multinational operations. These include  
195 commanders and officer and enlisted personnel directly involved with combat and  
196 sustainment operations.
- 197
- 198 • Support other information requirements identified by the ASD(PA). Provide daily JIB,  
199 CIB, or APIC situation reports to the ASD(PA) during current operations as  
200 circumstances require, apprising the ASD(PA) immediately of major operational  
201 developments, incidents, or other newsworthy events.
- 202
- 203 • Prepare plans to conduct command information programs. Plan to employ the capabilities  
204 of the AFRTS and other internal news media products which convey information to  
205 deployed forces, those remaining at the home station, and all family members. Plan to  
206 resource a locally produced command information newspaper to disseminate information  
207 to those deployed in the operational area. The ground rules for releasing information to  
208 civilian news media representatives apply equally to military journalists assigned to  
209 command information tasks. Plan for the employment of AFRTS assets across the range  
210 of military operations and exercises as established in DOD Directive 5120.20, “Armed

211 Forces Radio and Television Services,” and 5120.20-R, “Management and Operation of  
212 Armed Forces Radio and Television Service.”

- 213
- 214 • Include and train an appropriately sized PA organization in all force packages developed  
215 to support combatant commanders’ joint operations.  
216
- 217 • If tasked as a supporting commander, provide PA resources (personnel, equipment,  
218 transportation, and communications) to the supported combatant commander as identified  
219 in approved plans. Be prepared to reinforce the supported combatant commander to meet  
220 unplanned resource requirements.  
221
- 222 • As established in DOD Directive 5040.4, “Joint Combat Camera Program,” designate an  
223 officer as the combat camera (COMCAM) representative to plan for and manage the  
224 employment of COMCAM assets. As a subset of COMCAM’s primary mission to  
225 support military operations, PA will ensure that plans identify COMCAM priorities and  
226 resources required to support imagery requirements. Plan for the employment of combat  
227 camera assets in crisis situations, planned operations, and exercises, as established in  
228 DOD Instruction 5040.4, “Joint Combat Camera Program.”  
229
- 230 • Provide the Joint Combat Camera Center with operational imagery for use within the  
231 Department of Defense and for potential release to military journalists through  
232 established channels and to news media representatives through the ASD(PA).  
233
- 234 • Provide forces to support joint COMCAM operations.  
235
- 236 • Ensure that PA personnel and units are properly prepared to support the assigned  
237 operational mission.  
238
- 239 • Support the PA requirements and organic PA capabilities of Reserve component (RC)  
240 units and individuals mobilized and deployed into a theater of operations. Unlike active  
241 forces which generally deploy from a major installation, RC units and individuals come  
242 from communities throughout the country. RC personnel leave civilian jobs behind and  
243 RC family members are generally not accustomed to long-term deployments. Support  
244 from family members, community leaders, and former employers is vital to unit morale  
245 and to recruiting and retention efforts following demobilization. Commanders must  
246 ensure that RC family members and hometown news media are provided a continuous  
247 flow of information to dispel rumors and anxieties, sustain public awareness, and increase  
248 understanding of RC missions in the theater of operations.  
249

## 250 **Military Department Responsibilities**

251

252 The Military Departments have the following responsibilities:

- 253
- 254 • In close coordination with the combatant commander, provides resources (personnel,  
255 standardized and/or compatible equipment) necessary to conduct successful PA activities  
256 in a joint environment. Ensure the immediate readiness and prompt availability of

257 necessary Active and Reserve component PA resources to support any assigned mission.  
258 Ensure that all required capabilities for PA support of short-notice deployments exist in  
259 the active force.

- 260
- 261 • Organize, train, equip, and provide Active and Reserve component PA personnel and  
262 units to conduct PA activities in support of combatant commanders. Information from  
263 this publication and all follow-on guidance should be included in training at all levels. PA  
264 personnel and units necessary to support the earliest stages of any operation should be  
265 immediately available for deployment. Such responsiveness assists in addressing news  
266 media and command information requirements. Ensure that PA personnel are qualified  
267 and able to function in joint and multinational environments.  
268
- 269 • Conduct Service-unique PA programs, as required, in support of joint and multinational  
270 operations. These include command information programs that serve those who are  
271 deployed, those in support roles, and the military forces and families at home station as  
272 well as community relations programs designed to meet existing DOD policies and  
273 directives.  
274
- 275 • Work closely with exercise and operation planners to ensure inclusion of PA annexes in  
276 all plans.  
277
- 278 • Provide PA training at Service schools and encourage programs that improve military-  
279 news media understanding and cooperation.  
280
- 281 • Support planning and provide resources for contingency and wartime operations of  
282 AFRTS.  
283
- 284 • Train PA personnel, commanders, and key staff on how to deal with news media  
285 representatives covering joint operations.

286 See also, Joint Pub 3-61, *Doctrine for Public Affairs in Joint Operations*.

## 287 **Headquarters, Marine Corps**

288 Headquarters Marine Corps (HQMC) is responsible for Marine Corps PA resources. HQMC  
289 develops PA doctrine, designs PA detachments, determines training and leader development  
290 requirements, identifies materiel needs, and manages PA personnel to ensure that sufficient  
291 assets are available, qualified and ready to conduct successful PA operations in support of any  
292 assigned mission. See also MCWP 3-33.3, *Marine Corps Public Affairs*.

## 293 **Commanders**

294 Commanders supported by their PA staff personnel, plan PA operations for their assigned  
295 missions based on the situation, published in DoD directives, instructions, doctrine and guidance,  
296 and in coordination with OASD/PA. The combatant commanders prescribe the chain of  
297 command, organize and employ forces, give authoritative direction, assign tasks and designate

298 objectives through component commanders, subordinate unified commanders, commanders of  
299 joint task forces and other subordinate commanders. The commander establishes responsive PA  
300 structures and ensures that they are provided with the personnel, facilities, equipment,  
301 transportation and communications assets necessary to provide adequate PA support. A failure to  
302 establish these structures results in a duplication of effort and a waste of resources. The  
303 commander is responsible for the full range of PA activities -- PA planning, media facilitation,  
304 information strategies and PA training and at sustaining base, community relations. He is also  
305 responsible for establishing, resourcing and guiding the operations of Joint Media Operation  
306 Centers and planning all AFRTS radio and television support operations in the area of  
307 operations. PA Marines should make every effort to arrive in the AO fully equipped from a  
308 military and PA standpoint. Garrison PA offices should provide augments going forward from  
309 their shops with necessary equipment.

310 *Strategic Level Commands* (Office of Secretary of Defense) are responsible for approving public  
311 affairs guidance to subordinate units. They develop central themes and messages and provide  
312 umbrella guidance to subordinate PA staffs. They must also provide subordinate commands with  
313 information useful in preparing information products for internal and external release. They are  
314 additionally responsible for marketing public affairs information products to subordinate  
315 commands, home bases, the Marine Corps as a whole, as well as the general public. Strategic  
316 level Public Affairs staffs are the primary coordination point for the Armed Forces Radio and  
317 Television Service and the geographical manager for radio and television services including  
318 personnel, down links, facilities and equipment. AFRTN at the operational and tactical level  
319 must be coordinated through the strategic level prior to deployment.

320 *Operational Level Commands* (Combatant Commands: e.g., PACOM, CENTCOM and service  
321 component commands: e.g., MARFORPAC, MARFORLANT) are responsible for  
322 communicating public affairs guidance to subordinate units. They expand on information  
323 campaign themes and messages, and provide additional information products to subordinate  
324 command PA staffs. Additionally, they provide subordinate commands with information useful  
325 in preparing information products for internal and external release. They are responsible for  
326 gathering and producing public affairs information products for release. In the event the  
327 Operational Command is the senior command in an area or theater, it assumes the  
328 responsibilities of the strategic level command.

329 *Tactical Level Commands* (MEF and below) are responsible for gathering information products  
330 for release through their next higher headquarters to home bases, the Marine Corps as a whole, as  
331 well as the general public. These commands are also responsible for coordinating the  
332 dissemination of information and information products received from senior commands down to  
333 subordinate commands. In the event the tactical command is the senior Marine Corps command  
334 in an area or theater, it assumes the responsibilities of the operational-level command and will be  
335 augmented to accomplish these additional functions.

### 336 **Public Affairs Officer**

337 The PAO is responsible for providing information about the Marine Corps to the public, the  
338 media and the internal Marine Corps audience and for establishing positive relations with local

339 communities and the general public. The PAO operates under the staff cognizance of the Chief  
340 of Staff. As a special staff officer the PAO may act as an advisor, planner, supervisor, and  
341 coordinator. Special staff officers are normally authorized direct access to the C/S or the  
342 executive officer and direct liaison with other staff sections in matters of interest to those  
343 sections. See also, MCWP 3-40.1, *MAGTF Command and Control*.  
344

345 The PAO is the commander's best asset for providing information on the current PA situation  
346 and how the commander's decisions will be perceived, developed, and disseminated through the  
347 media. As a special staff officer, the PAO outlines various COAs for the commander, apprises  
348 him of the consequences and possible repercussions of each and then places into action the one  
349 chosen by the commander.

350  
351 The PAO performs the following functions:  
352

- 353 • Advises the commander and staff on the probable public impact of command  
354 decisions/policy and, as the command spokesperson, recommends policies and  
355 procedures with respect to the release of information to the public and the media.  
356
- 357 • Works closely with the civil affairs officer to integrate strategy and unify efforts to  
358 communicate the command perspective to the local population.  
359
- 360 • Prepares and disseminates accurate and timely information about the Marine Corps and  
361 the command to the media and the general public in the spirit of the Freedom of  
362 Information Act (FOIA).  
363
- 364 • Advises the commander and staff on Privacy Act and FOIA matters.  
365
- 366 • Serves as the command's contact with the media and, in this capacity, answers media  
367 queries, coordinates all media visits/interviews, and escorts media representatives.  
368
- 369 • Supports the internal information program to inform Marines and the Marine family of  
370 Marine Corps and command matters through supervision of such internal news outlets as  
371 command newspapers, radio/television facilities, etc.  
372
- 373 • Develops and coordinates a community relations program, including both on- and off-  
374 base activities, to foster mutual understanding and acceptance with the general public and  
375 the communities directly affected by the command.  
376
- 377 • Coordinates and advises in the planning and conduct of IO.  
378

### 379 **The PA Section**

380 The MEF is usually the hub for expeditionary PA operations. The MEF Commander, through the  
381 PAO and the PA staff section, controls the employment of Marine Corps PA assets. The MEF  
382 PAO and his staff task organize the personnel and organizations available and allocate the

383 equipment, communications support, and facilities. When augmented, the MEF PAO operates a  
384 media operations center and establishes satellite centers as required.

385 In all MAGTFs the PA staff section's primary responsibility is to assist the commander in  
386 accomplishing his mission. The staff:

- 387 • Provides PA information expertise and advice.
- 388 • Conducts PA assessments.
- 389 • Provides analysis of the information environment.
- 390 • Conducts PA planning.
- 391 • Develops information strategies and guidance.
- 392 • Implements PA operations.
- 393 • Measures the effectiveness of the PA effort.
- 394 • Conducts PA training.
- 395 • Provides internal/external information.

396 The PA staff element controls augmenting PA assets. It determines requirements, defines  
397 priorities and assigns missions to the augmenting Marines. Marine Corps Reserve forces are  
398 often used to augment PA staffs. If a PA detachment is in need of augmentation by the reserve  
399 community, requests can be made through the G-1/J-1/S-1, if available, or requests can be sent to  
400 HQMC Division of Public Affairs.

401 The small size of PA staff sections and a reliance on reserve augmentation may lead to the  
402 creation of ad hoc PA staffs, which have not trained together, developed relationships with other  
403 staff sections or commands, and have not established standard operating procedures. PA  
404 personnel, therefore, must quickly develop good working relationships with other staff members,  
405 establish lines of communication, and initiate basic operating procedures. The Marine  
406 Expeditionary Force (MEF) PAO is normally responsible for this initial set up and the structure  
407 and implementation of the PA operation.

## 408 **Organization**

409 There are two sources for expeditionary PA support - the PA section organic or assigned to a  
410 warfighting headquarters or a consolidated PA organization.

### 411 **Public Affairs Section**

412 Organic PA sections are found in warfighting headquarters generally at the Division and MEF  
413 levels. Marine Expeditionary Units (MEUs) have an organic PA section that usually consists of  
414 one company grade officer, one SNCO, and one combat correspondent. Special Purpose Marine  
415 Air Ground Task Forces (SPMAGTFs) are usually provided PA assets based on the mission and  
416 size of the SPMAGTF.

417 In headquarters without organic PA sections, the commander is responsible for PA and must plan  
418 and execute PA operations or assign responsibility for PA operations as a special or additional  
419 duty to an officer or SNCO in the command. This individual may be designated as the Unit

420 Information Officer (UIO). Commanders will assign the UIO responsibilities based on a task-  
421 organized mission assessment. See also appendix B.

## 422 **Consolidated PA organizations**

423 During joint and multinational operations, PA assets may be consolidated to optimize PA  
424 support. The following types of consolidated PA organizations may be encountered:

- 425 • Coalition Press Information Center (CPIC): Encompass all PA assets when a coalition of  
426 forces is involved in an operation and will include representatives of all possible nations  
427 in the coalition.
- 428 • Allied Press Information Center (APIC): Encompass all PA assets of NATO forces  
429 during an operation. Typically, its organization is almost identical to a CPIC. The only  
430 difference between a CPIC and an APIC is that the APIC is exclusive to NATO.
- 431 • Joint Information Bureau (JIB): Established when more than one component of the  
432 United States Armed Services is involved in an operation.
- 433 • Joint Information Center (JIC): Established primarily for CONUS operations that  
434 involve US military and other US government agencies. Generally associated with  
435 humanitarian operations and often include operations involving the Federal Emergency  
436 Management Agency (FEMA).
- 437 • Information Bureau (IB): Established as the primary point of interaction with news media  
438 representatives and a single Service component, e.g. the Marine Corps.

## 439 **Emerging Issues**

440  
441 [Editors note: this section requires input on emerging lessons learned]  
442

### 443 *Image Management*

444  
445 In modern contingency environments information in the form of images is critical. Images have  
446 an inherent power to portray the truth and counter misinformation. The timely gathering of  
447 meaningful images can become an operational necessity when the legitimacy and credibility of  
448 military operations is at stake. For example, conveying the truth and combating misinformation  
449 remains a critical objective of I MEF and CJTF-7 during Operation IRAQI FREEDOM – II. This  
450 included the requirement to document enemy law of war violations (e.g., firing from  
451 internationally protected sanctuaries such as mosques). PAOs supporting expeditionary  
452 operations require organic assets that can respond to requests for immediate coverage across the  
453 battlefield. This may require the pre-positioning of PAO assets to capture timely photographs or  
454 footage and rapidly transmitting high interest footage to higher headquarters. However, timely  
455 coverage may require the provision of additional support to PA personnel (e.g., logistics,  
456 transportation, communication, security).

### 457 458 459 *PAO as professional writer* 460

461 PAOs manage and facilitate media access to encourage the truthful portrayal of operations.  
462 However, media may, intentionally or not, portray operations inaccurately through  
463 misinformation. Unfortunately, PAOs are typically aware of misinformation only after the fact,  
464 making corrective action difficult. Correcting misinformation may require the PAO adopt an  
465 active posture, creating media products to counter misinformation. In the future PAOs may  
466 carefully consider:

467

- 468 • At what time is it appropriate further engage civilian editors on their reporter's stories,  
469 correcting inaccurate information?
- 470 • Should PAOs be in this business of writing articles that could/would appear in  
471 mainstream news media to set the record straight?
- 472 • Should PAOs to trained to be able to write competitive news articles in order to combat  
473 inaccurate news media stories?

474



## Chapter 2

### Planning and integration

PA operations support the commander by communicating information and messages about his force and the operation to internal and external audiences. Expeditionary public affairs activities must be consistent with the MAGTF commander's operational plan, the combatant commander's theater campaign plan and with national level policies.

PA planning is a top-down process. Once PA objectives are defined, PA operations are planned and executed to achieve those objectives. PA operations focus on the communication - an on-going, dynamic, ever-changing process - with internal and external audiences. PA plans prepare for potential situations, synchronize efforts with other agencies that manage the communication of information, and influence the coverage, interpretation and understanding of events.

### Types of Planning

#### Deliberate Planning

When time is available for extended, detailed planning a commander may use the deliberate planning process to build a contingency plan for military action. There are five phases in the deliberate planning process - initiation, concept development, plan development, plan review, and supporting plans. See also, Joint Pub 5-03 Series, *Joint Operation Planning and Execution System*.

*Phase I - Initiation.* The task-assigning directive outlines the major combat forces available for planning, gives general planning instructions, lists assumptions for planning, and specifies the product document such as an OPLAN, CONPLAN. PA planners begin assessing the information environment, its impact on operations and the PA requirements to operate within a specific arena.

*Phase II - Concept Development.* Using the supported combatant commander's mission statement and concept of envisioned operations, the supporting PA planners analyze the mission, formulate tentative courses of actions and develop the PA Estimate for the operational scenario and requirements.

*Phase III - Plan Development.* Subordinate commanders use the commander's concept and the allocated major combat forces as the basis to determine the necessary support, including forces and sustaining supplies for the operation. PA planners provide the commander with recommendations for PA assets required, phasing of PA forces and support into the theater of operations, and perform a transportation analysis of their movement to the destination to ensure that the PA segment of the entire plan can feasibly be executed as envisioned. For the supported commander's PA requirements, above those organic to the tasked major combat elements, the supporting commands, as much as possible, identify real-world PA assets to take part in the plan and sustainment to meet requirements. The supporting command identifies PA requirements in OPLANs and taskings, through operational channels, to major subordinate commands.

41 *Phase IV - Plan Review.* A formal review of the entire operations plan. Approval of the plan  
42 allows subordinate, and supporting, commands to develop plans in support of the concept of  
43 operation. PA planners typically do not wait until the plan is approved before beginning to  
44 develop their own supporting plans; staff planning is concurrent.

45 *Phase V - Supporting Plans.* Emphasis shifts to subordinate and supporting commanders. PA  
46 planners begin to concentrate on how to meet tasks identified in the approved operation plan by  
47 preparing PA annex to supporting plans. Contains an outline of actions and relationships of all  
48 PA assets, organic and attached.

## 49 **Crisis Action Planning**

50 Crisis action planning is conducted in response to crisis where US interests are threatened and a  
51 military response is being considered. Crisis action planning is carried out in response to specific  
52 situations as they occur and that often develop very rapidly.

## 53 **Marine Corps Planning Process**

54 The Marine Corps planning process (MCP) establishes procedures for analyzing a mission,  
55 developing and wargaming course(s) of action (COAs) against the threat, comparing friendly  
56 COAs against the commander's criteria and each other, selecting a COA, and preparing an  
57 operation order (OPORD) for execution. The MCP organizes the planning process into six  
58 manageable, logical steps. It provides the commander and staff with a means to organize their  
59 planning activities and transmit the plan to subordinates and subordinate commands. Interactions  
60 among various planning steps allow a concurrent, coordinated effort that maintains flexibility,  
61 makes efficient use of the time available, and facilitates continuous information sharing. Through  
62 this process, all levels of command can begin their planning effort with a common understanding  
63 of the mission and commander's guidance. The six integrated steps of this process are mission  
64 analysis, COA development, COA wargaming, COA comparison and decision, orders  
65 development, and transition.

66  
67 Public affairs must participate in the MCP to ensure that it is fully considered in the COA  
68 process and then integrated into the OPORD that is the product of the process. The planner uses  
69 the PA estimate, the guidance provided in the PAG (if developed already), and other  
70 considerations to assist him in this endeavor.

71  
72 An overview of public affairs integration within the MCP includes:

73  
74 **Mission Analysis** — the first step in planning. The purpose of mission analysis is to review and  
75 analyze orders, guidance, and other information provided by higher headquarters and produce a  
76 unit mission statement. Mission analysis supplies public affairs planners with insights into the  
77 raw inputs and the subsequent analysis that ultimately shapes the mission statement. This  
78 information assists the planner in determining how public affairs might aid the commander in  
79 accomplishing his mission while, at the same time, effectively dealing with the news media. This  
80 phase also provides an opportunity for the public affairs planner to inject issues into the analysis

81 and the specified and mission-essential tasks. A public affairs estimate is the result of mission  
82 analysis. See appendix C.

83  
84 **COA Development** — the planners use the mission statement (which includes tasking and intent  
85 from higher headquarters), the commander's intent, and the commander's planning guidance  
86 to develop several COAs. Public affairs planners assist in the process by identifying issues that  
87 should be included in each COA. Each prospective COA is examined to ensure that it is suitable,  
88 feasible, different, acceptable, and complete with respect to the current and anticipated situation,  
89 the mission, and the commander's intent. In accordance with the commander's guidance,  
90 approved COAs are further developed in greater detail. The public affairs planner gains insights  
91 into the concerns of all other staff sections as well as possible actions the commander may  
92 choose.

93  
94 **COA Wargaming** — each friendly COA is examined against selected threat COAs. COA  
95 wargaming involves a detailed assessment of each COA as it pertains to the threat and the  
96 environment. Public affairs planners lend their expertise to this process. COA wargaming assists  
97 all of the planners in identifying strengths and weaknesses, associated risks, and asset shortfalls  
98 for each friendly COA. It will also identify branches and potential sequels that may require  
99 additional planning. Short of executing the COA, COA wargaming provides the most reliable  
100 basis for understanding and improving each COA. It gives the public affairs planner valuable  
101 information that can be used to prepare Annex F, Public Affairs, to the OPORD.

102  
103 **COA Comparison and Decision** — the commander evaluates all friendly COAs—against  
104 established criteria, then against each other—and selects the COA that he deems most likely to  
105 accomplish the mission. Here the PAO will learn the relative strengths and weaknesses of the  
106 selected COA and will be better able to plan news media operations.

107  
108 **Orders Development**—the staff takes the commander's COA decision, intent, and guidance,  
109 and develops orders to direct the actions of the unit. Orders serve as the principal means by  
110 which the commander expresses his decision, intent, and guidance. Public affairs planners  
111 finalize Annex F during this phase. See appendix D, OPLAN Annex F Format and appendix D-1,  
112 Sample Annex F for OIF-I.

113  
114 **Transition** — an orderly handover of a plan or order as it is passed to those tasked with  
115 execution of the operation. It provides those who will execute the plan or order with the  
116 situational awareness and rationale for key decisions necessary to ensure that there is a coherent  
117 shift from planning to execution. Because a public affairs planner was involved in the entire  
118 process, the commander can be confident that public affairs issues will be fully integrated into  
119 the execution phase.

120 See also, MCWP 3-33.3, *Marine Corps Public Affairs*.

## 121 **Planning Products**

### 122 **PA Strategy**

123 A clear, comprehensive public affairs strategy must be developed that links public affairs  
124 considerations into contingency, future and current operational planning. A PA strategy defines  
125 the public affairs perspective of the operation and identifies how public affairs involvement in  
126 supports operational goals. It provides the intent for PA operations and guidance for meeting the  
127 information needs of critical internal and external audiences. It is the framework for defining and  
128 developing the PA scheme of operations.

## 129 **Public Affairs Estimate**

130 A Public Affairs Estimate is an assessment of a specific mission from a Public Affairs  
131 perspective. It is an examination of critical Public Affairs factors, their influence on the planning  
132 and execution of operations, and their potential impact on mission success. The PA assessment  
133 must include those aspects under the control of the commander, as well as those the commander  
134 cannot control. The senior PAO at each echelon is responsible for consolidating information and  
135 preparing the PA estimate. A sample PA estimate is included in appendix C.

136 The PA assessment should address the following primary categories: Information infrastructure,  
137 media presence, media capabilities, media content analysis, information needs assessment, and  
138 impact assessment/courses of action.

- 139 • *Information Channels and Infrastructure.* This element focuses on an assessment of the  
140 information infrastructure. It addresses the resources, communications facilities,  
141 organizations, and official and unofficial information channels available within the area  
142 of responsibility (AOR). It addresses the means to transmit and receive unofficial  
143 information. It addresses the availability of assets to meet theater requirements. It  
144 identifies the availability of host nation telephone service for voice and data transmission,  
145 bandwidth capabilities, the accessibility of audio/video channels, the prevalence of  
146 private communications devices such as cellular telephones, facsimiles, computers with  
147 modems, radios and televisions, and the nature of the information available through these  
148 information channels. It addresses alternate means of voice and data communications,  
149 whether military or government contracted, for use in the absence of host nation  
150 information channels and infrastructure. Much of the information required for this  
151 category may be obtained through civil affairs or psychological operations elements  
152 assigned or attached to the command and US Information Service offices supporting  
153 consulates or the embassy within the area of operations.  
154
- 155 • *Media Presence.* This is an assessment of the media presence in the area of operations  
156 prior to the introduction of American forces and an assessment of the expected level of  
157 media presence commanders should anticipate once deployment begins. It includes a  
158 description of the type of media (print or broadcast), the visibility of the media (local,  
159 national, or international; American or foreign), and the focus of the news media present  
160 (news or entertainment) covering the operation. The assessment of the media presence  
161 should address the authority under which media representatives are operating (open or  
162 closed borders, and free press or controlled press) and the reporters' degree of access to  
163 the theater of operations. Distinctions should be made between embedded and free  
164 roaming media for issues regarding support and security.

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- *Media Capabilities.* This element is an assessment of the media's information collection, production, transmission and communication capabilities in the AOR. This element analyzes the technological capabilities of the media representatives present within the AOR. It describes their level of sophistication (if they must transport products out of the area of operations for transmission to parent media or do they have self-contained interactive satellite telecommunications access). Media communication assets should be considered when developing ground rules and OPSEC plans. It also addresses the media's level of logistics support and its potential impact on commanders who are attempting to provide media access within the AOR. Access and media support are governed by the media ground rules. It includes information about their transportation assets, resupply channels, and equipment maintenance requirements. Additionally, the media's general ability to provide their own security and NBC protection should be assessed.
  
- *Media Content Analysis.* Media content analysis is an assessment of news coverage, the media's agendas and an analysis and prioritization of the strategic and operational issues confronting the command. It is not enough to merely tell the commander what stories ran in the media. Media content analysis assesses what is being said, by whom, and how it is being presented. Media analysis is constant and begins early in the planning phase of an operation and continues through Mobilization, Deployment, Employment, Sustainment, and Re-deployment. Content analysis reveals the meaning, tone, and accuracy of messages, how the information was presented, and the cumulative affect of the information. A media content analysis will provide an evaluation of the quantity of coverage, both in and out of theater, and the nature of that coverage. It will also be an essential element in determining objectives and strategies for communicating the Marine Corps perspective, and for working to achieve a balanced, fair and credible flow of information. The specific methods for conducting a media content analysis are explained in appendix E.
  
- *Information Needs.* This is an assessment of the information needs and requirements of the previously identified key publics. It analyzes and prioritizes key external and internal audiences and assesses their news and information expectations. It identifies the types of information that should be made available to Marines, their family members, other home station community audiences, the American public, and the host nation local populace. It will identify other audiences, such as allied or adversary leaders and publics that will be interested in available "cross-border" information.

202 **Public Affairs Guidance**

203 Unity of effort is central to the public affairs mission. The development and timely dissemination  
 204 of Public Affairs guidance (PAG) ensures that all information and policies are consistent when  
 205 responding to external information demands. The first step in achieving public understanding is  
 206 translating the mission and unclassified objectives of the operation into a form that can be easily  
 207 understood by the general public. This information is further developed, coordinated, and  
 208 disseminated in the form of PAG. PAG conforms to operations security (OPSEC) and the

209 privacy requirements of the members of the force. The continuous flow of updated PAG among  
210 all participating organizations is critical for remaining abreast of current developments. See also,  
211 MCWP 3-33.3, *Marine Corps Public Affairs*.

212 In order to be effective and maintain PA credibility and unit credibility, PAG must be developed  
213 with the needs of the front-line PA force in mind. PA planners must be able to "see" and "feel"  
214 the battlefield. They must have an understanding of the information environment and how it will  
215 change throughout the operational continuum. They must be aware that all the resources  
216 available at the planning headquarters may not be available or feasible in the theater of  
217 operations. The ability to capture necessary information and coordinate activities is the most  
218 restricted and difficult task in an expeditionary environment. These communication restrictions  
219 often place the PA leader in a difficult situation -- one in which an overwhelming number of  
220 news media on the scene will seek answers to legitimate questions about unfolding events -- and  
221 a lack of communication may limit the ability of PA leaders to discuss the events resulting in a  
222 loss of credibility.

### 223 *PAG development*

224 Upon receipt of a "warning order," the commander, through the PA staff, will begin development  
225 of proposed PAG. In many cases, this warning order may be preceded by a telephonic "heads up"  
226 call from a PA planner at a higher headquarters. This allows PA planners to begin working on  
227 proposed PAG before the formal warning order arrives. Proposed PAG should be based on the  
228 warning order, or other planning guidance, the proposed command operations plan (OPLAN),  
229 and the PA Estimate. Once the proposed PAG is developed, it is staffed and approved by the  
230 commander.

231 In an expeditionary environment, PA assets on the ground in the AO will often develop PAG and  
232 submit it to higher for staffing. DOD policy requires that proposed PAG be provided to the  
233 Assistant to the Secretary of Defense for Public Affairs (OASD/PA) by the unified, specified and  
234 other major combatant commanders for all operations. This requirement includes major joint  
235 training exercises that could attract national and international attention. Subordinate command  
236 PA leaders should conduct continuing PA assessments as a part of mission training for theater-  
237 specific contingencies in anticipation of PAG development requirements there.

238 While waiting for approved PAG, and interim or fragmentary PAG may be used. The  
239 fragmentary PAG should be approved by the highest available commander and include a press  
240 statement, question and answer section, establishment of interim release authority, command  
241 messages, and target audiences if applicable.

242 PA planners at all levels, specifically major command and above, should work to approve PAG  
243 as quickly as possible in order to provide subordinate PA leaders the opportunity to develop and  
244 implement timely PA programs. The format for PAG is included as an appendix A. Two sample  
245 PAGs are included as appendix A-1 and appendix A-2.

246 **Command Message**

247 A command message is a message containing information and emphasizing a key theme in order  
248 to communicate the Marine Corps' perspective on a given subject to the public. Marines will be  
249 constantly judged by world audiences. In a sense a command message is being delivered *every*  
250 *time* a Marine interacts with the public.

251 Command messages regarding a given issue must be deliberately developed in order to best  
252 communicate factual information and the Marine Corps' perspective about the issue to a public.  
253 The most effective command messages will include two elements: fact/information and key  
254 theme. See appendix F, Command message development flowchart.

255 A fact or information is information is communicated to the public based on existing guidelines  
256 for release of information. If information cannot be released, then an effective command  
257 message should include an explanation of why the information cannot be released. A key theme  
258 is used to communicate the context of an issue from the Marine Corps' perspective. An effective  
259 Command Message should include a developed key theme selected with consideration for the  
260 public to which the Command Message will be communicated.

261 *Example Command Message*

262 Some examples of command messages are:

- 263 • "It would be inappropriate to speculate about the cause of the helicopter crash. However,  
264 the Commanding General has directed that a thorough investigation begin immediately so  
265 we can identify the problem and take appropriate steps to prevent such a thing in the  
266 future."

267 This is an example of an effective command message in which the specific information requested  
268 cannot be released for SAPP (accuracy) reasons, but the appropriately linked key theme of  
269 "Safety" is developed and communicated.

- 270 • "Four Marines died today when a CH-53 helicopter crashed. Although we will work  
271 diligently to identify the cause of the crash, first and foremost our thoughts and prayers  
272 are with the families of those Marines during this difficult time."

273 This is an example of an effective command message in which specific information can be  
274 released and an appropriate key theme (sympathy/condolence) is linked with the information to  
275 communicate context from the Marine Corps' perspective.

276 **Public Affairs Annex**

277 The PA Annex is used to provide information about the conduct and execution of public affairs  
278 operations in support of the basic OPLAN. It should provide details and instructions necessary  
279 to implement PA media facilitation, news and information provision, and to conduct PA training  
280 activities. The PA annex outlines the situation, identifies the specific PA mission and explains

281 the concept of the operation. It also provides detailed information and guidance PA personnel  
282 need to conduct successful PA operations at the operator level. It should be coordinated with all  
283 staff sections, especially those that significantly impact the information environment to ensure  
284 PA activities are properly synchronized.

#### 285 *Public Affairs Annex development*

286  
287 Once the PA estimate and proposed PAG are completed, and the commander has selected a  
288 course of action. PA planners must be prepared to develop Annex F, Public Affairs to the  
289 OPOD. The PA Annex is designed much like the main order of an operation in that it is  
290 organized into five main paragraphs. They are situation, mission, execution, service support  
291 (administration and logistics), and command and signal. A format for a PA Annex is included in  
292 appendix D. Additionally, the OPLAN Annex F for the Combined Force Land Component  
293 Commander during Operation Iraqi Freedom - I is included in appendix D-1.

#### 294 **Standard Operating Procedures and Letters of Instruction**

295 Standard Operating Procedures (SOPs) and Letters of Instruction (LOIs) will often be needed to  
296 ensure PA detachments operate in a set and established method with regard to events that happen  
297 on a regular basis. These routine procedures ensure that all members of the section are working  
298 in concert toward the same PA objectives and that PA activities are easily blended into the  
299 actions of the command's staff. PA SOPs differ from PA plans and PA annexes to OPLANS in  
300 that they specifically detail and describe how PA is conducted within a certain command or unit.  
301 They are routine procedures and actions that apply to each section or unit. The PAO or senior  
302 SNCO prepares the PA section SOP. PA augments designated to support specific commands in  
303 the execution of contingency missions should use SOPs from these supported commands vice  
304 their parent command.

305 SOPs and LOIs may address but are certainly not limited to media in-processing, media  
306 embedding, actions taken upon media violation of established ground rules, reaccreditation  
307 procedures and authority, and combat safety training for media.

308 An LOI or portion of an LOI should include the implementation of a media database. A sample  
309 database entry field is contained in appendix G. This database will allow combatant  
310 commanders to have instant access to the media/affiliations present on their AO at anytime. This  
311 database can also link to the Command and control – personal computer (C2PC) program. At  
312 least one member of the PA staff should be highly proficient with the C2PC system. This will  
313 allow the PA staff and commander to track each embedded media member as they move with  
314 their host unit in order to provide continual assessments. A C2PC tracking example is contained  
315 at appendix H.

#### 316 **Other planning considerations**



317 **Information environment assessment and the PA estimate**

318 PA activities are conducted to bring about clearly specified objectives that support the  
319 commander's intent and achieve mission success. For PA activities, supporting analysis focuses  
320 on the information environment (IE). Analysis of the IE builds a complete picture of the  
321 conditions facing commanders and their PA forces, providing them the tools necessary to  
322 anticipate trends, actions, issues, and conflicts. The PAO and his staff conduct research and  
323 assessment for the estimate then evaluate, prioritize, and suggest courses of action that public  
324 affairs can best support, while considering the information environment. PA planners study and  
325 evaluate the information environment to identify specific public affairs operational  
326 considerations. Analytic result from analysis of the IE contributes to a complete and accurate PA  
327 estimate.

328 To acquire all the information necessary for an accurate picture of the operational environment,  
329 the PAO may work closely with inter-service counterparts, intelligence, civil affairs,  
330 psychological operations, military police, visual information and other staff sections involved  
331 with information gathering. Although a variety of techniques may be used in the analysis of the  
332 IE, much of the information can be garnered from other staff section products and should be  
333 coordinated with the G-2/S-2, G-4/S-4, G-5/S-5, and G-6/S-6.

334 To most fully support the PA estimate, analysis of the information environment should focus on  
335 research into the following areas, which are typically addressed in the "Situation and  
336 Considerations" portion of the PA estimate: information infrastructure, media presence, media  
337 capabilities, media content analysis, information needs assessment, and impact  
338 assessment/courses of action.

339 **PA estimate and PA guidance coordination**

340 The PA estimate summarizes the information environment, prioritizes the major issues  
341 confronting the command and predicts anticipated outcomes in detail. It measures the  
342 effectiveness of previous and current information strategies, and based on this evaluation,  
343 identifies possible courses of action to support command PA objectives. The PA estimate also  
344 contributes to the development of PA guidance for specific operations or missions.  
345 PA guidance is a primary tool that guides commanders and PA leaders in the application of  
346 doctrine and policy during operations. PA guidance provides the PA force at all echelons  
347 standard operating procedures.

348 **Post-mission planning considerations**

349  
350 During mission planning and preparation, Public Affairs planners should consider the  
351 requirement to contribute to Marine Corps lessons learned. Preparing for post-mission  
352 assessments during the planning phase will significantly reduce the man-hours required to  
353 produce lessons learned.

354 The Marine Corps lessons learned NIPR website is at <https://mccs.quantico.usmc.mil/mclls>. For  
355 classified information, see the SIPR site is at <http://www.mccdc.usmc.smil.mil/mclls>.

356 Additionally, an informational Power Point presentation ,outlining exactly how to use the  
357 system, is located on the PA Intranet and can be accessed at  
358 [www.usmc.mil/publicaffairsinformation](http://www.usmc.mil/publicaffairsinformation). Login in using a unit login name and password. Then  
359 click on the "Training" toolbar; click on the "Lesson Plans" link; click on "CMCCLS Brief."  
360 The brief will open in the browser. To download the brief, click on "File" and "Save As."

## 361 **Staff Integration**

362 PA planners must be an integral part of the staff planning process.

## 363 **Force planning**

364 In force planning, the PA staff works with the J-3/G-3/S-3 staff. The PAO is a standing member  
365 of the Joint/Operational Planning Group (J/OPG). Force planning consists of PA force  
366 requirements determination, force list development and refinements in light of PA force  
367 availability and PA force shortfall identification and resolution. In force list development, the PA  
368 assets needed to meet the mission are identified. Force availability is considered based on the  
369 strength and readiness of organic PA assets and equipment. Identification of PA force shortfalls  
370 addresses the lack of organic or mission-capable PA assets and the additional requirements and  
371 augmentations needed to accomplish the combatant commander concept of operations. All tasks  
372 for unit or personnel augmentation must be validated and requested through the J-3/G-3/S-3  
373 operational channels.

## 374 **Support planning**

375 To plan for logistical support of PA operations and personnel assigned to carry out the  
376 commander's concept of operations, the PA staff coordinates with and identifies support  
377 requirements to the J4/G4/S4. Specific logistical areas of concern include support in all classes  
378 of supply to the PA force, availability and authorized levels of support to civilian media, local  
379 purchase and contract support, property accountability, and vehicle transportation and  
380 maintenance support as tasked for through the J3/G3/S3. The PA logistics coordinator, usually  
381 the senior SNCO, should conduct face-to-face meetings with the embark officer, G-3, and Motor  
382 transport officer to ensure appropriate coordination is achieved.

## 383 **Transportation planning**

384 PA forces move from their home station to a specified destination in the theater, either as part of  
385 their parent organization or an individual augment (IA). This movement involves planning by  
386 several echelons of command, possibly stops at several intermediate locations en route, and a  
387 schedule constrained by a variety of operational requirements and priorities. Key staff for the  
388 senior PAO to interact with include the command's motor transportation officer, movements  
389 control officer, and staff officers within the J3/G3/S3 and J-4/G-4/S-4 that have staff supervision  
390 in this area. If vehicles and other major assets are allocated specifically to the PA Detachment,  
391 coordination must be tracked through the following system:

## 392 **Time-Phased Force and Deployment Data (TPFDD)**

393 The TPFDD is the JOPES database portion of an operations plan. It contains time-phased force  
 394 data, non-unit related cargo and personnel data, and movement data for the operation plan. The  
 395 Appendix 1 to Annex A of the operation plan is the Time-Phased Force and Deployment List  
 396 (TPFDL) which identifies types and/or actual units required to support the operation plan and  
 397 indicates origin and port of debarkation or ocean area. It may also be generated as a computer  
 398 listing from the TPFDD. PA planners must ensure that the TPFDD/TPFDL contains their unit  
 399 line numbers (ULNs) for units, personnel, or cargo. Assets not listed on the TPFDD do not  
 400 deploy. It is crucial to the planning process that the PA staff closely coordinate with the  
 401 J3/G3/S3 and J4/G4/S4 to ensure that PA assets are reflected on the TPFDD or included as  
 402 organic/attached assets to parent units with validated ULNs on the TPFDD. Ensure PA logistics  
 403 coordinator is aware of and adheres to TPFDD deadlines and milestones.

404 Transport of equipment must be planned for it to be available at the earliest possible date within  
 405 the theater of operations. When troops land at the APOD (Aerial Port of Debarkation) or SPOD  
 406 (Seaport of Debarkation) they may be substantial distances from the port where the PA element's  
 407 equipment arrives in theater and operations begin. Thus, the PA planner must set a realistic,  
 408 achievable required delivery date (RDD). This must be aligned with the commander's required  
 409 date (CRD). Planners begin with the RDD to establish two interim dates, the earliest arrival date  
 410 (EAD) and the latest arrival date (LAD). Once these dates are established, then the ready to load  
 411 date (RLD) and the available to load date (ALD) are established at home station to meet the  
 412 earliest departure date (EDD).

#### 413 **Communications planning**

414 Key planners include the J-6/G-6/S-6, J-4/G-4/S-6, and J-3/G-3/S-3. Specific concerns include  
 415 priorities for radio/telephone communications, satellite uplinks and downlinks, number of  
 416 telephone links/trunks allocated to PA requirements, E-mail access, and inclusion into the  
 417 communications electronics operating instructions.

418 Reliable and flexible communications are essential for effective PA command and control. In  
 419 today's global information environment, information must flow to and from users, up and down  
 420 the chain of command, and horizontally across the battlefield. Technology has compressed time  
 421 and space and forward-deployed PA sections can be in direct communication with higher  
 422 headquarters. The challenge is to ensure coordination and interoperability so that all elements  
 423 have the communications capability necessary to effectively carry out their assigned mission,  
 424 especially in today's joint, combined or interagency environment.

425 Deliberate, detailed planning can prevent communications shortfalls. PAOs assess their  
 426 information transmission and reception needs and requirements. They then identify the  
 427 communications capabilities they need to access, and determine the communications support  
 428 they will need from communication electronics divisions (G-6/S-6). Through close coordination  
 429 with the G-6/S-6, the identified PA communications requirements are integrated into the overall  
 430 communication architecture. In addition, consider possible development of web pages or sites.  
 431 Finally, availability of the following communication assets should be assessed prior to  
 432 deployment: satellite phones (special consideration should be made prior to deployment to

433 determine funds sourcing for purchasing minutes/satellite time), tactical radios, NIPRNET,  
434 SIPRNET, and global cell phones or locally contracted cell phones

## 435 **Information Operations Integration**

436

### 437 **Strategic responsibility of PA**

438

439 MAGTF operations will be observed, commented upon, and selectively portrayed to and by, the  
440 world audience. Actions will be perceived differently by viewers, many who may likely be  
441 biased. The perceptions created by MAGTF operations will result in changes to political realities  
442 that may, in turn, affect the assigned MAGTF mission. Information is a powerful component of  
443 battlespace shaping. Not only do actions matter, but the perceptions that actions create matter.  
444 Small, apparently local actions may have strategic consequences. For example, an “event” at a  
445 single checkpoint can change the relationship between the MAGTF, local residents, allied  
446 partners, and nongovernmental organizations (NGOs) and - depending upon how the event is  
447 portrayed through the media - can dramatically sway public opinion either for or against actions.  
448 In the battlespace of the future, all Marines must be aware of their strategic responsibilities. As  
449 the vital link between Marines and the public, PA shares that responsibility.

450

### 451 **Battlespace shaping**

452

453 Information operations are a combination of battlespace shaping, force enhancement, and force  
454 protection activities that are integrated and concurrently planned. Essentially, force protection is  
455 a defensive shield to protect our own systems and decision processes, while force enhancement  
456 is the offensive sword used against the adversary. However, IO goes beyond attack and defense.  
457 It includes those actions taken to influence selected groups and decision makers and establishes  
458 battlespace conditions conducive to success. Therefore, it is necessarily includes battlespace  
459 shaping.

460

461 Battlespace shaping combines PA, OPSEC, concealment and deception, PSYOP, and the threat  
462 and/or use of force. It encompasses all actions taken to convey (or deny) selected information  
463 and images to an audience in order to influence and inform. Battlespace shaping occurs within  
464 both the informational and the physical domains. It requires the broad synchronization of  
465 PSYOP, PA, OPSEC, deception, and operations within a single battle concept. See, MCWP 3-  
466 40.4, *Marine Air-Ground Task Force Information Operations*.

467

468 Coordination and staff interaction between PA, PSYOP, and CMO are required to ensure that  
469 the activities of one function do not conflict or complicate the work of another. In an  
470 expeditionary setting, all may disseminate information to local populations. However, *PA*  
471 *elements have the responsibility to deal with media outlets*. They can assist the other functions in  
472 passing information to the public through the appropriate media outlets. However, PSYOP  
473 and CMO may use message channels that are not used by PA, such as mobile loudspeakers or  
474 leaflets, to disseminate their message.

475

### 476 **Synchronized planning**

477

478 *Information focus.* IO include all actions taken to affect enemy information and information  
479 systems while defending friendly information and information systems. Information, as data, is a  
480 key component of combat, communications, and intelligence systems. Information transformed  
481 into knowledge and understanding is a key component of command and decision-making  
482 processes. Information, as media, influences perceptions, attitudes, and beliefs. Information and  
483 information systems are targets that, when affected, influence key decision makers. PA personnel  
484 focus on information as media.

485  
486 *Support to the commander.* Commanders require integrated, coordinated, synchronized  
487 information operations. PA operations, which occur at, and impact on, the strategic, operational  
488 and tactical levels -- often simultaneously -- are a critical element of these operations. News  
489 media coverage of conflicting messages and information communicated by different elements of  
490 the command compromises credibility. The two main responsibilities that PA maintains in IO  
491 are to dispel rumors and counter misinformation through the provision of factual information.  
492 The PA staff must not be co-located with the IO staff or be subordinate to the Information  
493 Officer due to a necessity to protect PA credibility.

494 *Shared analysis.* The starting point for PA contributions to IO is the Public Affairs estimate. The  
495 PA estimate includes and analysis of the global information environment and consolidates  
496 information on the audiences, media presence, public opinion, personnel available and PA  
497 guidance. See also appendix C.

498 *Unified planning through use of the MCPP.* Planning is unified through the execution of the  
499 Marine Corps planning process. Its tenets are top-down planning, single battle concept, and  
500 integrated planning. The six steps of the MCPP (mission analysis, course of action development,  
501 course of action war game, course of action comparison and decision, orders development, and  
502 transition) ensure that functional planning is systematic, coordinated, and thorough. PA, IO, and  
503 all IO-related plans are coordinated during the execution of the MCPP by the MAGTF staff.  
504 While varying functional areas may conduct supplemental planning, the MCPP is the single,  
505 unifying process to build the MAGTF operations order. Messages, regardless of delivery means  
506 – PA, CA, PSYOP, or IO - must be coordinated during the planning process and throughout an  
507 operation as the situation develops. A continual exchange of information must exist during  
508 execution. See also, MCWP 5-1, *Marine Corps Planning Process*.

509  
510 *The IO Cell.* The IO cell is a task-organized group that may be established within a MAGTF  
511 and/or higher headquarters to integrate a variety of separate disciplines and functions pertaining  
512 to IO for the command. A fully functioning IO cell integrates a broad range of potential IO  
513 actions and related activities that contribute to accomplishing the mission. IO integration requires  
514 extensive planning and coordination among all the elements of the staff. The IO cell, when  
515 established, is a mechanism for achieving that coordination. A PA representative may serve as a  
516 member of the IO cell, when established, to maintain situational awareness of other  
517 informational-related activities and to de-conflict activities when required. See also, MCWP 3-  
518 40.4, *Marine Air-Ground Task Force Information Operations*.

519 *Unified action.* PA actions, and events, that support IO include print and electronic products,  
520 news releases, press conferences and media facilitation. PA advises the commander on how the

521 operation is being perceived and portrayed and also provides guidance to unit commanders and  
522 Marines. This includes regular talking points and themes for commanders and preparing Marines  
523 to interact with the press. It's a means of emphasizing selected issues and positions--speaking  
524 with one voice.

525 **Limits of PA integration**

526  
527 The PA mission is to provide timely, accurate information to Marines and the general public  
528 and to initiate and support activities contributing to good relations between the Marine Corps and  
529 the public. PA expedites the flow of accurate and timely information to internal and external  
530 audiences. In peacetime, PA provides Marine and the general public with information that  
531 increases public understanding of the Marine Corps' roles and missions. PA efforts can have  
532 positive as well as negative impacts within the battlespace and the consequences of its use can  
533 have a strategic effect on the mission.

534  
535 Distinct separation of PA and IO assets is essential to maintain PA credibility, however PA can  
536 support IO to the extent that credibility is not compromised. The PA challenge is to get  
537 information out effectively, efficiently, and honestly. Marine Corps PA policy is to tell the truth  
538 as quickly as possible. That includes good news as well as bad. PA informs and educates. PA  
539 must be coordinated with, but carefully separated from, other informational efforts aimed at  
540 manipulating perceptions. Any deviations from the truth will destroy the credibility and  
541 effectiveness of Marine Corps PA operations.

542  
543 Although PA, CA, PSYOP, or other IO-related messages may be in different formats and  
544 delivered via different news media, they must not contradict one another or the credibility of all  
545 messages will be lost. Although each discipline has specific audiences, information will often  
546 overlap between audiences. This overlap makes the de-confliction of messages crucial. Under no  
547 circumstances will public affairs personnel engage in PSYOP activities, or vice versa. The joint  
548 task force commander will establish separate agencies and facilities for public affairs and  
549 PSYOP activities. At no time will PSYOP personnel address the news media, unless such an  
550 address is related to coverage of the PSYOP function. See MCWP 3-33.3, *Marine Corps Public*  
551 *Affairs*.

552

## Chapter 3

### Media Facilitation

Media facilitation is the provision of assistance to civilian and military news media representatives covering an operation. The objective of media facilitation is to support news media efforts. This includes providing accurate, timely, balanced, credible coverage of the force and the operation, while minimizing the possibility that media activities will disrupt the operation. Media facilitation includes assisting media entry into the area of operations, registering media representatives, orienting them on the ground rules for coverage and ensuring that they understand the security policies and constraints under which they must agree to operate if they desire Marine Corps support. Media facilitation also involves arranging interviews and briefings, coordinating unit visits and escorts, and assisting media representatives with transportation, messing, billeting, communication support, safety and equipment. Media facilitation involves the early establishment of a media center as a focal point for media wishing to cover an operation, for Marine Corps personnel seeking assistance with media representatives in their area, and for resolution of problems or incidents resulting from media-military interaction. The PA staff accomplishes this goal by making information fully and readily available within the constraints of national security and OPSEC, and by facilitating inclusion of civilian and military news media representatives in military units whenever possible.

#### Principles of information

The "DoD Principles of Information," forms the foundation for the PA function of media facilitation. See appendix I.

#### Role of the PA Staff Section

The prime focus of the PA staff is support of the commander and the PA staff is the element tasked with executing the media facilitation strategy. The PA staff ensures leaders within the command understand the commander's media relations policies, and serves as the command ombudsman in the settlement of conflicts between the media and the military. PA personnel must enforce the media ground rules and terminate support for media that violate the ground rules.

As an active participant in the command's information planning element, the staff coordinates with G-2S-2, G-3/S-3, G-5/G-5, PSYOP (if necessary), G-6/S-6, G-1/S-1 (while deployed aboard ship), US Information Service, and other agencies and staff elements to develop the commander's information strategy and to reduce the probability of conflicting messages.

#### Role of information centers

Information centers are organized when large numbers of news media representatives are anticipated to cover military activities. Currently, joint, coalition, allied and Marine Corps information centers fulfill the requirement for a focal point for the news media during military operations. In essence this center is a command post for media support efforts. It serves as both

40 the primary information source, and as a logistical support and coordination base for commercial  
41 news organizations covering the operation.

42 Information centers support the commander. They provide the commander a professional,  
43 immediately available, fully trained organization designed to respond to national and  
44 international civilian media interest in US military operations. When operated by  
45 unified/specified commands, these media operations centers may be called a Joint Information  
46 Bureau (JIB). At the combined commands, they are called an Allied Press Information Center  
47 (APIC), Coalition Press Information Center (CPIC) or Combined Information Bureau (CIB).  
48 APIC staffs should be a proportionate representation of the forces, with representation from all  
49 services involved in the operation.

## 50 **Media operations center**

### 51 **Function**

52 A media operations center provides the following functions:

- 53 • A single point of contact and information source for media within the theater
- 54 • Briefings and enforcement of media guidelines and ground rules
- 55 • Primary information release authority for the senior PAO
- 56 • Coordination of news media coverage with forward units
- 57 • Coordination with all service branches for each service, agency or country
- 58 • Identification and communication of host-nation sensitivities to all personnel in  
59 theater
- 60 • Preparation for and conducting press briefings and news conferences
- 61 • Registration of news media personnel
- 62 • Media Operations Center Staffing and Organization
- 63 • Provide commander SA on media disposition

### 64 **Assumptions**

65 Media center operations are based on five primary assumptions:

- 66 • Accurate information is available in a timely manner and adheres to the DoD Principles  
67 of Information.
- 68 • Current trends in communications technologies within the information environment will  
69 continue to reduce the news media's reliance on military support and assistance when  
70 covering operations and will continue to increase the availability of information to a  
71 worldwide audience.
- 72 • Media representatives will be in an area of operations at the start of, and in most cases,  
73 before an operation begins.
- 74 • Media interest and coverage in non-combat operations may be higher at the outset, and  
75 barring a significant event which renews national or international attention or interest,  
76 will taper off over time. During a high-intensity conflict, media interest could remain  
77 high.



78 Military PA elements require access to complete information, state-of-the-art communication  
79 equipment, and must possess sophisticated coordination channels in order to pre-empt  
80 speculative, inaccurate or biased reporting. Dedicated bandwidth is essential to PA mission  
81 accomplishment.

82

### 83 **Organization and staffing**

84 Organization and personnel staffing of media operations centers are determined by the  
85 responsible command PAO and his staff. Media operations centers (MOCs) may be Marine  
86 Corps specific, Joint, or Allied/Coalition. MOCs normally consist of two major elements: a  
87 headquarters group and an operations element.

88 *Headquarters element.* The headquarters is made up of the command group and support staff.  
89 The command group contains the officer in charge and his immediate staff. The support sections  
90 provide administrative support, conduct lease and purchase contracting, setup, operate and  
91 maintain the unit's equipment, and conduct the day-to-day operation of the MOC. The support  
92 staff is responsible for the execution of MOC communications, supply operations, administration  
93 support, vehicle maintenance, security and other support functions as required.

94 *Operations element.* Consists of a Plans Section and a Media Support Section.

- 95
- 96 • The plans section is responsible for all MOC media planning. It establishes MOC  
97 requirements and determines operating procedures and policies. It maintains channels of  
98 communication with OASD(PA) and the JPAO (or senior command PAO). It is  
99 responsible for recommending and assisting in the development and dissemination of PA  
100 Guidance. It monitors available major U.S., international and local television and radio  
101 broadcasts and print publications providing coverage of the operations, conducts news  
102 media analysis and evaluates the effectiveness of MOC operations. One officer or senior  
103 SNCO is normally assigned duties as the Plans Officer. He ensures that PA operations  
104 are synchronized with other combat functions and promotes early coordination of PA,  
105 CA, and PSYOP functions.
  - 106 • The Media Support Section (MSS) is the primary point of contact for news media  
107 representatives (NMRs) in an area of operation seeking information or assistance in  
108 covering the force and the operation. The MSS receives and registers NMRs, briefs  
109 NMRs on the media ground rules and security procedures or concerns, and orients them  
110 on the force, the operation and other pertinent issues (special safety or host nation  
111 considerations).

112 The MSS orchestrates the command's news briefings and coordinates for subject matter  
113 experts to explain and discuss operations and capabilities. The MSS is also responsible  
114 for coordinating appropriate, knowledgeable escorts, unit visits, and service member  
115 interviews. It assists the Joint Force or other senior PAO in preparing service members  
116 for interaction with the news media. Finally, it provides support to Joint Force elements  
117 and service component PA elements seeking assistance with NMRs.

118 **MOC Staffing**

119 Currently, media operations center staffs generally must be supplemented by individual  
120 augments from the active duty and reserve components. There is currently no official T/O for  
121 MOCs. Early coordination with appropriate J-1/G-1/S-1 personnel will help ensure adequate  
122 staffing. Reserve personnel can be used to augment on a voluntary and non-voluntary basis  
123 depending on the type of operation. Staffing and organization will be based on mission  
124 requirements.

125 **MOC Operations**

126 Media centers will support and be responsible to the senior commander of the operation on a 24-  
127 hour basis. Media centers are usually established by unified command combatant commanders to  
128 support the news media in an area of operation.

129 In major operations -- actions conducted by unified commands -- a Joint Information Bureau will  
130 usually be the first to deploy for this purpose. A JIB will be staffed by public affairs personnel  
131 from the services represented in the joint force; participating services may establish their own  
132 media centers subordinate to the JIB to disseminate information about their particular missions.

133 ***Initial operational focus***

134 During the first 24 hours after arrival in a new theater of operation, a media center can provide  
135 limited media support services. Within this first operational day, the MOC must:

- 136 • Establish a "hasty media center" as the initial focal point for the news media until  
137 additional media support forces arrive.
- 138 • Establish communication with higher, adjacent, and subordinate agencies.
- 139 • Request and establish who has operational information release authority within the  
140 theater.
- 141 • Establish command structure/lines of authority.
- 142 • Coordinate with appropriate authority for leasing and purchasing contracts.
- 143 • Begin to register news media personnel in the area
- 144 • Provide basic media support (coordination of media access to subordinate units and  
145 media escort as resources permit).
- 146 • Assist or conduct command news briefings and conferences.
- 147 • Coordinate Subject Matter Expert (SME) interviews.
- 148 • Be capable of assisting in the transmission of internal media products.

149 Initially, the media operations center will need to provide varying degrees of support to news  
150 media personnel including specialized equipment (flak vest, NBC gear, helmets) for those unable  
151 to obtain them prior to entering the AO, transmission of media products, etc. Certain limitations  
152 may be imposed by the commander on media support due to unit logistic limitations.

153 **Registration of media**

154 All media requesting support or access to units to cover Marine Corps operations must be  
155 registered. This includes freelance journalist, military media representatives, such as those who  
156 are assigned to Armed Forces Radio and Television Service, Stars & Stripes newspaper and  
157 other Armed Forces Information Service (AFIS) personnel who are not supporting units on the  
158 battlefield. The personal safety of media representatives, as acknowledged by the media  
159 themselves, is not a reason for excluding them from operations.

160 Registration is an accounting tool, which provides PAOs the ability to know what media are  
161 represented in the theater, where they are located, and their movement around the theater. This  
162 information is helpful in planning and conducting media logistical support and transportation,  
163 and in preparing subordinate commands for media encounters. It is also helpful to commanders  
164 who might want to provide newsworthy events to the media. It also identifies which news media  
165 have asked for military assistance and access, and have agreed to the command's media ground  
166 rules.

167 Do not automatically assume that the policy of embedding will be approved in your area of  
168 responsibility. See appendix J, Media Embed Plan. A number of countries in the Asia-Pacific  
169 region are not culturally comfortable with the concept of embedded and un-assigned reporters;  
170 preferring, instead, nationally mandated reporter pools. Coordination and prior approval of  
171 embedding requests are critical actions prior to deployment.

172 News media representatives should be informed that registration and acceptance of media ground  
173 rules will entitle them to better access to units and subject matter experts, and provision of  
174 military ground and air transportation when possible. News media representatives who refuse to  
175 agree to the military ground rules and who are not registered will receive only the support and  
176 information assistance as provided to the general public.

177 *Registration Requirements.* The registration process is conducted in five basic steps:

- 178 • Verify the identity of the media representative (including checking for valid  
179 passport/visa, professional media organization membership card, media ID card, other  
180 military press credentials, etc.).
- 181 • Have them sign an agreement to abide by the established media ground rules for the  
182 operation in exchange for granting support, access to units, information and other  
183 privileges. If required, revoke credentials for those who violate the ground rules.  
184 (Enforcement of this requirement is essential.)
- 185 • Have NMR agree to and sign a liability waiver that frees the military of responsibility  
186 if the NMR is killed or injured as a result of covering the operation. (An example of a  
187 waiver of liability is at Annex I).
- 188 • Give NMRs proof of registration (memorandum, press badge or other identification).
- 189 • Maintain a roster of registered NMRs and monitor their movements during the time  
190 they are receiving military support.

191 **Accreditation vs registration**

192 Accreditation is the verification and validation that a person represents a legitimate commercial  
193 news organization. Registration is an accounting tool. This means that accrediting governments  
194 or military organizations will physically verify the affiliation of an applicant with a specific news  
195 organization. This is difficult to perform amidst an ongoing operation, especially when deployed  
196 far away from CONUS. It is generally accepted that, when overseas, the decision to accredit  
197 news media is made by the host nation's government in coordination with the combined or  
198 unified commander. When accreditation isn't required by the host nation, responsibility for this  
199 determination is held by the combined or unified commander. Accreditation is normally  
200 performed at the MEF level or higher. PA detachments for larger exercises and operations should  
201 develop a system at the combatant commander level for accrediting media.

## 202 **Unilateral media handling**

203 Unilaterals are reporters in the AO who are not registered or accredited or those who are  
204 accredited but chose not to be embedded with a unit. Generally, unilaterals that approach  
205 military units should be directed to contact the PA organization (JIB, APIC, CPIC) in order to be  
206 registered and accredited. This process may be as simple as a phone call, radio transmission, or  
207 email, or it may require the reporter to physically go to the PA facility for processing. Units  
208 should not offer support including interviews, access, or transportation to unilaterals until  
209 notified by PA authority that accreditation and registration are completed.

210 Unilateral media will show up at your doorstep, regardless of whether you have a plan for them  
211 or not.

- 212 • Accreditation. They should be treated as any other non-combatant on the battlefield until  
213 their credentials are verified and they are given the option of being credentialed through  
214 the unit or higher headquarters.
- 215 • Unilateral media should not be forcibly removed from the battle space unless they are  
216 directly inhibiting mission accomplishment.
- 217 • Battalion level commanders and below have the choice whether to engage or not engage  
218 in interviews with the media if they are not credentialed.

## 220 **Media ground rules**

221 Media ground rules will assist in protecting the security and the safety of the troops involved  
222 while allowing you the greatest permissible freedom and access in covering the story. All  
223 interviews with news media representatives will be on the record.

224 Security at the source will be the policy. An example of media ground rules is in appendix K.  
225 Releasable and non-releasable information, along with tips for working with the media in the  
226 field can be placed on a 5.5" x 6" laminated tri-fold card that will fit into soft covers and kevlar  
227 helmets. This allows Marines to have easy access to information regarding releasable and non-  
228 releasable material.

## 229 **Releasable information**

230 The following categories of information are releasable:

- 231 • Individual information releasable under the Privacy Act
- 232     ▪ Home of Record
- 233     ▪ Education/schools
- 234     ▪ Awards/decorations
- 235     ▪ Marital status/dependents
- 236     ▪ Age
- 237     ▪ Date released from active duty/discharge type as long as it was not an
- 238         administrative discharge
- 239 • Arrival of major U.S. military units in the AOR when officially announced. Mode of
- 240     travel (sea or air), date of departure, and home station.
- 241 • Approximate friendly force strength figures.
- 242 • Approximate friendly casualty figures by service. Embedded media may, within
- 243     OPSEC limits, confirm unit casualty figures they have witnessed.
- 244 • Confirmed figures of enemy personnel detained or captured.
- 245 • Size of friendly force participating in an action or operation will be disclosed using
- 246     general terms such as “multi-battalion.” Specific force or unit identification may be
- 247     released when it no longer warrants security protection.
- 248 • Information and location of military targets and objectives previously under attack.
- 249 • Generic description of origin of air operations such as land or carrier based.
- 250 • Date/time/location of previous conventional military missions and actions as well as
- 251     mission results, are releasable only if described in general terms.
- 252 • Types of ordnance expended in general terms.
- 253 • Number of aerial combat or reconnaissance mission or sorties flown in AOR.
- 254 • Type of forces involved (e.g. air defense, infantry, armor, Marines). Never specific
- 255     numbers.
- 256 • Allied participation by type of operation (ships, aircraft, ground units, etc) after
- 257     approval of allied unit commander.
- 258 • Operation code names.
- 259 • Names and hometowns of U.S. military units.
- 260 • Service members’ names and home towns, with the individuals’ consent. (Marines
- 261     have the right to deny providing their names.)

## 262 **Not Releasable Information**

263 The following categories of information are not releasable:

- 264 • Individual information protected by the Privacy Act including:
- 265     ▪ Race
- 266     ▪ Administrative discharge specifics
- 267 • Names of wounded and those killed in action until next of kin are officially notified.
- 268 • Information that is part of an ongoing investigation.
- 269 • Specific number of troops in units below corps/MEF level.
- 270 • Specific number of aircraft in units below wing level.
- 271 • Specific numbers regarding other equipment or critical supplies (e.g. artillery, tanks,
- 272     landing craft, radars, trucks, water, etc.)
- 273 • Specific numbers of ships in units below the carrier battle group level.

- 274 • Names of military installations or specific geographic locations of military units in  
275 the AOR unless specifically released by the Department of Defense or authorized by  
276 the AO commander. News and imagery products that identify or include identifiable  
277 features of these locations are not authorized for release.
- 278 • Information regarding future operations.
- 279 • Information regarding force protection measures at military installations or  
280 encampments. (except those which are visible or readily apparent.)
- 281 • Photography that would show level of security at military installations or  
282 encampments, especially aerial and satellite photography.
- 283 • Specific details of rules of engagement.
- 284 • Information on intelligence collection activities that would compromise tactics,  
285 techniques or procedures.
- 286 • Extra precautions in reporting will be required at the commencement of hostilities to  
287 maximize operational surprise. Live broadcasts from airfields, on the ground or  
288 afloat, by embedded media are prohibited until the start of the initial strike package or  
289 until authorized by the unit commander.
- 290 • During an operation, specific information on friendly force troop movements, tactical  
291 deployments, and dispositions that would jeopardize operational security or lives.  
292 Information on on-going engagements will not be released unless authorized release  
293 by the on-scene commander. Media must request authorization to transmit live  
294 reports from the battlefield.
- 295 • Information on special operations units, unique operations methodology or tactics, for  
296 example, air operations angles of attack, and speeds; naval tactical or evasive  
297 maneuvers, etc. General terms such as “low” or “fast” may be used.
- 298 • Information on effectiveness of enemy electronic warfare.
- 299 • Information identifying postponed or canceled operations.
- 300 • Information on missing or downed aircraft or missing vessels while search and rescue  
301 and recovery operations are planned or underway.
- 302 • Information on effectiveness of enemy camouflage, cover, deception, targeting, direct  
303 and indirect fire, intelligence collection, or security measures.
- 304 • No photographs or other visual media showing an enemy prisoner of war or  
305 detainee’s recognizable face, nametag, or other identifying feature or item may be  
306 taken. Photography from a respectful distance or from angles at which an EPW or  
307 detainee cannot be identified is permissible when combatants are taken into custody.  
308 Detainee handling procedures.
- 309 • Still or video imagery of custody operations or interviews with persons under  
310 custody.

## 311 **Media Pools**

312 Journalists, as a group, are strongly opposed to media pools in any form. The media pool is seen  
313 as a restriction placed on the media representatives and their ability to provide coverage of the  
314 news. They are grudgingly tolerated, and should be only used as a last resort when space onboard  
315 military transportation is limited, access to an area must be controlled, and after all other  
316 possibilities have been explored and eliminated. Even under conditions of open coverage, pools  
317 may be appropriate for specific events. Both the Marine Corps and the news media are in

318 agreement, however, that limited access is better than no access at all. Finally, the pool is an  
319 option of last resort. It should be disbanded as soon as free and open access to the operational  
320 area can be allowed, normally within the first 24 hours of an operation.

### 321 **Considerations**

322 When a pool system is required, the PAO will identify the maximum size of the pool that can be  
323 supported. The news media representatives on the scene will select media pool members. A  
324 roster of media personnel registered with the Marine Corps PAO will be used to identify the  
325 media representatives eligible to participate. The pool should consist of, but not be limited to, a  
326 minimum of one video crew (camera operator, sound technician and producer), one still  
327 photographer (wire service, newspaper, or magazine), one radio reporter, and one newspaper or  
328 wire service reporter. Special consideration must be given to international reporters as well. The  
329 video outlet selected for the pool coverage should not include "talent" or an on-camera  
330 personality in the shots to be used by the pool. If the "talent" for the outlet is included on the  
331 pool, the outlet should agree to shoot comparable coverage of the event that does not include a  
332 personality so that other outlets can use the footage as well. While this is a fair and representative  
333 pool structure, it is the media themselves who must determine the make-up of the pool. Some  
334 news events and situations may lend themselves more to print, or conversely television reporting,  
335 and the media representatives may choose to select an unbalanced pool.

### 336 **Access**

337 All pool members must be willing and able to meet deadlines and supply information products  
338 (video, audio, still media, and text) in a timely manner to all media representatives who are  
339 entitled to material generated by the pool. The military media center will also have access to this  
340 information and will make it available to all other requesting news media organizations. A  
341 clearly defined system must be established prior to departure that outlines how non-pool  
342 members will access the footage and information. This system should be provided to the PAO  
343 prior to departure and reviewed for fairness. Generally, non-pool members will request the  
344 information/footage and pay the pool member a reimbursement for reproduction costs only.  
345 Media that determine the makeup of the pool must also determine whether footage/information  
346 will be aired by pool members before it is made accessible to non-pool members.

347 Once a media pool has been selected, the media pool will select a team leader. It is the  
348 responsibility of this team leader to ensure that members of the media pool meet their obligation  
349 to share information. The Marine Corps PAO will not involve himself in settling internal  
350 disputes of the media pool.

### 351 **Provision of facilities**

352 Consistent with its capabilities, the military will supply PAOs with facilities to enable timely,  
353 secure, compatible transmission of pool material and will make these facilities available  
354 whenever possible for filing independent coverage. In cases when government facilities are  
355 unavailable, journalists will, as always, file by any other means available. The military will not

356 ban communications systems operated by news organizations, but electromagnetic operational  
357 security in battlefield situations may require restrictions on the use of such systems.

## 358 **The DoD National Media Pool**

359 The DoD National Media Pool was established to prevent recurrence of problems encountered  
360 with media coverage during Operation Urgent Fury in Grenada in 1983. During the first 24 hours  
361 of Urgent Fury, more than 600 reporters attempted to gain access to the operation. The large  
362 numbers overwhelmed the limited Public Affairs elements available to assist them. In 1985, the  
363 Secretary of Defense established the DoD National Media Pool, a civilian news element of  
364 approximately 16 media representatives from various national news organizations, with the  
365 mission of covering an operation from its initial stages until open coverage could be allowed.  
366 The pool members remain on call in Washington, D.C., and are available for immediate  
367 worldwide deployment. Their products are shared by the open news media until the pool is  
368 disbanded and access is granted to the entire news community.

## 369 **Support requirements**

370 Supported commanders are responsible for providing operational support as the mission allows  
371 to the DoD National Media Pool. At a minimum, the pool members will require:

- 372 • Daily, comprehensive and unclassified operational news briefings.
- 373 • Access to ongoing combat operations. The media are aware of the personal risks  
374 involved in covering combat operations. They will not be denied access to them based  
375 on risk to their personal safety.
- 376 • Reasonable access to key personnel. All information gathered from these personnel is  
377 unclassified and on the record.
- 378 • An escort -- usually a lieutenant colonel or colonel -- to coordinate pool support and  
379 access requirements.
- 380 • Transportation and itinerary planning and coordination that will allow media to gain  
381 access to the theater of operations and to disperse pool members throughout the  
382 operational area.
- 383 • In today's global information environment, when news media can report live from  
384 almost anywhere in the world in almost any environment, the technological  
385 capabilities of most news organizations decreases the importance of the DoD  
386 National Media Pool once word of an operation has spread.
- 387 • When the DoD media pool is operational, PAOs will attempt to provide the same  
388 information support concerning theater operations to all other media in the  
389 operational area.
- 390 • However, their primary responsibility is to the DoD Media Pool. After the DoD  
391 media pool is dissolved, all media in theater will be dealt with in an equitable manner  
392 with respect to information and support provided.
- 393 • As soon as open access to the operational area can be allowed (normally within the  
394 first 24 hours of an operation), the DoD National Media should be disbanded.



## 395 **News Briefings**

### 396 **Purpose**

397 News briefings may be formal in nature or very informal in the method in which they pass  
398 information, but the goals remain the same. There are several reasons for holding news  
399 briefings:

- 400 • **Credibility:** The physical presence of a briefer and his willingness to meet the issue head  
401 on leads to a much more credible presentation
- 402 • **Uniformity:** All media get the same information at the same time.
- 403 • **Expression of concern:** A briefer represents the face of the command, which shows more  
404 concern than an impersonal news release, especially in situations where there is loss of  
405 life or extensive damage.
- 406 • **Complexity of material:** Where material is technical or complicated, the news briefing  
407 makes the subject matter more easily understandable. The question and answer session  
408 that accompanies a news briefing saves time in call-backs by news reporters needing  
409 clarification.

### 410 **Function**

411 News briefings should be done daily during an operation and when important events dictate.  
412 They should:

- 413 • Get out a specific message
- 414 • Explain complex or technical matters
- 415 • Reach a large number of media interested in the same subject matter area.

### 416 **Timing**

417 PA personnel should think about media deadlines and set the time to help the media meet those  
418 deadlines and facilitate the 24-hour news cycle. Timing of press conferences should be  
419 appropriately dispersed over the 24-hour news clock and coordinated with higher and adjacent  
420 briefings. Considerations should be given to timing of brief to ensure maximum exposure to  
421 target audience. Be sure to invite all media within the area in a timely manner.

422 A knowledgeable and articulate spokesperson should be chosen to present the material. This  
423 should be the subject matter expert (SME), but may be the PAO or the commander. At the very  
424 minimum, a person of prominence within the command should be selected. Other SMEs may be  
425 in attendance at the briefing to field technical questions. The SME interviews should be at the  
426 request of an individual media representative and the time should be set to facilitate the media to  
427 meet those deadlines. Consideration should be given to the appearance of the presentation, the  
428 message, space, lighting, electrical needs, suitable setting, chairs, tables and press packets. All  
429 handouts should be reviewed.

430 See appendix L for News Briefing and Press Conference Formats.

431 **Aviation support guidance**

432 **Blanket approval**

433 Typically during large exercises and operations, OSD or HQMC will provide blanket approval  
434 for military air support of media thus eliminating the need to comply with this process. If a large  
435 number of aviation support requests are expected, the PAO may desire to request blanket  
436 authority for aviation media support prior to the start of the operation or exercise. However,  
437 smaller operations and exercises may follow these guidelines. *Generally allow 60 days for*  
438 *processing of aviation support requests.* High visibility/high impact requests can be expedited,  
439 but allow as much lead time as possible.

440 **Guidance**

441 In order to "tell the Marine Corps' story" there are numerous instances in which public affairs  
442 personnel seek Marine Corps aviation assets to support media or community relations activities.  
443 Public Affairs often requests: embarking media to cover operations or training;  
444 orientation/indoctrination flights for influential people, such as actors or members of Congress;  
445 requests to fly aviation photographers. The purpose of this guidance is to establish appropriate  
446 levels of authority and procedures for Marine Corps Public Affairs for the approval of various  
447 types of public affairs travel for news media representatives aboard Marine Corps aircraft. In an  
448 expeditionary environment all support of media is fluid, but aviation support is the most fluid.  
449 The information provided in this publication is primarily the method for attaining aviation  
450 support of media requests in a garrison and training environment. Many of the same rules apply  
451 to expeditionary requests, but as media are embedded with specific units, they are transported as  
452 a member of that unit, not as individual media. Establishing working relationships with air  
453 officers at the onset of operation will facilitate the transmission and approval of requests.  
454 Additional information can be found in the following publications and orders:

- 455
- 456 • DoD Instruction 5435.2, "Delegation of Authority to Approve Travel In and Use of
  - 457 Military Carriers for Public Affairs Purposes"
  - 458 • DoD Instruction 4515.13, "Air Transportation Eligibility"
  - 459 • SECNAVINST 5720.44, "Public Affairs Policy and Regulations"
  - 460 • MCO P5720.73, "Aviation Support of Community Relations Activities"
  - 461 • CMC MSG 150020Z MAY 96, "Transportation of Foreign Nationals and U.S.
  - 462 Civilians Aboard DoD ACFT"
  - 463 • OPNAVINST 3710.7Q, Chapter 3, "Policy Concerning Use of Aircraft"
- 464

465 **Categories of Flight Requests**

466

467 Travel of bona fide news media representatives to:

468

- 469 • Cover Marine Corps training in which aviation assets are an intricate part of the
- 470 exercise scenario.
- 471 • Cover Marine Corps training in a remote location that is not accessible by

- 472 commercial modes of transportation.  
473 • Cover the deployment of Marine Corps units aboard military aircraft.  
474 • Cover Marine Corps aviation missions such as aerial refueling.  
475 • Accompany, by invitation, Marine Corps leadership during scheduled visits to Fleet  
476 Marine Forces.  
477 • Collect air-to-air photography of Marine Corps aircraft.  
478 • Orientation/Indoctrination Flights.  
479

### 480 **Public Affairs Travel Policy**

481  
482 *CMC.* Approval for the various types of travel/flights varies according to proposed passengers  
483 and the type of flight involved. CMC msg 160007Z May 96 delegates authority to MARFOR  
484 Commanders and Commanders, Air Bases East and West to approve transportation local US  
485 civilian news media and certain foreign nationals under the following conditions:

- 486  
487 • Shall be in support of operational or training events.  
488 • Shall be in transport/utility aircraft only  
489 • Travel of local US civilian news media representatives shall be determined to be local  
490 as to the scope of interest and as to the distance of travel involved.  
491

492 *DoD.* Per DoD Inst 5435.2, the following considerations will be made prior to arranging travel or  
493 transportation of civilians in DoD aircraft.  
494

- 495 • The Marine Corps shall not be placed in a position of competing with commercial  
496 sea, air, or land transportation when that transportation exists, is adequate, and public  
497 affairs objectives of the travel can be accomplished through its use.  
498 • In order to maximize utilization of travel or transportation requested for public affairs  
499 purposes, the approving authority will coordinate each request with any other  
500 Department, Command, or Agency which may have a valid interest in the proposed  
501 public affairs activity concerned.  
502 • Prior to approval, travel or transportation for public affairs purposes must be  
503 determined to be primarily in the interest of the Department of Defense.  
504

### 505 **Restrictions**

506  
507 Travel aboard Marine Corps aircraft for bona fide media representatives will only be approved if  
508 at least one of the following considerations apply:  
509

- 510 • Embarkation aboard the aircraft is necessary to obtain news coverage of the aircraft in  
511 which embarked.  
512 • Embarkation aboard the aircraft is necessary to obtain news coverage of the military  
513 personnel or cargo embarked on board the aircraft.  
514 • Travel on board Marine Corps aircraft is considered integral to the story and/or  
515 transportation is in support of an approved public affairs effort.  
516 • Travel on board Marine Corps aircraft IS NOT solely a means of transportation to  
517 attend an event for coverage that could be provided by commercially available  
518 transportation.

- 519 • Travel is to a remote area where military operations are being conducted and is not
- 520 accessible by commercial air transportation.
- 521 • All flights are in support of operational or training events.
- 522 • Correspondents are invited by proper authority to report on a special matter of interest
- 523 to the Marine Corps.
- 524 ○ (Example: The Commandant invites a Marine Corps Times reporter to
- 525 accompany him on his trip to visit Marines at a forward facility)
- 526 • The travel/transportation is determined to be primarily in the best interest of the
- 527 Marine Corps.
- 528

529 Approval shall not be extended to include flights of convenience for the individuals concerned,  
530 nor for the purpose of point-to-point transportation not in conjunction with the operation or  
531 training event. Military Aircraft are not to be used as a taxi service for media that can drive to  
532 the destination in question.

533  
534 For additional guidance, see also appendix P, Aviation support requests. Sample aviation  
535 support requests may be found in appendix P-1 and P-2.  
536

## Chapter 4

### Information strategies and web dissemination

Emerging technologies have contributed to the refocusing of the PA mission. There has been a general shift in the information provision function from an emphasis on producing specific products (such as base and field newspapers and radio/television news programs) to focusing on the processing of our themes and messages and their intended effects -- the function of information communication, rather than its form.

Using a combination of contracted services, organic military assets, and government and commercial communications networks, Public Affairs detachments can provide information to news media representatives, deployed Marines, home base audiences and the American public. A Public Affairs detachment coordinates information efforts and develops informational products (such as digital text, graphics, and photos, printed publications, audio/video news releases and graphic imagery) into consolidated campaigns designed specifically to present the Marine Corps' perspective. This means that Marine Corps Public Affairs communicates information to create an informed American public and Marine Corps force, assist them in gaining a clear understanding of the strategic, operational and tactical situation.

#### Strategy

By establishing a comprehensive information strategy program, Public Affairs can assist in mission accomplishment by increasing audience understanding of the situation and establish confidence in and support for the force. This contributes to unit cohesion and provides commanders with increased range of action, free of distractions and limitations.

#### Information campaigns

The general public is interested in Marines, their lifestyle, how they are being treated and their ability to accomplish a given mission. Information about these topics provide reassurance, confirming that Marines maintain professional and ethical values and are being cared for adequately.

The three basic components of information campaigns are: mission, role and morale.

- Mission. Both external and internal publics need to know what the mission is, what they're being asked to do and why. They need to know not only the organization's mission, but also how it fits into the big picture -- the political/strategic-level situation, and why it is important.
- Role. All military members need to have an understanding of their job and how it relates to mission accomplishment. The general public needs to have an accurate understanding of the military's role and its ability to accomplish the mission. This understanding results in confidence in the force and demonstrates American unity and resolve.
- Morale. Military members need to have access to news and information about current events and the activities available to them while deployed. They also need to have access

40 to information from civilian commercial news sources. This is important because, in  
41 addition to being more credible, it allows the deployed force to see how the operation and  
42 their participation in it are being portrayed for the American public. In order to better  
43 understand the mission, their role in it, and give it his or her full effort, they have to know  
44 what effect the operation is likely to have at the local, regional, national and international  
45 levels. A well-informed service member is more effective.

## 46 **Information objectives**

47 Information objectives should include:

- 48 • Ensuring an understanding of the role of America's Armed Forces in American  
49 society.
- 50 • Ensuring an accurate perception of the particular military situation or mission.
- 51 • Ensuring an understanding of individual and unit roles in mission accomplishment.
- 52 • Establishing confidence in the Marine Corps' ability to accomplish the assigned  
53 mission in accordance with our national values.
- 54 • Establishing confidence in and support for Marines.

## 55 **MCNEWS**

56  
57 One of the most readily accessible formats is a website accessible to internal and external  
58 audiences. The expeditionary capability to update MCNEWS, in fact, allows Marine Corps PA  
59 to operate it's own version of a limited wire service.  
60

## 61 **Expeditionary Website Design and Internet Dissemination**

62  
63 Establishment and maintenance of unit Websites is a subject of considerable debate. The J-6G-  
64 6/S-6 in a unit is generally responsible for website operation and providing hardware and  
65 software to support Website design and implementation. Public affairs assets are generally  
66 required to provide information to be included on the Website. However, commanders often  
67 view the unit's Website as a public venue of information and therefore task the design,  
68 maintenance and update of websites to PA personnel. Extensive coordination between G-6/J-6  
69 leaders and PA leaders must take place to ensure Websites are properly maintained and comply  
70 with Marine Corps, SecNav and DoD Regulations. Regulations and links to policy guidance can  
71 be found at <http://www.usmc.mil/webstandards>. See also, appendix Q, expeditionary web  
72 dissemination.  
73

## 74 **MSC Links**

75  
76 Major commands to include MEFs, Divisions, Marine Air Wings (MAWs), Marine Air Groups  
77 (MAGs), and MEUs have established Websites that are linked to the Marine Corps' main  
78 Website at <http://www.usmc.mil>. Many of these Websites can be used to gather and share  
79 information as well as provide examples of Website design. A list of unit Websites is located at  
80 <http://www.usmc.mil>, under the page's top menu link to "Units". Under "Units", click

81 “Location” and a list of Websites, organized by state, will appear with direct links to those units’  
82 sites.

83

84 **Helpline**

85

86 Questions regarding unit websites and MCNEWS can be directed to the Division of Public  
87 Affairs, MC News branch at [MCNEWS@hqmc.usmc.mil](mailto:MCNEWS@hqmc.usmc.mil) or commercial phone number (703)  
88 614-7678 or DSN: 224-7678. The HQMC Webmaster can provide great assistance in  
89 establishing methods for updating Websites by forward deployed units.

90

## Chapter 5

### Training

#### Training objectives

On today's battlefield, every Marine has the chance of encountering a news media representative. Accordingly, every Marine must understand how to conduct an interview and the strategic impact of his comments. Conducting basic interview and PA training with units prior to deployments is imperative. Marines should have a clear understanding of the mission and the desired end state of their unit's mission prior to entering an area of operations. Media skills training should to be conducted at all levels to ensure that Marines can speak clearly about their role and mission. Some general training topics for all groups should be:

- Understanding DOD's policy statement -- Commanders should ensure maximum unrestricted disclosures of unclassified information to news media representatives consistent with operational security, guidance from higher headquarters and the privacy of individuals concerned.
- Escorted and unescorted media -- If the media has a PA escort, you may agree to an interview after the escort explains some basic ground rules. If not escorted, ask media personnel to accompany you to the command post, NCOIC or OIC and contact higher headquarters/public affairs officer.
- Conducting an interview -- Military personnel have the right to deny media interviews. If a Marine elects to provide the media with an interview, he should only discuss those things which he has direct responsibility or personal knowledge, and attempt to have an escort (PA or non-PA) present.
- Additionally PA personnel must be capable of fully integrating into the units they accompany and provide support to that unit without taxing the unit's resources. PA personnel must maintain to a high degree basic combat skills and obtain additional skills required to support their units and the media.

#### Media training and the interview process

##### Media brief

All personnel must be adequately briefed on how to deal with the media and should be aware of categories of information that is releasable and is not releasable. A sample media brief for military personnel is contained in appendix M.

The media brief can also be downloaded from the HQMC PA Intranet using the unit's login and password, which can be obtained from the HQMC Webmaster by calling (703) 614-7678 or DSN: 224. If a login and password are already established the Intranet can be accessed at [www.usmc.mil/publicaffairsinformation](http://www.usmc.mil/publicaffairsinformation). Login using unit's login name and password and then click on "Training". Then click on the "Training" toolbar; click on the "Lesson Plans" link; click on "Media Brief (Marines)." The brief will open in the browser. To download the brief, click on "File" and "Save As."



44 **Basic guidelines**

45

46 The following are basic guidelines for training Marines how to conduct both on-camera and off-  
47 camera interviews.

48 *The Interview Process:*

- 49
- Prepare for the interview. Consider the type of questions the media will ask, and think  
50 what your answer will be. When possible, ask for PA assistance (UIO or PA personnel).
  - Relax and be yourself. Imagine that the reporter is someone you know and talk with him  
51 in a relaxed manner.
  - If cameras are present, ignore them and talk directly to the reporter. Be brief and concise.  
52 Remember, a TV news story will use only 10- to 15-second answers.
  - If you need time to respond, ask the reporter to restate the question. A simple pause  
53 before answering the question is sufficient.
  - Use simple language and avoid military jargon (i.e., military abbreviations or acronyms).  
54 If you must use military terms, explain what they mean.
  - Use appropriate posture and gestures.
  - Answer only one question at a time. If asked multiple questions, answer the most  
55 important one first, or answer the one you're most comfortable with.
  - Always try to end your comments on a positive point. This is your opportunity to tell  
56 your unit's story.
- 57  
58  
59  
60  
61  
62  
63

64 *Things not to do:*

- 65
- Do not allow media to videotape recognizable landmarks nearby, sensitive equipment,  
66 unsanitized interiors of tactical operations centers or other sensitive areas. Use OPSEC as  
67 guide on this matter.
  - Do not answer speculative questions or give opinions concerning real or hypothetical  
68 ("what if") situations.
  - Do not use the expression, "No comment." A more appropriate comment would be, "We  
69 don't comment on future operations." or "I'm not qualified to respond to your question."  
70 or "That information is classified, so I can't discuss it."
  - *Never* lie to the media.
  - Consider everything you say to the media as "on the record."
  - *Never* make "off the record" comments.
  - Don't lose your temper when media representatives ask questions you consider  
71 inappropriate or foolish. Such questions are usually rooted in ignorance rather than in  
72 malice.
  - Do not discuss operational capabilities, exact numbers or troop strengths, numbers/types  
73 of casualties, type of weapons systems or future plans. Use general terms like  
74 approximate, light, moderate or heavy.
  - Don't repeat a negative phrase in response to a media representative's negative question  
75 (e.g., Q: Since your unit is poorly trained, can you really deploy? A: We're well trained  
76 and ready to go.)
  - Don't allow recognizable landmarks or airfields to be visible in photographs or filming.
- 77  
78  
79  
80  
81  
82  
83  
84  
85

86 **Pre-deployment training for families**

87  
88 PA training for family members and key volunteers should also be conducted at all pre-  
89 deployment briefs. PA training for family members consists of educating them on their rights  
90 and responsibilities when interacting with the media. Family members often know more about  
91 specific operations than should be revealed to the media. They must be advised not to discuss  
92 information, which may be used by the enemy against their spouse's unit, such as details about  
93 troop movements, destinations, missions etc. They must also be advised that they have the right  
94 to refuse to talk to the media. Family member briefings should be a standard element of pre-  
95 deployment family support group activities.

96  
97 A sample Media Training Brief for Military Families can be found in appendix N or downloaded  
98 from the HQMC PA Intranet at [www.usmc.mil/publicaffairsinformation](http://www.usmc.mil/publicaffairsinformation). Login in using unit's  
99 login name and password. Then click on the "Training" toolbar; click on the "Lesson Plans"  
100 link; click on "Media Brief (Family)." The brief will open in the browser. To download the  
101 brief, click on "File" and "Save As."

102  
103 **Training for PA personnel**

104 While it is understood that the requirements and goals established below are lofty in scope, they  
105 will ensure that the PA detachment is truly a supporting asset to a unit and not a drain on the  
106 unit's manpower and assets. These training goals are aligned with the Marine Corps concept of  
107 "Every Marine a Rifleman." See appendix M, Media Skills Training Brief.

108 **Refresher training**

109 All PA Marines should also receive refresher training regarding the Guidelines for Release of  
110 Information. Security, Accuracy, Policy, and Propriety (SAPP) must be stressed as part of the  
111 core mission of PA.

112 **Annual training**

113 All PA Marines should meet all annual training requirements. Annual training requirements can  
114 be found Marine Corps Order (MCO) 1510. The more diverse and skilled PA Marines are, the  
115 greater the access and opportunity they will be allowed. The following are basic military  
116 training skills that PA Marines can obtain prior to deployment to increase their ability to provide  
117 a broad view of an operation.

118 **Security clearances**

119 All PA Marines should obtain secret clearances when reporting to their first duty station and  
120 maintain their currency. PA Directors, PA Chiefs, and PA Operations Chiefs should obtain and  
121 maintain Top Secret clearances. PA personnel must be able to receive classified briefings and  
122 review classified documents to maintain the absolutely necessary situational awareness required  
123 for PA.

124 **Recommended courses**

125

126 PA Marines should receive as much PA-specific training as possible prior to deployment. The  
127 following classes, courses, and workshops are recommended: Intermediate Photojournalism  
128 Course, Electronic Journalism Course, Editors Course, Joint PA Supervisors Course, Joint PAO  
129 Workshop, Digital Multimedia Course, and the Information Operations Fundamentals Course.

130 Updated information on course requirements and availability can be found at

131 [www.dinfos.osd.mil/courseinfo/course\\_list.asp](http://www.dinfos.osd.mil/courseinfo/course_list.asp).

132 **C2PC proficiency**

133

134 At least one member of the PA staff should be highly proficient with the C2PC system. This will  
135 allow the PA staff and commander to track each embedded media member as they move with  
136 their host unit. A C2PC tracking example is contained at appendix H. C2PC training can  
137 normally be obtained at the regimental level through the operations section (S-3).

138

139 **Tables of equipment**

140

141 Tables of equipment have been designed to optimize support to PA elements providing  
142 expeditionary PA support to MAGTFs. Additionally, a T/E has been designed to support the  
143 requirements of PA elements with broadcast capabilities. See appendix R, Tables of equipment.

## Chapter 6

### Community Relations

Public opinion about the Marine Corps is greatly influenced by the actions of each command. What the command does for its local community or fails to do even in an expeditionary environment affects the perceptions and attitudes of the American people and the local population, upon whom the Marine Corps depends for much of its support and existence. This applies not only to official acts but also to unofficial acts, which by their commission or omission affects public opinion. Conducting community relations in the expeditionary environment is a vital element to successful public affairs operations. Commanders and public affairs officers (PAO) must seize on key opportunities to gain and maintain links to internal and external publics.

#### Goal

The community relations goal of local commanders is to develop an open, mutually satisfactory, cooperative relationship between the deployed forces and the community. These efforts improve the community's perception of the forces and add to support of the mission. Participation in community relations activities is an effective method for projecting a positive Marine Corps image, making the best use of assets, providing alternative training opportunities and enhancing the relationship between the Marine Corps and the local community. Activities vary widely, ranging from individual Marine involvement to full unit participation. They are characterized by detailed coordination between the military command and community authorities. They fulfill community needs that would not otherwise be met, enhance morale, skills and readiness and improve the mutual support between the military and local populations.

#### Effective expeditionary community relations

Joint Publication 3-61 Doctrine for Public Affairs in Joint Operations states that "During joint operations, relationships with local populations in each combatant command's area of responsibility will be the responsibility of civil affairs personnel." PA personnel will support the civil-military operations as required. PA assets can offer many facets during expeditionary warfare and act in concert with veteran's groups, civic leaders and local populations to increase understanding and build support for Marine Corps activities. Marine Corps support of and participation in public events on the homefront is based on the fact that the Marine Corps belongs to the American people and must represent them as a caring and compassionate nation. Common ownership requires that Marine Corps resources be used to support events and activities of common interest and benefit. Coordinate and make contact with appropriate Civil Affairs personnel.

Effective community relations requires:

- Command supervision at all levels.
- Appreciation of public opinion and attitudes toward the Marine Corps and its missions.
- Planning definite actions and positive policies.

- 40 • Implementing programs in a competent, professional and responsible manner.
- 41 • Constant evaluation of continuing programs to measure their effect upon the public and
- 42 the command.
- 43 • Sharing the results of the program.

44 Commanders must maintain continual liaison with persons and organizations in the local  
45 community to help resolve common problems and develop cooperation and understanding  
46 between expeditionary installations and the local community. Community relations develop an  
47 effective two-way channel of communication between the Marine Corps and the local  
48 community. PA does this by capitalizing on opportunities for better relations and resolving  
49 potential and actual areas of conflict.

## 50 **Expeditionary community relations activities**

51 Expeditionary Community Relations activities may include but are not limited to:

- 52 • *Visits.* Interactions are an effective means of developing understanding of the Marine  
53 Corps, ensuring an understanding of the current mission and informing the public about  
54 the activities of the unit and its Marines. PA Detachments should establish a database of  
55 individuals who are willing to attend functions and act as speakers. Encourage Marines  
56 of all ranks to participate in the program. Distinguished Visitor (DV) programs are not  
57 the responsibility of the PA community.
- 58 • *Local Newspaper Distribution.* Coordination with the information operations section,  
59 Civil Affairs, and other units may allow for the dissemination of a local newspaper in the  
60 native language of the host nation. The paper should focus on activities that involve the  
61 host nation and Marine Corps personnel. Appropriate staffing to maintain security and  
62 coordinate message alignment should be conducted.
- 63 • *Static Displays.* Equipment static displays in the right environment can help build  
64 understanding and trust between host nation civilians and the Marine Corps. Aviation  
65 static display requests are submitted on DD Form 2535 and can be approved at the  
66 Combatant Commander level.
- 67 • *Community Assistance.* The PA Detachment should be a major player in assisting in the  
68 coordination of various community service projects in the host nation communities. The  
69 chaplains' office, Marine Corps Community Services (MCCS), the G-3, and the PAO  
70 should work together to take advantage of opportunities to get Marines involved in local  
71 activities ranging from sporting competitions to repair of schools to visitation of elderly  
72 residents. These types of activities, when applicable, can be instrumental in building a  
73 bond of trust and understanding between Marines and host-nation or local residents.  
74 Some examples may include:  
75
  - 76 • Construction projects that enhance the recreational, educational, environmental or
  - 77 cultural facilities of the community, such as building community picnic areas and
  - 78 hiking and biking trails.
  - 79 • Demolition projects that enhance the safety and appearance of the community, such
  - 80 as the removal and replacement of unstable playground equipment.

- 81           • Projects that create or enhance a safe, clean environment, such as the removal of  
82           debris from a community wildlife area or painting a community recreation center.  
83           • Coordination of a sport tournament between the local community and Marines that  
84           involves the principal sport of the host nation or local community.  
85

## 86 **Fleet Hometown News Release**

87  
88 The FHTN program provides the most effective and economical production and distribution of  
89 information about individual sea service members to their hometown news media. See appendix  
90 O.  
91

## 92 **Reachback**

93 Reaching back to the home base PA staff will offer them greater flexibility in dealing with civil  
94 issues that may arise due to major deployments. Ensuring that home base PA staffs have good  
95 information to offer to employers of reserve Marines is a major component of Expeditionary  
96 community relations. Employers need to know the importance of their employees' reserve  
97 service, and stories of reservists on the front lines plays a major role in ensuring continued  
98 employer support. Forward deployed PA staffs can assist home-base PA staffs in developing  
99 and disseminating such stories to appropriate employers.

## 100 **Pre-deployment planning**

101  
102 Community relations activities in the expeditionary environment can be as complicated as a  
103 military movement. Successful expeditionary community relations' activities begin with  
104 deliberate pre-deployment planning. While similar in many details to community relations  
105 efforts conducted within the United States, expeditionary COMREL activities introduce  
106 complicated logistics challenges, unique cultural problems and potential host nation sensitivities  
107 to the planning equation. The following tips will help in the COMREL planning process:

- 108           • Review CMCLLS, JMCCLS and after action reports for guidance on previously  
109           successful projects in that AOR.  
110           • Identify, plan, and purchase materials for specific projects prior to deployment.  
111           • Include Expeditionary Community Relations planning and projects in Annex F.  
112           • Maintain close liaison with S-5/G-5/J-5, operations (S--3/G-3/J-3), logistics (S-4/G-4/J-  
113           4), and budget officers.  
114           • Establish early contact with the respective US Embassy Country Teams during the  
115           planning process.  
116           • Always coordinate proposed events/activities with attorneys and chaplains.  
117           • Establish early contact with any non-governmental organizations and local community  
118           leaders that might be involved.  
119           • Secure required Community Relations funding PRIOR TO DEPLOYMENT.

120 **Funding**

121 Many times inspired COMREL projects fail to materialize because of lack of funding for the  
122 required materials and contract services. Accessing community relations funding requires  
123 starting early in requesting it. A number of special funds have been established to support  
124 International COMREL projects:

- 125 • OSD Special Funds
  - 126 ○ Engagement and Theater Security Cooperation (TSC) Fund
- 127 • Combatant Commander Special Funds
  - 128 ○ Overseas, Humanitarian and Civic Activities Fund (OHCA)
  - 129 ○ Combatant Commander Initiative Fund (CCIF)

130 There are two additional sources of community relations project funding:

- 131 • Training funds (limited) available from the unit comptroller.
- 132 • Charitable organization (NGO) funding established for that specific purpose.

133 Under no circumstances are Operations and Maintenance (O&M) funds to be used for  
134 expeditionary COMREL activities.

135 END OF DOCUMENT

**References**

- 1
- 2 Joint Pub 3-61, *Doctrine for Public Affairs in Joint Operations*.
- 3 CJCSM 3122.03, *Joint Operation Planning and Execution System, Vol II: (Planning*  
4 *Formats and Guidance)*.
- 5 DOD Directive 5120.20, *Armed Forces Radio and Television Services (AFRTS)*.  
6
- 7 DOD Directive 5120.20-R, *Management and Operation of Armed Forces Radio and Television*  
8 *Service*.
- 9 DOD Directive 5122.5, *Assistant Secretary of Defense (Public Affairs)*.
- 10 DOD Directive 5200.1, *DOD Information Security Program*.
- 11 DOD Directive 5230.9, *Clearance of DOD Information for Public Release*.
- 12 DOD Instruction 5040.4, *Joint Combat Camera Program*.
- 13 DoD Instruction 5435.2, *Delegation of Authority to Approve Travel In and Use of Military*  
14 *Carriers for Public Affairs Purposes*.  
15
- 16 DoD Instruction 4515.13, *Air Transportation Eligibility*.  
17
- 18 SECNAVINST 5720.44, *Public Affairs Policy and Regulations*.  
19
- 20 OPNAVINST 3710.7Q, Chapter 3, *Policy Concerning Use of Aircraft*.
- 21 MCWP 3-33.3, *Marine Corps Public Affairs*.
- 22 MCWP 3-40.1, *MAGTF Command and Control*.
- 23 MCWP 3-40.4, *Marine Air-Ground Task Force Information Operations*.  
24
- 25 MCO P5720.73, "Aviation Support of Community Relations Activities"  
26
- 27 CMC MSG 150020Z MAY 96, "Transportation of Foreign Nationals and U.S. Civilians Aboard  
28 DoD ACFT"
- 29



1 Appendix A

2 **PUBLIC AFFAIRS GUIDANCE**

3 **SAMPLE PA GUIDANCE**

4 Public Affairs Guidance (PAG) is the operational tool that guides commanders and their public  
5 affairs officers in the application of doctrine and policy during major military operations,  
6 exercises, and contingencies. The information below is tended to assist local commanders in  
7 preparing and obtaining approved guidance.

8 DoD policy requires that PPAG be provided to the Assistant Secretary of Defense-Public Affairs  
9 (ASD-PA) by the Unified and Specified commands and others, as required for all major  
10 operations.

11 This requirement includes major training exercises that could attract national and/or international  
12 attention. PPAG may not be used without ASD-PA approval.

13 Upon receipt of the warning order, the commander, through his PAO, should request PAG from  
14 high headquarters. PAG may be included in alert notification or operational orders (see Part  
15 Three: Operational Planning). Commanders of major units/commands will direct their PAOs to  
16 prepare PPAG to forward the proposal through MACOM and Unified/Specified command PA  
17 channels to ASD-PA.

18 Commanders of Unified/Specified commands should ensure that the PPAG has been coordinated  
19 with appropriate organizations within the theater of operations whenever possible (e.g.,  
20 embassies, country teams, host governments, subordinate commands).

21 Upon receipt of the PPAG, the ASD-PA coordinates and staffs the PPAG within the DoD and  
22 Department of State.

23 The ASD-PA then issues a message either approving, modifying, or disapproving the PPAG.  
24 PPAG is broken down into subject, references and then eight paragraphs  
25 (Information/explanation, Purpose and coordination for PPAG, PA Approach, Public Statement,  
26 Q&As, Contingency Statement, Miscellaneous Information, Point of Contact). The format for  
27 PPAG follows:

28 **SUBJECT**

29 The subject line of the PPAG should state "PROPOSED PUBLIC AFFAIRS GUIDANCE -  
30 followed by the exercise and/or event name (U)." For coordination, it is best if the subject is  
31 unclassified.

32 If an exercise or event is so sensitive that the actual name cannot be used, an unclassified short  
33 title should be used; e.g., "PROPOSED PUBLIC AFFAIRS GUIDANCE - CC-(U)."

34

## REFERENCES

35 Pertinent messages or other documents shall be cited in the reference section. If the PPAG is  
36 based on PA policy in the Significant Military Exercise Brief, then the SMEB message Date-  
37 Time-Group (DTG) shall be listed.

38

## EXERCISE INFORMATION

39 The **first paragraph** of the PPAG shall explain the references, the exercise, and any significant  
40 existing or anticipated problems associated with the exercise. The information in this paragraph  
41 is not for release so may remain classified after the PAG is approved for release. This paragraph  
42 may restate some PA information from the SMEB.

43

## COORDINATION INFORMATION

44 The **second paragraph** shall explain the purpose of the message; identify it as being fully  
45 coordinated and theater-approved; request ASD-PA approval and specify the date it is required  
46 for use. If the PAG is transmitted to the ASD-PA before it is fully coordinated, it is the  
47 responsibility of the submitting command to ensure that the ASD-PA is promptly informed of the  
48 results of the remaining coordination. The submitting command should always follow-up a  
49 PPAG message with a phone call to ensure that the primary addressee(s) is aware that the  
50 message is en route. When the submitting command is a supporting COMBATANT  
51 COMMANDER from outside the supported COMBATANT COMMANDER's AOR, the  
52 supported COMBATANT COMMANDER is responsible for theater coordination.

53

## PA APPROACH

54 The **third paragraph** shall discuss the public affairs approach for the exercise; i.e., active or  
55 passive. This may be a restatement of the PA policy indicated in the SMEB.

56

- Active Approach

57     ○ For this discussion, an "active approach" involves efforts made to stimulate public  
58 or press interest such as distributing press releases and inviting the press to  
59 observe the exercise. If an exercise or event is to be publicly announced, this  
60 paragraph shall state who will make the announcement, the method of  
61 announcement, and preferred time, and date for the announcement. If unusual  
62 circumstances prevail, the rationale for the recommendation should also be  
63 included. Part I and II exercises shall normally be announced by the ASD(PA) by  
64 issuing a news release (blue top). Other lesser exercises or training deployments,  
65 if announced by the ASD(PA), normally shall be made by release of a  
66 memorandum for correspondents (MFC). The preferred release time and/or date  
67 of exercise announcements is 1200 Eastern Standard Time (E.S.T.) on either  
68 Tuesdays or Thursdays in conjunction with the normally scheduled DoD press  
69 briefing. If a combined announcement is desired with a host country, complete  
70 details of the methods, time, and procedure shall be included in this paragraph.

- 71 The active approach is recommended whenever possible to ensure appropriate  
72 media coverage of specific commands and/or units.
- 73 • Passive Approach
    - 74 ○ A "passive approach" is where no action is taken to generate media and/or public  
75 interest in an issue or activity beyond answering specific inquiries. If a passive  
76 approach is desired, the PPAG shall so indicate and specify that the PAG is for  
77 response to query (RTQ) only. It shall also specify who is authorized to respond;  
78 e.g., "Only OASD(PA) may RTQ," or "All of the following addressees may use  
79 this PAG for RTQ only." To de-emphasize an event, it is best to authorize release  
80 or RTQ at the lowest possible level.

81 PUBLIC STATEMENT

82 The **fourth paragraph** shall contain a statement that explains the exercise and/or event. The  
83 statement shall be for public release in an active PA approach or for RTQ in a passive PA  
84 approach. For ease of coordination, each paragraph of the statement shall be identified as a sub-  
85 paragraph of the message; for example: The following statement is for initial public release:  
86 (TEXT FOLLOWS): QUOTE.

87 EXERCISE (NAME).....

88 THE EXERCISE WILL.....

89 PREVIOUS MILITARY.....

90 FOR ADDITIONAL INFORMATION,

91 CONTACT.....(UNQUOTE).

92 As indicated above, the last paragraph of the statement shall identify points of  
93 contact where additional information may be obtained.

94 QUESTIONS AND ANSWERS (Q&AS)

95 The **fifth paragraph** shall contain a list of proposed Q&As to enable the user to respond to the  
96 majority of anticipated questions. They should all be contained in one paragraph and should be  
97 numbered sequentially; e.g., Q1, A1; Q2, A2; Q3, A3, etc. Q&As are for use in both active and  
98 passive PA approaches, but are strictly for RTQ only and shall not be given to media as  
99 handouts.

100 CONTINGENCY STATEMENT

101 The **sixth paragraph** of the PPAG shall contain a contingency statement to be used before  
102 release of the final PAG. Usually, the contingency statement should be that we don't discuss  
103 exercises before they have been formally announced. However, this approach can be modified,

104 as appropriate, depending on the circumstances of the exercise. If a contingency statement is not  
105 required, so state in Paragraph 6 of the PAG.

## 106 MISCELLANEOUS INFORMATION

107 The **seventh paragraph** shall contain other pertinent information to include the following items  
108 (when a certain sub-paragraph is not applicable, so state):Media Information Centers (e.g., Joint  
109 Information Bureaus (JIBs), Press Information Centers (PICs), exercise PA elements, etc.)  
110 Discuss whether centers are joint or combined; delineate who is responsible for the  
111 establishment; give generic description of its composition (e.g., U.S. Marine Corps desk (O-4  
112 and E-6/E-7), U.S. Navy/Marine desk (USN O-4/O-5, and USMC E-5/ E-6), etc.); establish the  
113 center's functions (coordination of all exercise media and/or PA activities, clearance of U.S.  
114 military-generated news material before release, production of news material for release, escort  
115 of accredited news media representatives); etc.

- 116 • Command Relationships
  - 117 ○ Designation of sole approving authority for all exercise-related news materials;  
118 procedures for the release and/or clearance of information (to include list of  
119 addressees for notification in case of accident and/or incident); request for  
120 participating commands and/or units to ensure that the media center is action  
121 and/or information addressee on all messages with potential PA impact (to  
122 include incident and/or accident reports); hometown news release requirements  
123 and/or instructions (passive PA approach may make hometown releases  
124 inappropriate); etc.
- 125 • Media Coverage
  - 126 ○ State whether media coverage is encouraged or solicited, giving rationale; news  
127 media transportation instructions; point of contact (POC) and procedures for  
128 handling such requests; requirements for news media representatives (valid  
129 passport, working media visa, local accreditation requirements, funds for food,  
130 lodging, return travel (if military air is not available), etc.); instructions regarding  
131 assistance to continental United States (CONUS)-based units for handling request  
132 from news media for accompanying travel before and following public  
133 announcement of the exercise; etc.
- 134 • DoD National Media Pool
  - 135 ○ Each exercise is a potential opportunity for activation and deployment of the DoD  
136 National Media Pool to cover exercise activities. As a minimum, planning should  
137 include arrangements for local ground and/or air transportation, special clothing  
138 or equipment to be provided, messing, billeting, protection of media equipment  
139 and gear, local escort requirements, and communications support for filing of pool  
140 products. Sponsoring commands shall indicate whether the exercise should be  
141 considered for a pool deployment. Identify the primary POC should the pool be  
142 activated.
- 143 • Internal Media and Audiovisual Coverage
  - 144 ○ Provide instructions on assistance that will be provided to this effort; degree of  
145 freedom of movement (to include whether escorts are necessary); screening of  
146 visual information (VI) materials upon completion of exercise; sponsoring

- 147 command POC for handling internal information matters; etc. Also include  
148 guidelines for Armed Forces audiovisual teams documenting the exercise.
- 149 • Media Opportunities
    - 150 ○ If known well enough in advance, provide chronology of potential exercise events
    - 151 that would be of interest to media.
  - 152 • Miscellaneous PA Considerations
    - 153 ○ Indicate any other proposed PA activities or considerations; if there are none, then
    - 154 so state.

155 **POINTS OF CONTACT**

156 The **eighth paragraph** shall state the originating POC's name and phone number.

157 **DECLASSIFICATION INSTRUCTIONS**

158 Declassification instructions shall be the last part of the message and in accordance with  
159 subsection 4-207 of DoD 5200.1-R (reference (d)).

1 Appendix A-1

2 PUBLIC AFFAIRS GUIDANCE FOR POSSIBLE COMBAT OPERATIONS IN  
3 IRAQ

4 R 090040Z MAR 03  
5 FM SECDEF WASHINGTON DC//OASD-PA/DPO//  
6 TO AIG 8777  
7 INFO RUEKJCS/SECDEF WASHINGTON DC //OASD-PA/DPO//  
8 RUEKJCS/SECDEF WASHINGTON DC //OASD-PA/CHAIRS//  
9 RHEHNSC/NSC WASHINGTON DC//SCP//  
10 RUEHC/SECSTATE WASHINGTON DC  
11 RUEACMC/CMC WASHINGTON DC  
12 RHMFIUU/CMC WASHINGTON DC

13  
14 UNCLAS

15  
16 SUBJECT: PUBLIC AFFAIRS GUIDANCE FOR POSSIBLE COMBAT OPERATIONS IN IRAQ

17  
18 COMMANDS AND SERVICES: DISSEMINATE THIS MESSAGE TO ALL UNITS BELOW  
19 YOUR LEVEL.

20  
21 1. REFERENCES: REF. A. SECDEF MSG, DTG 172200Z JAN 03, SUBJ:  
22 PUBLIC AFFAIRS GUIDANCE (PAG) FOR MOVEMENT OF FORCES INTO THE CENTCOM  
23 AOR FOR POSSIBLE FUTURE OPERATIONS. REF. B. SECDEF MSG, DTG 101900Z  
24 FEB 03, SUBJ: PUBLIC AFFAIRS GUIDANCE (PAG) ON EMBEDDING MEDIA  
25 DURING POSSIBLE FUTURE OPERATIONS/DEPLOYMENTS IN THE U.S. CENTRAL  
26 COMMANDS (CENTCOM) AREA OF RESPONSIBILITY (AOR). REF. C. CJCS MSG,  
27 DTG 211725Z FEB 03; SUBJ: COMMANDERS AND PUBLIC AFFAIRS  
28

29 2. INTENT. MEDIA COVERAGE OF ANY FUTURE OPERATION WILL, TO A LARGE  
30 EXTENT, SHAPE DOMESTIC AND INTERNATIONAL PUBLIC PERCEPTION OF THE  
31 NATIONAL SECURITY ENVIRONMENT NOW AND IN THE YEARS AHEAD. WE MUST  
32 CORRECT DISINFORMATION/DISTORTIONS AS QUICKLY AS POSSIBLE -- WITHIN  
33 MINUTES, NOT HOURS. OUR PEOPLE IN THE FIELD NEED TO ASSERTIVELY TELL  
34 OUR STORY - ONLY COMMANDERS CAN ENSURE THE MEDIA HAVE ACCESS TO OUR  
35 FORCES. WE MUST ORGANIZE FOR AND FACILITATE NATIONAL AND  
36 INTERNATIONAL MEDIA ACCESS TO OUR FORCES, ESPECIALLY TO FRONT-LINE  
37 COMBAT OPERATIONS. THE PREFERRED METHOD OF ACCOMPLISHING THIS GOAL  
38 IS THROUGH EMBEDDING OF MEDIA WITH OUR FORCES (PER REF B); HOWEVER,  
39 EMBEDDING IS NOT THE ONLY METHOD AVAILABLE. INDEPENDENT COVERAGE BY  
40 LOCAL, NATIONAL AND INTERNATIONAL MEDIA WILL BE FACILITATED TO THE  
41 MAXIMUM EXTENT POSSIBLE, CONSISTENT WITH FORCE PROTECTION AND MISSION  
42 SECURITY. ALL COMMANDERS ARE HIGHLY ENCOURAGED TO AGGRESSIVELY REACH  
43 OUT TO MEDIA AT ALL LEVELS - LOCAL, REGIONAL, NATIONAL AND  
44 INTERNATIONAL -- TO BRING OUR STORY TO OUR NATION AND THE WORLD.  
45

46 3. PURPOSE. THIS MESSAGE PROVIDES GENERAL PUBLIC AFFAIRS GUIDANCE  
47 FOR MEDIA AND COMBAT CAMERA COVERAGE OF COMBAT OPERATIONS IN IRAQ.  
48 REF B PROVIDES SPECIFIC GUIDANCE FOR EMBEDDED MEDIA.  
49

50 4. PA APPROACH.

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52 4.1. PRIOR TO ANNOUNCEMENT OF COMMENCEMENT OF COMBAT OPERATIONS,  
53 PUBLIC AFFAIRS POSTURE IS IAW REF A.

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4.2. AT THE COMMENCEMENT OF OPERATIONS, EXTRA PRECAUTION WILL BE REQUIRED TO MAXIMIZE OPERATIONAL SURPRISE. LIVE BROADCASTS FROM AIRFIELDS, GROUND UNITS OR AFLOAT WILL BE PROHIBITED UNTIL THE SAFE RETURN OF THE INITIAL STRIKE PACKAGE OR UNTIL AUTHORIZED BY THE UNIT COMMANDER.

4.3. AFTER POTUS/SECDEF ANNOUNCEMENT OF COMMENCEMENT OF HOSTILITIES, EVERY EFFORT WILL BE MADE TO ACCOMMODATE MEDIA COVERAGE.

5. CPICS. COALITION PRESS INFORMATION CENTERS (CPICS) ARE/WILL BE ESTABLISHED AT HEADQUARTERS AND FORWARD BASING LOCATIONS (AS SALIYAH, QATAR AND KUWAIT CITY, KUWAIT) AND SUB-CPICS ARE/WILL BE ESTABLISHED AT PRINCE SULTAN AIR BASE, SAUDI ARABIA; MANAMAH, BAHRAIN; AKROTIRI, CYPRUS; AND INCIRLIK AIR BASE, TURKEY - BASED ON THE GEOPOLITICAL SITUATION -- TO ACCOMMODATE THE LARGE NUMBER OF ANTICIPATED MEDIA AND PROVIDE HEADQUARTERS-LEVEL OPERATIONAL INFORMATION ON A DAILY BASIS. ONCE COMBAT OPERATIONS COMMENCE, THE QATAR CPIC WILL HOLD DAILY OPERATIONAL UPDATE BRIEFINGS. THE CPICS WILL COORDINATE AN ORGANIZED FLOW OF BRIEFINGS AND REAL-TIME PRODUCTS FROM BOTH THE CPIC AND THE SUB-CPICS.

5.1. ADDITIONAL SUB-CPICS WILL BE ESTABLISHED AS REQUIRED TO SUPPORT FRONT-LINE OPERATIONS AND TO COMPLEMENT THE CPIC WITH TACTICAL UPDATES.

6. MEDIA COVERAGE. COMMANDERS WILL ENSURE THAT MEDIA REPRESENTATIVES ARE PROVIDED EVERY OPPORTUNITY TO OBSERVE COMBAT OPERATIONS, AS WELL AS PREPARATIONS AND SUPPORTING ACTIONS. THE PERSONAL SAFETY OF CORRESPONDENTS IS NOT A REASON TO EXCLUDE THEM FROM COMBAT AREAS. UNIT PUBLIC AFFAIRS OFFICES MUST BE PREPARED TO PROVIDE ROLLING OPERATIONAL UPDATES TO THE CPIC/SUB-CPICS, AS REQUIRED.

6.1. THERE ARE THREE GENERAL CATEGORIES OF MEDIA IN THE AOR.

6.1.1. EMBEDDED MEDIA. DOD'S INTENT IS TO MAXIMIZE COVERAGE OF COALITION OPERATIONS THROUGH USE OF EMBEDDED MEDIA, PER REFERENCES B AND C. EMBEDDED MEDIA WILL LIVE, EAT, SLEEP AND WORK ALONGSIDE U.S. AND COALITION FORCES IN ORDER TO TELL, FIRST-HAND, THE STORY OF THE AMERICAN MILITARY AND ITS COALITION PARTNERS. EMBEDDED MEDIA ARE ENVISIONED TO BE WITH UNITS ON A LONG-TERM BASIS WITH THE EXCEPTION OF SOF EMBEDS. REF B CONTAINS POLICIES AND PROCEDURES FOR EMBEDDED MEDIA. IN ADDITION TO THE PROCEDURES OUTLINED IN PARA 3.E.1. OF REF B, ALL UNITS WITH EMBEDDED MEDIA SHALL FORWARD A SIGNED COPY OF EACH EMBEDDED MEDIA EMPLOYEE'S RELEASE, INDEMNIFICATION, AND HOLD HARMLESS AGREEMENT TO THE DOD OFFICE OF GENERAL COUNSEL (POC: LISA SIMON, FAX 703-614-6745, DSN 224-6745, SIMONL@DODGC.OSD.MIL OR MAIL TO: DOD/GC (LC) 1600 DEFENSE PENTAGON, WASH DC 20301).

6.1.2. CPIC-DIRECTED MEDIA. THE CPICS AND SUB-CPICS MAY FACILITATE SHORT-DURATION VISITS TO BASES, UNITS OR LOCATIONS TO ALLOW MEDIA TO COVER BREAKING NEWS, EVENTS, OR ACTIVITIES. THESE MEDIA WILL NOT EMBED WITH UNITS BUT MAY COVER THE UNIT'S ACTIVITIES DURING A PRESCRIBED PERIOD OF TIME. FOR EXAMPLE, A CPIC MAY ARRANGE FOR MEDIA REPRESENTATIVES TO TRAVEL TO THE SITE OF AN ALLEGED OR REAL INCIDENT TO SHOW THAT ENEMY CLAIMS ARE NOT TRUE.

111  
112 6.1.3. INDEPENDENT/UNILATERAL MEDIA. INDEPENDENT OR UNILATERAL  
113 MEDIA ARE THOSE MEDIA REPRESENTATIVES THAT ARE NEITHER EMBEDDED NOR  
114 DIRECTED BY THE CPIC/SUB-CPICS. COMMANDERS AND UNITS WILL ENCOUNTER  
115 THESE MEDIA AT VARIOUS POINTS ON THE BATTLEFIELD. IN SOME INSTANCES,  
116 INDEPENDENT MEDIA WILL OUTNUMBER EMBEDDED MEDIA IN THE AREA OF  
117 OPERATIONS. COMMANDERS SHOULD BE AWARE THAT THESE MEDIA  
118 REPRESENTATIVES MAY APPROACH COALITION FORCES AND SHOULD ENSURE THAT  
119 UNIT PERSONNEL ARE TRAINED TO PROPERLY DEAL WITH THEM. BASED ON THE  
120 SECURITY SITUATION AND THE NUMBER OF EMBEDDED MEDIA PRESENT WITH A  
121 UNIT, COMMANDERS MAY ALLOW UNILATERAL MEDIA TO COVER THE UNIT FOR A  
122 SHORT PERIOD OF TIME, MAY PROVIDE BRIEFINGS OR INFORMATION ON THE  
123 UNIT'S ACTIVITIES, AND/OR SIMPLY THEN DIRECT THEM TO THE NEAREST CPIC  
124 OR SUB-CPIC. INDEPENDENT MEDIA WHO REQUEST FROM UNIT COMMANDERS TO  
125 EMBED, MUST BE APPROVED BY THE CPIC. IN ADDITION, EMBEDDING  
126 INDEPENDENT MEDIA MUST AGREE, IN WRITING, TO ABIDE BY THE GROUND  
127 RULES, MUST SIGN THE DOD-APPROVED RELEASE, INDEMNIFICATION, AND HOLD  
128 HARMLESS AGREEMENT, MUST HAVE THE INDEPENDENT MEDIA'S EMPLOYER SIGN  
129 THE DOD-APPROVED RELEASE, INDEMNIFICATION, AND HOLD HARMLESS  
130 AGREEMENT, AND MUST FULFILL OTHER CONDITIONS AS DELINEATED IN REF. B.  
131 THE EMBEDDING UNIT WILL MAINTAIN THE SIGNED RELEASE,  
132 INDEMNIFICATION, AND HOLD HARMLESS AGREEMENTS. THE EMBEDDING UNIT  
133 SHALL FORWARD A COPY OF THE RELEASE, INDEMNIFICATION, AND HOLD  
134 HARMLESS AGREEMENT TO THE DOD OFFICE OF GENERAL COUNSEL (POC: LISA  
135 SIMON, FAX 703-614-6745, DSN 224-6745, SIMONL@DODGC.OSD.MIL OR MAIL  
136 TO: DOD/GC (LC) 1600 DEFENSE PENTAGON, WASH DC 20301). IF THE UNIT  
137 COMMANDER CANNOT ACCEPT THE INDEPENDENT MEDIA, THEY MAY DIRECT THEM  
138 TO THE NEAREST CPIC OR SUB-CPIC FOR FURTHER ASSIGNMENT. INDEPENDENT  
139 NON-EMBEDDED MEDIA ARE NOT SUBJECT TO GROUND RULES UNLESS THE MEDIA  
140 REPRESENTATIVE(S) AGREE IN ADVANCE TO THE PRESCRIBED GROUND RULES  
141 THROUGH THE CPIC OR SUB-CPIC. IF INDEPENDENT/UNILATERAL MEDIA  
142 PRESENCE INTERFERES WITH OR COMPROMISES OPERATIONS, THE UNIT  
143 COMMANDER WILL TAKE PROPER PRECAUTIONS (SUCH AS DESCRIBED IN PARA  
144 6.E.1.) TO ENSURE MISSION SECURITY. UNDER NO CIRCUMSTANCES WILL  
145 MEDIA PRODUCTS BE CONFISCATED.

146  
147 6.2. GROUND RULES. AS DISCUSSED IN REF B, GROUND RULES ARE  
148 ESTABLISHED FOR THE SAFETY AND SECURITY OF COALITION FORCES AND  
149 EMBEDDED MEDIA. THEY ARE IN NO WAY INTENDED TO PREVENT THE RELEASE  
150 OF DEROGATORY, EMBARRASSING, NEGATIVE OR UNCOMPLIMENTARY INFORMATION.  
151 GROUND RULES WILL BE AGREED TO IN ADVANCE AND SIGNED BY THE MEDIA.  
152 VIOLATION OF THE GROUND RULES MAY RESULT IN THE TERMINATION OF U.S.  
153 MILITARY SUPPORT TO THE MEDIA. ANY PROPOSED MODIFICATION TO THE  
154 STANDARD GROUND RULES WILL BE FORWARDED THROUGH PA CHANNELS TO  
155 CENTCOM/PA FOR APPROVAL.

156  
157 6.3. TELEPHONE INTERVIEWS. COMMANDERS ARE ENCOURAGED TO  
158 PARTICIPATE, AND ENCOURAGE PARTICIPATION BY THEIR FORCES, IN  
159 TELEPHONIC INTERVIEWS WITH MEDIA.

160  
161 6.3.1. FOR LOCATIONS WHERE DIRECT ACCESS BY MEDIA TO MILITARY  
162 OPERATIONS AND ACTIVITIES IS NOT AVAILABLE, ARRANGEMENTS SHOULD BE  
163 MADE - BY THE CPIC/SUB-CPICS OR UNIT PAO WORKING IN CONJUNCTION WITH  
164 THE CPIC/SUB-CPICS -- TO PROVIDE FOR MEDIA TELEPHONE INTERVIEWS WITH  
165 OPERATIONS PERSONNEL, INCLUDING AIRCREW. NO DISCUSSION OF LOCATION  
166 OR BASING IS AUTHORIZED IN THESE CASES; QUESTIONS CONCERNING  
167 LOCATIONS SHOULD BE ADDRESSED AS BASED WITHIN THE REGION.



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6.4. MEDIA COVERAGE OF GUARD/RESERVE ACTIVITIES, INCLUDING MEDIA EMBEDS, IS ENCOURAGED IAW REF A.

6.5. SECURITY AT THE SOURCE WILL BE THE RULE. U.S. MILITARY PERSONNEL WILL PROTECT AND NOT DISCLOSE CLASSIFIED INFORMATION TO MEMBERS OF THE MEDIA.

6.5.1. THE NATURE OF THE BATTLEFIELD AND MEDIA COVERAGE OF OUR FORCES MAY RESULT IN THE OBSERVATION OF SENSITIVE INFORMATION, INCLUDING TROOP MOVEMENTS, BATTLE PREPARATIONS, MATERIEL CAPABILITIES AND VULNERABILITIES AND OTHER INFORMATION AS LISTED IN PARA. 4.G. OF REF B. WHEN A COMMANDER OR HIS/HER DESIGNATED REPRESENTATIVE HAS REASON TO BELIEVE THAT A MEDIA MEMBER WILL HAVE ACCESS TO SENSITIVE INFORMATION, PRIOR TO ALLOWING SUCH ACCESS, HE/SHE WILL TAKE PRUDENT PRECAUTIONS TO ENSURE THE SECURITY OF THAT INFORMATION. THE PRIMARY SAFEGUARD WILL BE TO BRIEF MEDIA IN ADVANCE ABOUT WHAT INFORMATION IS SENSITIVE AND WHAT THE PARAMETERS ARE FOR COVERING THIS TYPE OF INFORMATION. IF MEDIA ARE INADVERTENTLY EXPOSED TO SENSITIVE INFORMATION THEY SHOULD BE BRIEFED AFTER EXPOSURE ON WHAT INFORMATION THEY SHOULD AVOID COVERING. IN INSTANCES WHERE A UNIT COMMANDER OR THE DESIGNATED REPRESENTATIVE DETERMINES THAT COVERAGE OF A STORY WILL INVOLVE EXPOSURE TO SENSITIVE INFORMATION BEYOND THE SCOPE OF WHAT MAY BE PROTECTED BY PREBRIEFING OR DEBRIEFING, BUT COVERAGE OF WHICH IS IN THE BEST INTERESTS OF THE DOD, THE COMMANDER MAY OFFER ACCESS IF THE REPORTER AGREES TO A SECURITY REVIEW OF THEIR COVERAGE. AGREEMENT TO SECURITY REVIEW IN EXCHANGE FOR THIS TYPE OF ACCESS MUST BE STRICTLY VOLUNTARY; HOWEVER, IF THE REPORTER DOES NOT AGREE, THEN ACCESS MAY BE DENIED. IF THE MEDIA AGREE TO A SECURITY REVIEW, IT WILL BE CONDUCTED SOLELY TO ENSURE THAT SENSITIVE OR CLASSIFIED INFORMATION IS NOT INCLUDED IN THE PRODUCT. IF SENSITIVE OR CLASSIFIED INFORMATION IS FOUND, THE MEDIA WILL BE ASKED TO REMOVE THAT INFORMATION FROM THE PRODUCT AND/OR EMBARGO THE PRODUCT UNTIL SUCH INFORMATION IS NO LONGER CLASSIFIED OR SENSITIVE. THESE REVIEWS WILL NOT INVOLVE ANY EDITORIAL CHANGES AND WILL BE COMPLETED AS SOON AS PRACTICAL SO AS NOT TO INTERRUPT COMBAT OPERATIONS OR DELAY REPORTING. IF THERE ARE DISPUTES RESULTING FROM THE SECURITY REVIEW PROCESS, THEY MAY BE ADDRESSED THROUGH THE CHAIN OF COMMAND OR THROUGH PA CHANNELS TO OASD/PA. THIS PARAGRAPH DOES NOT AUTHORIZE COMMANDERS TO ALLOW MEDIA ACCESS TO CLASSIFIED INFORMATION. THIS PARAGRAPH DOES NOT PRECLUDE MEDIA ACCESS TO MILITARY FLIGHTS.

6.5.2. IF CLASSIFIED OR SENSITIVE INFORMATION IS INADVERTENTLY RELEASED THROUGH PRINT OR PHOTO MEANS, DO NOT CONFISCATE FILM, AUDIO/VIDEO TAPES OR REPORTERS' NOTES. THE UNIT COMMANDER/PAO HAS THE RESPONSIBILITY TO INFORM THE REPORTER THAT SENSITIVE INFORMATION IS INCLUDED IN THE REPORT AS WRITTEN AND THAT IT CONSTITUTES A GROUND RULES VIOLATION. THE REPORTER SHOULD BE GIVEN THE OPPORTUNITY TO REMOVE THE SENSITIVE INFORMATION IN THE STORY BEFORE IT IS REPORTED UP PA CHANNELS TO CENTCOM/PA AND OASD(PA), IF NECESSARY.

6.6. IF A CPIC-DIRECTED MEDIA REPRESENTATIVE IS KILLED OR INJURED IN THE COURSE OF MILITARY OPERATIONS, THE UNIT WHICH THEY ARE COVERING WILL IMMEDIATELY NOTIFY OASD(PA), THROUGH PA CHANNELS. OASD(PA) WILL CONTACT THE RESPECTIVE MEDIA ORGANIZATION(S), WHICH WILL MAKE NEXT OF KIN NOTIFICATION IN ACCORDANCE WITH THE INDIVIDUAL'S WISHES.

225 6.7. MILITARY UNITS BEAR NO RESPONSIBILITY FOR NOTIFICATION IN THE  
226 CASE OF A UNILATERAL/INDEPENDENT MEDIA REPRESENTATIVE BEING KILLED OR  
227 INJURED IN THE COURSE OF MILITARY OPERATIONS.  
228

229 7. RELEASE AUTHORITY.  
230 7.1. OASD(PA) RETAINS INITIAL RELEASE AUTHORITY FOR INFORMATION AND  
231 IMAGERY REGARDING THE COMMENCEMENT OF OPERATIONS.  
232

233 7.2. CENTCOM/PA IS GRANTED RELEASE AUTHORITY FOR INFORMATION  
234 REGARDING MILITARY OPERATIONS AFTER THE INITIAL RELEASE HAS BEEN MADE  
235 BY OASD(PA) .  
236

237 7.2.1. CENTCOM COMPONENT COMMANDER'S (CFLCC, CFACC, CFMCC AND  
238 CFSOCC) PUBLIC AFFAIRS OFFICES ARE DELEGATED RELEASE AUTHORITY FOR  
239 INFORMATION REGARDING ROUTINE MILITARY OPERATIONS UNDER THEIR  
240 COMMANDS ONCE INITIAL RELEASE HAS BEEN MADE BY SECDEF/POTUS. THESE  
241 RELEASES WILL BE POSTED ON THEIR RESPECTIVE WEB SITES AND WILL BE  
242 LINKED TO THE CENTCOM WEB SITE. CENTCOM PA WILL BE INFORMED PRIOR TO  
243 RELEASE. THIS AUTHORITY MAY NOT BE FURTHER DELEGATED.  
244

245 7.2.2. CENTCOM PA WILL BE THE SOLE RELEASE AUTHORITY CONCERNING  
246 ACCIDENTS AND INCIDENTS.  
247

248 7.3. INTELLIGENCE MATTERS MAY NOT BE DISCUSSED UNDER ANY  
249 CIRCUMSTANCE WITHOUT SPECIFIC CONCURRENCE FROM OASD(PA) .  
250

251 7.4. TO ACCELERATE THE RELEASE OF GUN CAMERA, WEAPON SYSTEM, UAV/RPA  
252 VIDEO AND OTHER BDA-RELATED IMAGERY OR ISR PRODUCTS, DECLASSIFICATION  
253 WILL BE DONE IN THEATER. THE CENTCOM COMMANDER IS THE RELEASE  
254 AUTHORITY; THIS AUTHORITY MAY BE DELEGATED TO COMPONENT COMMANDERS.  
255

256 7.5. FOR ALL OTHER NEWS, STILL PHOTOGRAPHY AND VIDEO FOOTAGE,  
257 RELEASE AUTHORITY IS DELEGATED TO CENTCOM/PA AND COMPONENT PAOS IN  
258 THEATER. THIS AUTHORITY MAY BE DELEGATED FURTHER TO MAJOR UNIT  
259 COMMANDER AS DESIGNATED BY CENTCOM/PA.  
260

261 7.6. OASD(PA) WILL BE NOTIFIED OF ANY IMAGERY PRODUCTS EXPECTED TO  
262 GENERATE SIGNIFICANT NATIONAL OR INTERNATIONAL MEDIA INTEREST PRIOR  
263 TO RELEASE.  
264

265 7.7. NEWS AND IMAGERY PRODUCTS DESCRIBING OR DEPICTING DEPLOYED  
266 SPECIAL OPERATIONS FORCES WILL BE RELEASED, AS APPROPRIATE, BY THE  
267 CFSOCC COMMANDER VIA CENTCOM AND OASD(PA) IN COORDINATION WITH  
268 USSOCOM.  
269

270 7.8. CENTCOM/PA WILL PROVIDE, VIA PA CHANNELS, SPECIFIC GUIDANCE  
271 CONCERNING WHICH NATIONS IN THE AOR MAY BE IDENTIFIED AND WHICH ARE  
272 NOT TO BE IDENTIFIED. FOR THOSE NOT IDENTIFIED, LOCATIONS WILL ONLY  
273 BE IDENTIFIED AS A LOCATION/BASE/POST IN THE CENTCOM AOR.  
274

275 7.9. ALLIED/COALITION PARTICIPATION MAY BE REPORTED ON WITH THE  
276 CONSENT AND APPROVAL OF THE ALLIED/COALITION UNIT COMMANDER.  
277 CENTCOM/PA WILL PROVIDE A LIST OF THOSE ALLIED/COALITION COUNTRIES  
278 THAT CONSENT TO COVERAGE AND THOSE THAT DO NOT CONSENT TO COVERAGE OF  
279 THEIR FORCES.  
280

281 7.10. THE FOLLOWING PROCEDURES AND POLICIES APPLY TO COVERAGE OF

282 WOUNDED, INJURED AND ILL PERSONNEL:

283

284 7.10.1. MEDIA REPRESENTATIVES WILL BE REMINDED OF THE SENSITIVITY OF  
285 USING NAMES OF INDIVIDUAL CASUALTIES OR PHOTOGRAPHS WHICH CLEARLY  
286 IDENTIFY CASUALTIES UNTIL AFTER NOTIFICATION OF THE NOK AND RELEASE  
287 BY OASD(PA) .  
288

289

290 7.10.2. MEDIA MAY COVER BATTLEFIELD CASUALTIES AS LONG AS THE  
291 SERVICE MEMBER'S IDENTITY IS PROTECTED FROM DISCLOSURE FOR 72 HOURS  
292 OR UPON VERIFICATION OF NOK NOTIFICATION, WHICHEVER IS FIRST.

293

294 7.10.3. MEDIA VISITS TO MEDICAL FACILITIES WILL BE IN ACCORDANCE  
295 WITH APPLICABLE REGULATIONS, STANDARD OPERATING PROCEDURES,  
296 OPERATIONS ORDERS AND INSTRUCTIONS BY ATTENDING PHYSICIANS. IF  
297 APPROVED, SERVICE OR MEDICAL FACILITY PERSONNEL MUST ESCORT MEDIA AT  
298 ALL TIMES.

299

300 7.10.4. PATIENT WELFARE, PRIVACY AND NEXT OF KIN/FAMILY  
301 CONSIDERATIONS ARE THE GOVERNING CONCERNS ABOUT NEWS MEDIA COVERAGE  
302 OF WOUNDED, INJURED, AND ILL PERSONNEL IN MEDICAL TREATMENT  
303 FACILITIES OR OTHER CASUALTY COLLECTION AND TREATMENT LOCATIONS.

304

305 7.10.5. MEDIA VISITS ARE AUTHORIZED TO MEDICAL CARE FACILITIES WITH  
306 PRIOR APPROVAL BY THE MEDICAL FACILITY COMMANDER AND ATTENDING  
307 PHYSICIAN AND MUST NOT INTERFERE WITH MEDICAL TREATMENT. REQUESTS TO  
308 VISIT MEDICAL CARE FACILITIES OUTSIDE THE CONTINENTAL UNITED STATES  
309 WILL BE COORDINATED BY THE UNIFIED COMMAND PA.

310

311 7.10.6. REPORTERS MAY VISIT THOSE AREAS DESIGNATED BY THE FACILITY  
312 COMMANDER, BUT WILL NOT BE ALLOWED IN OPERATING ROOMS DURING  
313 OPERATING PROCEDURES.

314

315 7.10.7. PERMISSION TO INTERVIEW OR PHOTOGRAPH A PATIENT WILL BE  
316 GRANTED ONLY WITH THE CONSENT OF THE ATTENDING PHYSICIAN OR FACILITY  
317 COMMANDER AND WITH THE PATIENT'S INFORMED CONSENT, WITNESSED BY THE  
318 ESCORT.

319

320 7.10.8. "INFORMED CONSENT" MEANS THE PATIENT UNDERSTANDS HIS OR HER  
321 PICTURE AND COMMENTS ARE BEING COLLECTED FOR NEWS MEDIA PURPOSES AND  
322 THEY MAY APPEAR NATIONWIDE IN NEWS MEDIA REPORTS.

323

324 7.10.9. THE ATTENDING PHYSICIAN OR ESCORT WILL ADVISE THE SERVICE  
325 MEMBER IF NOK HAVE BEEN NOTIFIED.

326

327 8. INTERNAL MEDIA AND COMBAT CAMERA COVERAGE. UNITS ARE HIGHLY  
328 ENCOURAGED TO SUPPORT THE EFFORTS OF LOCAL AND NATIONAL LEVEL COMMAND  
329 INFORMATION TEAMS. AT A MINIMUM, UNITS WILL SUPPORT AFRTS, COMBAT  
330 CAMERA AND OTHER INTERNAL NEWS GATHERING MEDIA AT THE SAME LEVEL AS  
331 EXTERNAL MEDIA.

332

333 8.1. COMBAT CAMERA. COMBAT CAMERA DOCUMENTATION IS VITAL AND  
334 REQUIRED TO DOCUMENT AND DISSEMINATE IMAGERY OF MILITARY OPERATIONS.  
335 COMBAT CAMERA STILL PHOTOGRAPHY AND VIDEOGRAPHY WILL BE USED TO  
336 ASSIST IN/WITH OPERATIONAL PLANNING, BDA, PUBLIC AFFAIRS, INFORMATION  
337 OPERATIONS, PUBLIC DIPLOMACY, AS WELL AS TO PROVIDE HISTORICAL  
338 DOCUMENTATION. COMMANDERS WILL ENSURE THAT ALL COMBAT OPERATIONS ARE  
339 DOCUMENTED TO THE MAXIMUM EXTENT POSSIBLE BY COMBAT CAMERA TEAMS AND

339 COMPONENT VISUAL INFORMATION FORCES. ADDITIONALLY, TO THE MAXIMUM  
340 EXTENT POSSIBLE COMBAT CAMERA TEAMS WILL ASSIST EVIDENCE RESPONSE  
341 TEAMS BY RECORDING IMAGES OF DOCUMENTS AND OTHER EVIDENCE RELATING TO  
342 THE IRAQI REGIME'S INVOLVEMENT IN WAR CRIMES, WEAPONS OF MASS  
343 DESTRUCTION AND/OR SUPPORT TO TERRORIST GROUPS.

344  
345 8.1.1. COMMANDERS WILL FORWARD COMBAT CAMERA IMAGERY/DOCUMENTATION  
346 REQUIREMENTS THROUGH COMPONENT OR CENTCOM J3/J39 CHANNELS.

347  
348 8.1.2. COMBAT CAMERA TEAMS WILL NOT BE USED AS MEDIA ESCORTS.

349  
350 8.1.3. COMBAT CAMERA TEAMS WILL BE GIVEN MAXIMUM ACCESS TO DOCUMENT  
351 OPERATIONS REGARDLESS OF CLASSIFICATION OR SENSITIVITY, WITHIN THEIR  
352 SECURITY CLEARANCE. THEY WILL HAVE THE SAME ACCESS TO MATERIALS AS  
353 OTHER UNIT MEMBERS.

354  
355 8.1.4. SECURITY AND PUBLIC RELEASE REVIEW OF COMBAT CAMERA PRODUCTS  
356 WILL BE DONE AS EXPEDITIOUSLY AS POSSIBLE, PRIOR TO TRANSMISSION AND  
357 DISTRIBUTION. CENTCOM/PA IS RELEASE AUTHORITY IN THEATER FOR COMBAT  
358 CAMERA IMAGERY. THIS MAY BE DELEGATED FURTHER TO COMPONENT PAOS AS  
359 DESIGNATED BY CENTCOM/PA.

360  
361 8.1.5. ENSURE ALL IMAGERY PRODUCTS ARE ASSIGNED A VISUAL INFORMATION  
362 RECORD IDENTIFICATION NUMBER (VIRIN), ARE FULLY CAPTIONED AND ARE  
363 TRANSMITTED AND/OR SHIPPED TO THE JOINT COMBAT CAMERA CENTER WITHIN  
364 24 HOURS OF ACQUISITION WITH THE EXCEPTION OF CFSOCC COMBAT CAMERA  
365 ASSETS.

366  
367 8.1.5.1. CFSOCC-PA WILL MAKE EVERY EFFORT TO CLEAR IMAGERY WITHIN  
368 THE 24-HOUR WINDOW, INCLUDING IMAGERY ACQUIRED BY COMBAT CAMERA,  
369 VISUAL INFORMATION AND PUBLIC AFFAIRS DOCUMENTATION TEAMS. USE  
370 SIPRNET OR OTHER SECURE MEANS TO FORWARD SENSITIVE OR CLASSIFIED  
371 IMAGERY.

372  
373 8.2. HOMETOWN NEWS RELEASE PROGRAMS. ALL SERVICE MEMBERS ARE HIGHLY  
374 ENCOURAGED TO KEEP THEIR LOCAL HOMETOWNS INFORMED OF THEIR  
375 PARTICIPATION IN THIS OPERATION THROUGH THEIR SERVICE'S HOMETOWN NEWS  
376 RELEASE PROGRAM. HOMETOWN NEWS RELEASE PROGRAMS WILL PREPARE  
377 TAILORED RELEASES FOR MARINES, SAILORS, AIRMEN AND MARINES.  
378 SERVICES WILL CAPITALIZE ON THEIR HOMETOWN NEWS PROGRAMS BY ASSISTING  
379 HOMETOWN MEDIA IN CONNECTING WITH SERVICE MEMBERS FOR THEIR LOCAL  
380 AREAS FOR POTENTIAL INTERVIEWS.

381  
382 8.3. ALL INTERNAL STORIES AND NEWSLETTERS WILL BE FORWARDED TO  
383 LINDA.KOZARYN@OSD.MIL AND KRHEM@OSD.MIL FOR USE IN NATIONAL LEVEL  
384 INTERNAL INFORMATION PRODUCTS.

385  
386 9. LOGISTICS.

387  
388 9.1. UNITS SHOULD PLAN LIFT AND LOGISTICAL SUPPORT ON A SPACE  
389 AVAILABLE, NO ADDITIONAL COST TO THE GOVERNMENT BASIS, TO ASSIST IN  
390 MOVING INTERNAL AND EXTERNAL NEWS MEDIA REPRESENTATIVES AND PRODUCTS  
391 TO AND FROM THE BATTLEFIELD SO AS TO TELL OUR STORY IN A TIMELY  
392 MANNER, AS DISCUSSED IN REF. C.

393  
394 9.1.1. TO THE EXTENT POSSIBLE, SPACE ON MILITARY TRANSPORTATION WILL  
395 BE MADE AVAILABLE FOR INTERNAL, COMBAT CAMERA AND EXTERNAL NEWS MEDIA

396 REPRESENTATIVES AND THEIR EQUIPMENT NECESSARY TO COVER OPERATIONS  
397 CONSISTENT WITH PARAGRAPH 7.B. OF REF B. SEATS ABOARD VEHICLES,  
398 AIRCRAFT AND NAVAL SHIPS WILL BE MADE AVAILABLE ON A SPACE AVAILABLE,  
399 NO ADDITIONAL COST TO THE GOVERNMENT BASIS TO ALLOW MAXIMUM COVERAGE  
400 OF COALITION FORCES IN THE FIELD AND TO MEET THE SECDEF/CJCS INTENT  
401 IN REF C. WITH THE EXCEPTION OF MILITARY AIRCRAFT WHERE A LOADMASTER  
402 IS RESPONSIBLE FOR CARGO, THE MEDIA IS RESPONSIBLE FOR LOADING AND  
403 CARRYING THEIR OWN EQUIPMENT AT ALL TIMES. AERIAL QUALIFIED COMBAT  
404 CAMERA OPERATORS ARE AUTHORIZED TO PERFORM CAMERA DUTIES WHILE  
405 FLYING.

406  
407 9.1.2. THIS GUIDANCE AUTHORIZES BLANKET APPROVAL FOR LOCAL MEDIA  
408 TRAVEL, WITHIN THE CENTCOM AOR, ABOARD DOD AIRLIFT FOR ALL MEDIA ON A  
409 NO-COST, SPACE AVAILABLE BASIS. NO ADDITIONAL COSTS SHALL BE  
410 INCURRED BY THE GOVERNMENT TO PROVIDE ASSISTANCE IAW DODI 5410.15,  
411 PARA 3.4.

412  
413 9.1.3. INVITATIONAL TRAVEL ORDERS WILL BE PUBLISHED BY THE UNITS  
414 BEING COVERED UNLESS THAT MEDIA IS DIRECTED BY THE CPIC. IN THE CASE  
415 OF CPIC-DIRECTED MEDIA, THE CPIC WILL PUBLISH ITOS ON THE MEDIA  
416 REPRESENTATIVES.

417  
418 9.1.4. THE LOCAL PAO AND/OR COMMANDER'S REPRESENTATIVE WILL  
419 COORDINATE MEDIA FLIGHTS WITH THE AERIAL PORT OR OTHER AIRLIFT  
420 COORDINATING ACTIVITY.

421  
422 9.2. IN THE EVENT OF COMMERCIAL COMMUNICATIONS DIFFICULTIES, MEDIA  
423 ARE AUTHORIZED TO FILE STORIES VIA EXPEDITIOUS MILITARY  
424 SIGNAL/COMMUNICATIONS CAPABILITIES.

425  
426 9.3. UNILATERAL/INDEPENDENT AND/OR CPIC-DIRECTED MEDIA ARE  
427 RESPONSIBLE FOR PROVIDING ANY DESIRED PERSONAL PROTECTIVE EQUIPMENT,  
428 TO INCLUDE NBC EQUIPMENT.

429  
430 10. INTERVIEW GUIDANCE. INTERNAL AND EXTERNAL MEDIA INTERVIEWS WITH  
431 U.S. MILITARY PERSONNEL AND DOCUMENTATION OF U.S. MILITARY ACTIVITIES  
432 ARE ENCOURAGED. WHEN CONDUCTING MEDIA INTERVIEWS ASSOCIATED WITH  
433 THIS OPERATION, THE FOLLOWING POINTS APPLY:

434  
435 10.1. ENSURE MILITARY PERSONNEL ARE THOROUGHLY BRIEFED BEFORE  
436 SPEAKING TO THE MEDIA. SECURITY AT THE SOURCE WILL BE OBSERVED AT ALL  
437 TIMES.

438  
439 10.2. CONFINE REMARKS TO MATTERS WITHIN THE INDIVIDUAL'S AREA OF  
440 RESPONSIBILITY AND PERSONAL EXPERIENCE.

441  
442 10.3. ALL DISCUSSIONS WITH REPORTERS WILL BE "ON THE RECORD."

443  
444 10.4. EXERCISE CARE TO PROTECT SENSITIVE AND CLASSIFIED INFORMATION  
445 AND PRESERVE OPERATIONAL SECURITY. EXACT NUMBERS AND LOCATIONS OF  
446 FORCES AND EQUIPMENT, ONGOING OR FUTURE OPERATIONS, AND RULES OF  
447 ENGAGEMENT (ROE) ARE NOT RELEASABLE.

448  
449 10.5. AVOID SPECULATION (ANSWERING HYPOTHETICAL OR 'WHAT IF'  
450 QUESTIONS).

451  
452 10.6. ALWAYS RESPECT REGIONAL POLITICAL AND CULTURAL SENSITIVITIES.

453 IF IN DOUBT, THE PUBLIC AFFAIRS REPRESENTATIVE AT THE APPROPRIATE  
454 AMERICAN EMBASSY SHOULD BE CONSULTED FOR GUIDANCE.  
455  
456 10.7. DO NOT DISCUSS SPECIFIC LOCATIONS OF U.S. OR FRIENDLY FORCES.  
457 GIVE GENERAL LOCATIONS SUCH AS THE CENTRAL COMMAND THEATER OF  
458 OPERATIONS, THE NORTHERN ARABIAN GULF, EASTERN MEDITERRANEAN, OR  
459 ABOARD USS (SHIP'S NAME).  
460  
461 10.8. STRESS THE VALUE IN COMBINING THE UNIQUE CAPABILITIES OF EACH  
462 BRANCH OF SERVICE IN JOINT OPERATIONS AND SUPPORTING NATIONS AS  
463 APPROPRIATE.  
464  
465 10.9. THE GENERAL MISSION OF A PARTICULAR UNIT OR UNITS AND DATA  
466 RELATING TO WEAPONS, AIRCRAFT, SHIPS, SUBMARINES, ETC. MAY BE  
467 DISCUSSED IF NOT CLASSIFIED.  
468  
469 10.10. SPECIFIC FORCE PROTECTION MEASURES WILL NOT BE DISCUSSED.  
470 PAOS MAY CONFIRM THE OBVIOUS GENERAL FORCE PROTECTION INITIATIVES  
471 (E.G., INCREASED SECURITY PATROLS, ADDITIONAL PHYSICAL SECURITY  
472 BARRIERS, ETC).  
473  
474 10.11. DISCUSSION OR SPECULATION REGARDING THE INTRODUCTION OF  
475 ADDITIONAL FORCES (PERSONNEL, EQUIPMENT OR MUNITIONS) TO THE AOR IS  
476 PROHIBITED.  
477  
478 10.12. SPECIFIC INFORMATION REGARDING RELOCATION OR MOVEMENT OF  
479 FORCES (E.G., SHIPS, AIRCRAFT, GROUND FORCES) WITHIN THE AOR WILL NOT  
480 BE DISCUSSED.  
481  
482 10.13. SPECIFIC LOCATIONS OR INFORMATION REGARDING AIR DEFENSE  
483 CAPABILITIES (E.G., PATRIOT BATTERIES) WILL NOT BE DISCUSSED.  
484  
485 11. MEDIA QUERIES BEYOND THE SCOPE OF THIS GUIDANCE WHICH ORIGINATE  
486 IN HOST COUNTRY WILL BE REFERRED, ALONG WITH RECOMMENDED RESPONSES,  
487 TO THE AMERICAN EMBASSY PA SECTION, CENTCOM/PA AND OASD(PA), INFO  
488 OCJCS/PA, USPACOM/PA AND USSOCOM/PA, AS APPROPRIATE. MEDIA QUERIES  
489 OR REQUESTS BEYOND THE SCOPE OF THIS GUIDANCE THAT ORIGINATE IN AREAS  
490 OTHER THAN HOST COUNTRY, INCLUDING THE U.S., WILL BE REFERRED, ALONG  
491 WITH RECOMMENDED RESPONSES, TO CENTCOM/PA AND OASD(PA), INFO  
492 OCJCS/PA.  
493  
494 12. OASD(PA) POC IS LT COL DAVE LAPAN, DSN 227-5333, COMM  
495 703-697-5333, EMAIL DAVID.LAPAN@OSD.MIL.

1 Appendix A-2

2 PUBLIC AFFIARS GUIDANCE MV-22 OSPREY MISHAP

3  
4 **MV-22 MISHAP**

5 9 April 2000

6  
7 **Media Advisory**

8 Division of Public Affairs, Headquarters, U. S. Marine Corps, Washington, D. C. 20380-  
9 1775

10 Telephone: 703-614-4309 DSN 224 XXXX Fax 703-695-7460

11  
12 **APRIL 9, 2000**

13  
14 **FOR IMMEDIATE RELEASE**

15  
16 **AIRCRAFT MISHAP**

17  
18 **Headquarters Marine Corps, Washington, DC--** Nineteen Marines were killed  
19 last night when their MV-22 Osprey crashed while attempting to land at the Marana  
20 Airport, 15 miles northwest of Tucson, Az.

21 The aircraft was part of a flight of two Ospreys conducting missions associated  
22 with operational evaluation. The flight originated from Marine Corps Air Station Yuma,  
23 Az.

24 The names of the deceased are being withheld pending next of kin notification.

25 The mishap is currently under investigation.

26  
27 **PUBLIC AFFAIRS GUIDANCE:**

29 **ALL MEDIA QUERIES REGARDING THE DETAILS OF THE MISHAP,**  
30 **OPERATIONAL EVALUATION, AND MV-22 PROGRAM STATUS WILL**  
31 **BE REFERRED TO HEADQUARTERS MARINE CORPS PUBLIC**  
32 **AFFAIRS.**

33  
34 Headquarters Marine Corps will coordinate release of additional information with all  
35 commands concerned (i.e. HMX-1, NAVAIR, COMOPTEVFOR, MARFORLANT,  
36 MARFORPAC, etc)

37  
38 The aircraft involved in the mishap was one of four Low Rate Initial Production (LRIP)  
39 MV-22s undergoing Operational Evaluation. Commander, Operational Testing and  
40 Evaluation Force oversees OPEVAL and maintains very strict and specific guidelines  
41 that keep OPEVAL closed to the media. Press interface with the V-22 Multi-Service  
42 Operational Test Team (MOTT), aircraft, or personnel involved in OPEVAL (i.e. KC-130  
43 pilots flying refueling missions with the MV-22) cannot be accommodated.

44  
45 This guidance is based on COMOPTEVFORINST 3960.I and SECNAVINST 5000.2B.  
46 Chief of Naval Operation's policy regarding visitor observance of operational testing is  
47 strict. This is to preclude any perception of a lack of objectivity in the test and evaluation  
48 process or any perception of outside influence on the operational test unit and /or  
49 operational test director.

50  
51 **MISHAP HISTORY**

52  
53 Early in its development, two prototype V-22s (Full Scale Development aircraft)  
54 suffered serious mishaps.

55  
56 On **June 11, 1991**, V-22 flight development aircraft #5 crashed while undergoing  
57 its first flight at the Boeing Helicopter Flight Test Center in Wilmington, Delaware. An  
58 investigation found the crash was a result of two out of three rolls gyros being wired  
59 incorrectly.

60  
61 The second accident involved the No. 4 Osprey on **July 20, 1992**. It crashed into  
62 the water near Quantico, Va., when a fire developed in one of the engines as it was  
63 transitioning to the hover mode. There were seven fatalities. The investigation team  
64 concluded that gear box oil had pooled in the engine housing during aircraft mode flight,  
65 and then was ingested in the engine during the transition. The heat of the fire disabled  
66 the cross shaft, so that the good left engine was not able to drive the right prop rotor.  
67 Fixes were made in the engine to prevent a recurrence.

68  
69 In most mishaps involving full scale development aircraft, the experience gained  
70 from mishaps has proved beneficial and has in fact helped to improve the safety of  
71 follow-on-aircraft.

72  
73 Until now, there have been no serious mishaps involving the V-22 in more than  
74 seven years of subsequent testing and development.



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**MV-22 SPECIFICS**

For more information go to the MV-22 web site <http://mv22.sra.com>

1. The V-22 Osprey combines the vertical flight capabilities of a helicopter with the forward flight speed and range capabilities of a fixed-wing turboprop aircraft. Among the highlights:

- Speed: Osprey can fly twice as fast as conventional CH-46's
- Self-deployment capability: 2100 NM with 1 aerial refuel
  - Payload: 24 troops or 10,000-lbs. internal/external lift, almost twice as many troops as a CH-46.
- Capable of operating in adverse weather and moderate icing

2. Achievements:

- Flight tests have currently recorded more than 1,590 hours for the four Engineering and Manufacturing Development MV-22 Ospreys.
- 3.9 G load factor at 260 knots,
- 60,500 pounds maximum takeoffs gross weight,
- 25,000 feet in altitude, a maximum speed of 342 knots,
- Night flights using night vision goggles and external loads of 10,000 pounds at 230 knots.

3. Planned Procurement:

- USMC: 360 MV-22s, IOC Jan 2001
- USAF: 50 CV-22s for USSOCOM, IOC FY04

--USN: 48 HV-22s, TBD

**THE FOLLOWING QUESTIONS AND ANSWERS ARE PROVIDED FOR USE AS REQUIRED.**

**MV-22 GENERAL INFORMATION**

**Q: What does MV & 22 stand for?**

**A:** 'MV' stands for Marine Vertical (fixed-wing). As to the numerical designation -22, that is simply the next available number in the sequence of new development aircraft.

**Q: How much does it cost for a single MV-22?**

**A:** The MV-22 Osprey now bears a current average \$44 million price tag.

**Q: What can the MV-22 do?**

**A:** The MV-22 'Osprey' is a multi-service, multi-mission Tiltrotor aircraft capable of vertical/short takeoffs and landings. The MV-22, will allow the USMC combat forces to fly significantly greater distances, at a faster speed, and with a greater payload than the CH-46Es. The MV-22 can carry 24 combat-loaded Marines at a cruising speed in excess of 240 knots, providing the USMC with the ability to rapidly insert assault forces while enhancing aircraft and passenger security and survivability.

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**Q: What impact will the V-22 have on combat readiness or doctrine with respect to insertion and extraction of troops or medivacs?**

**A:** While the V-22 will continue to move Marines and supplies across the shoreline; it will do so twice as fast, with three times the payload at five times the range. This is a significant force multiplier to the Commander who needs to build forces in the objective area rapidly.

**Q: Is there a web site for the MV-22?**

**A:** Yes, <http://mv22.sra.com>. There is also a public affairs web site at Patuxent River for the V-22 program <http://navair.navy.mil/v22/>.

**Q: Who manufactures/builds the V-22?**

**A:** The Bell Boeing Tiltrotor Team, comprised of Bell Helicopter Textron, Inc., in Fort Worth Texas, and The Boeing Company in Philadelphia, developed the V-22 tiltrotor for the U.S. Marine Corps, Navy and U.S. Special Operations Command.

### **V-22 ARRIVAL/CURRENT STATUS/CURRENT TESTING**

*For more information go to the MV-22 web site <http://mv22.sra.com> as well as the NAS Patuxent River, Maryland Public Affairs web site <http://www.navair.navy.mil/v22/>*

**Q: When will more MV-22's be delivered?**

**A:** As of April 2000, five Low Rate Production aircraft have been delivered to the U.S. Marine Corps. The next three Ospreys will be delivered in September, October and December. By 2005, the Bell-Boeing Tiltrotor Team expects to deliver 30 Ospreys per year.

**Q: What is the current status of the MV-22 Osprey?**

**A:** The V-22 program is scheduled to achieve a 2001 initial operational capability (IOC) and a successful full rate production decision. The MV-22 is currently in the final stages of engineering and manufacturing development (EMD) testing by the Naval Air Warfare Center Aircraft Division (NAWCAD) Patuxent River, Maryland.

Two Engineering and Manufacturing Development (EMD) Ospreys, aircraft numbers 8 and 10 continue with developmental flight test program.

The other two EMD aircraft, numbers 7 and 9 are undergoing modifications to become CV-22 variants so they can start EMD testing by the Air Force in August 2000.

**Q: What will the final EMD testing by NAWCAD involve?**

**A:** Successful Sea Trials were completed in August 1999. Starting in October of 1999 the MV-22 has been undergoing Operational Evaluation, an extensive test period to ensure the aircraft is able to meet the mission requirements of the Marine Corps

### **SEA TRIALS**

**Q: Sea Trials testing were conducted aboard the USS Saipan (LHA) from January 14 – February 8, 1999. Were those tests successful?**

168 **A:** About 350 day and night landings and tests were conducted to determine the V-22's  
169 suitability for operations aboard large deck amphibious ships. Testing showed that the  
170 V-22 fits on the LHA's hangar deck, the launch and recovery spots, and can be parked,  
171 positioned, stowed, and maintained aboard ship. This testing also demonstrated that in  
172 the wing-fold/blade-stow position the V-22 will fit on the ship's elevator and can be  
173 lowered into the hangar deck.

174

#### 175 **OPERATIONAL TEST II-D**

176

177 **Q: Testing (Operational Test-IIID) was conducted at New River for the Osprey.**  
178 **Were the tests successful?**

179 **A:** Operational assessment OT-IIID was conducted during September and October  
180 1998 using aircraft's 9 and 10. The results of this assessment, released in February  
181 1999, indicate that the V-22 is effective and suitable in the operating environment.  
182 Designed to be a rehearsal for the aircraft's operational evaluation (OpEval), OT-IIID  
183 was the most comprehensive assessment completed to date.

184

#### 185 **CH-46 PHASE OUT/OSPREY PILOTS/READY FOR WAR?**

186

187 **Q: When will the CH-46 be phased out?**

188 **A:** The MV-22 was introduced into the Marine Corps in May 1999, and is expected to  
189 finish replacing the Marine Corps CH-46's by 2014.

190 The Marine Corps will employ a phased strategy for the introduction of the MV-22  
191 Osprey. Twenty-two CH-46E/CH-53D/CH-53E squadrons will transition to the MV-22 --  
192 18 active and 4 reserve.

193

194 **Q: Will current CH-46 pilots become Osprey pilots?**

195 **A:** Transition boards are being convened by HQMC to select pilots for transition to the  
196 MV-22. The majority of the pilots will come from the H-46 and H-53D communities,  
197 which are scheduled to be replaced by the MV-22.

198

199 **Q: When will the Osprey actually be used for military operations?**

200 **A:** The initial operational capability (IOC) for the MV-22 Osprey is in 2001. First  
201 deployment is planned for 2003.

202

#### 203 **MV-22 TRAINING SQUADRON**

204 Marine Helicopter Training (HMT) Squadron 204 was redesignated and reorganized as  
205 Marine Medium Tiltrotor Training (VMMT) Squadron 204 June 10, at MCAS News River.  
206 Lieutenant Colonel Odin F. Leberman assumed command of VMMT-204.

207

208 **Q: Why was '204' chosen to be redesignated the first Marine Corps V-22 Training**  
209 **Squadron?**

210 **A:** HMT 204 was chosen because the MV-22 is the replacement aircraft for the CH-46  
211 and HMT 204 is the FRS/FREST for the CH-46.

212

213 **Q: What sort of training syllabus is anticipated for potential MV-22 pilots and crews? (I.e.**  
214 **general training scenario for aircrews with respect to mission type: tanker, SAR, etc.)**

215 **How different will the training be with respect to a standard helicopter, like the H-46? Is**  
216 **the training cycle longer or shorter than with helicopters?**

217 **A:** VMMT-204 will be teaching the 100 T/R level curriculum similar to the way they do today.  
218 However, the tiltrotor-training syllabus will make innovative use of simulator technology,  
219 doubling simulator hours from 32 to 65. New training for H-46 transition pilots will include aerial  
220 refueling, high altitude training and FLIR operations. The Marine Corps is still determining what  
221 scope and level of training will provide optimal tiltrotor training at the undergraduate level.

222 What is different about the way VMMT-204 will do business, as opposed to the way it did  
223 business in the past, is VMMT-204 will primarily transition squadrons vice individual personnel,  
224 although individual personnel will be trained as replacement aircrews. The other difference is  
225 that VMMT-204 will be training the USAF right alongside Marines both as operators and  
226 maintainers.

227  
228 **Q: How many Osprey aircraft are expected to come to the training squadron next**  
229 **year?**

230 **A:** The USMC fleet replacement squadron (FRS) and fleet replacement enlisted skills  
231 training (FREST) school, will receive 12 MV-22 airframes by 2001.

232  
233 **Q: Will the Marine Corps train other branches of the military?**

234 **A:** The Marine Corps will also train the Air Force on how to fly the V-22 Osprey.

235  
236 **OPERATIONAL FLIGHT TRAINER**

237  
238 **Q: When was the first simulator delivered to the Marine Corps?**

239 **A:** The motion based operational flight trainer was delivered to the U.S. Marine Corps  
240 on April 2, 1999.

241  
242 **Q: Are pilots already training on this?**

243 **A:** Beginning back in June 99, the simulator began training instructor pilots who will  
244 oversee the training of future Marine Corps and Air Force pilots chosen to fly the Osprey  
245 Tiltrotor aircraft. Twenty pilots, to include V-22 developmental test pilots, as well as  
246 pilots from various helicopter squadrons, will be certified as instructors by March 2001.  
247 To be certified, pilots must have 40 flight hours in the MV-22 aircraft and 65 hours in the  
248 operational trainer.

249  
250 **Q: How will Marines benefit from using V-22 motion based trainer?**

251 **A:** The simulator that was delivered to the Marine Corps in April is very similar to other  
252 simulators in the inventory today. What is different is the fidelity of the software which  
253 allow the pilot to see near real-time images thus allowing him/her to train as though  
254 he/she were in the real world. The software will allow the pilot to go from day flights into  
255 night using night vision devices and forward looking Infra-Red (FLIR) digital moving map  
256 as though he were really flying in the real world. The fidelity of the simulator is so good  
257 that during the first 100 hours of flight time in the aircraft, 60% will be spent in the  
258 simulator. The MV-22 is the first to couple the simulator into a vast majority of its  
259 training and readiness curriculum meaning that the pilot is actually credited with the  
260 simulator event in his/her combat readiness percentage.

261

## Appendix B

### Keys to Successful Expeditionary UIO/Public Affairs Operations

A formal program of support for Unit Information Officer responsibilities is outlined in the SECNAVINST 5720.44A, Public Affairs Policy & Regulations. However, the purpose of this Appendix is to identify those responsibilities that are most significant and contribute materially to the accomplishment of the UIO/Public Affairs mission in expeditionary environments.

The formal UIO program checklist highlights 24 specific areas of responsibility for a UIO. Many of these areas of responsibility are useful for supporting day-to-day garrison public affairs operations. However, implementation of this checklist in expeditionary operations, given austere conditions, a dynamic environment and competition within a 24-hour news cycle render the checklist cumbersome in terms of manpower and time requirements. Hence, a streamlined mechanism for pushing unit information to audiences is advocated.

Following are five key tenets of a UIO program that must be articulated to, and understood by, a designated UIO to ensure the timely, accurate flow of information from units to Public Affairs representatives, and on to interested audiences.

- The UIO must be designated by the unit Commanding Officer (preferably in writing) – a UIO should generally be designated for units at the Battalion/Squadron-level (and not below) or for separate detachments falling under Regiment/Group/Brigade headquarters.
  - The UIO should have direct access to the unit Commanding Officer.
  - The UIO should be directly involved in all major planning functions for the unit.
- The UIO must be familiar with media ground rules and command policies pertaining to media escort procedures and requirements.
- The UIO must know who the releasing authority for his/her unit is – normally a unit Chief of Staff or Executive Officer in lieu of the Commanding Officer.
- The UIO must possess a current and complete unit historical file (maintained as the Command Chronology in most Operations Sections of Battalion/Squadron-level and higher units). The UIO must also possess a photo and biography of the unit Commanding Officer.
- The UIO must understand the positive impact of, and manage the Fleet Home Town News Release Program for his/her unit. Public Affairs Officers have a distinct responsibility to assist the UIO in the management of this program. Detailed information concerning the program can be found in SECNAVINST 5724.3, Instructions and Policy Concerning the Fleet Home Town News Release Program.

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Appendix C

PUBLIC AFFAIRS ESTIMATE

FM 6-99 (101-5)

\_\_\_\_\_  
Classification

Headquarters  
Place of issue  
Date, time, and time zone  
Message Ref. no.

PUBLIC AFFAIRS OPERATIONS ESTIMATE NO. \_\_\_\_\_

References: Maps, charts, or other documents.

Time zone used throughout the estimate:

**1. MISSION**

This paragraph lists the command's restated mission from a public affairs perspective.

**2. THE SITUATION AND CONSIDERATIONS**

The paragraph describes the strategic and operational media environment in which the operation is being conducted and identifies the critical factors that might impact on the command's mission -- the "action and reaction" within global media channels. It identifies the media environment across the operational continuum, describing it from "austere" for low media interest and capability in a limited AOR communication infrastructure to "dynamic" for high media interest and capability in a high-tech AOR infrastructure. At a minimum, this paragraph must include:

- a. Information environment. This paragraph describes the characteristics of the operation and the information environment in the area of operations. It identifies any activities or issues affecting the over-all mission and the command's public affairs objectives.
- b. Media presence. An assessment of the news media presence in the theater of operations prior to deployment and the likely presence of additional news media during the conduct of operations. This assessment should address the authority under which media

- 18 representatives are operating and the degree of control that can be imposed on their  
19 efforts.
- 20 c. Media capabilities. An assessment of the media's information collection and  
21 communication technology, specifically identifying their level of visual information  
22 acquisition and satellite communication capabilities. It includes an analysis of the  
23 logistics support, transportation assets, and host-nation communications infrastructure  
24 available to them.
- 25 d. Media content. An assessment of the global media's presentation of information and their  
26 agendas, and an analysis and prioritization of the potential strategic and operational  
27 issues confronting the command in the news media. This media content analysis will  
28 provide an evaluation of the quantity of coverage and the nature of that coverage.
- 29 e. Public opinion. Assessment of national and international attitude about the operation and  
30 command, leaders, and Marines conducting it. This paragraph should include both the  
31 perceptions held by major audience groups and the relative solidity or strength of those  
32 attitudes. A public opinion analysis should include as a minimum an analysis of the  
33 following groups:
- 34 o American public
  - 35 o Civilian political leaders
  - 36 o Coalition and allied forces and their publics
  - 37 o International audience
  - 38 o Internal command audience
  - 39 o Home station public
- 40 f. Information channel availability. An assessment of the information channels available for  
41 the communication of information in and out of the AOR. It identifies the means  
42 available to the commander for receipt, transmission, and dissemination of voice, data,  
43 text, graphics, and digital visual imaging. It describes command, coalition, and local  
44 national facilities and equipment available, to include an analysis of available telephone  
45 lines for voice and data transmission, the accessibility of audio and video channels, the  
46 prevalence of private communications devices such as Marine-owned cellular telephones,  
47 facsimile machines, computers, portable radios and televisions, still and video cameras,  
48 and the nature and flow of the information possible through these channels.
- 49 g. Information needs. This is an assessment of the information needs of the previously  
50 identified key publics. It analyzes key internal and external audiences and assesses their  
51 news and information expectations. It identifies the types of information made available  
52 to these key audiences.
- 53 h. Personnel situation. Describes the present dispositions of public affairs personnel and  
54 units that affect the PA mission, and the assets needed and available. State known  
55 personnel problems, if any, that may affect the PA situation. Consult the personnel  
56 estimate for details. (Examples of personnel include shortages of PA NCOs and skilled  
57 operators for equipment.)
- 58 i. Public Affairs situation. This summarizes current PA objectives and identifies specific  
59 courses of action for each objective. At high levels of command, detail information in a  
60 summary with a reference to an annex to the estimate. Subparagraphs will include all  
61 current (PAG) from OSD (PA).

- 62 j. Logistical situation. State known logistic problems, if any that may affect the PA  
63 situation. See logistic estimate for details. (Examples of logistic problems include the  
64 lack of transportation and adequate facilities.)  
65 k. Assumptions. Until specific planning guidance from the commander becomes available,  
66 you may need assumptions for initiating planning or preparing the estimate. Modify these  
67 assumptions as factual data or planning guidance becomes available.

### 68 3. ANALYSIS OF COURSES OF ACTION

69 Analyze each course of action based on the public affairs objectives in paragraph 2i. Indicate  
70 problems and deficiencies. At a minimum, subparagraphs should include media facilitation and  
71 support, news and information provision, and force training and support.

72 Analyze each COA from a PA point of view to determine its advantages and disadvantages for  
73 conducting PA. The detail in which the analysis is made is determined by the level of command,  
74 scope of operations, and of urgency of need.

### 75 4. COMPARISON OF COURSES OF ACTION

76 Compare each course of action. List advantages and disadvantages of each course of action  
77 under consideration. Include methods of overcoming deficiencies or modification required for  
78 each course of action.

### 79 5. CONCLUSIONS

80 a. Indicate whether you can support the command mission (restated in paragraph from the public  
81 affairs viewpoint.

82 b. Indicate which COAs you can best support.

83 c. List major public affairs deficiencies, which commander must consider. Include specific  
84 recommendations about methods of eliminating or reducing their effects.

85 \_\_\_\_\_  
86 (Public Affairs Officer)  
87 ANNEXES: (As required)

88 DISTRIBUTION:

89 (NOTE: The headings listed in this assessment are for example only. Use headings appropriate to  
90 your command's operations.)

91 \_\_\_\_\_  
92 Classification

93 PA Operations Estimate



1 Appendix D

2 PUBLIC AFFAIRS ANNEX

3 SAMPLE PA ANNEX

4 FM 6-99 (101-5)

5 \_\_\_\_\_  
6 **(Classification)**

7 (Change from oral orders, if any)

8 Copy \_\_\_ of \_\_\_ copies

9 Issuing headquarters

10 Place of issue (may be in code)

11 Date-time group of signature

12 Message reference no. \_\_\_\_\_

13  
14 ANNEX\_\_ (PUBLIC AFFAIRS) TO OPERATIONAL ORDER \_\_\_\_\_

15 References: Maps, charts, and other relevant documents

16 Time zone used throughout order:

17 **1. SITUATION**

18 A brief general description of the situation, information affecting public affairs support, which  
19 paragraph 1 of the OPORD does not cover, and intended purpose of this annex.

- 20 a. Friendly forces. Outline the higher headquarters' plan (and PA annex) and adjacent unit  
21 PA plans. Provide information on friendly coalition forces, which may impact the PA  
22 mission. Note PA resources supporting the unit. (Who, where, when), (higher, allied and  
23 adjacent headquarters).
- 24 b. Attachments and detachments. Identify all augmenting PA units supporting this  
25 command and all attached/assigned subordinate units. Include effective dates, if  
26 applicable.
- 27 c. Enemy forces. List information not included in the OPLAN/OPORD, which may impact  
28 the PA mission. (Who, where, when, disinformation, rumors, propaganda and OPSEC).
- 29 d. Media. Identify media in the area. (who, where, pools, US. international, local-host  
30 country).
- 31 e. Assumptions. List any additional assumptions or information not included in the general  
32 situation, which will impact the PA mission.

33 **2. MISSION**

34 Clearly, concisely state the public affairs mission. (Internal information for deployed and non-  
35 deployed forces, media facilitation and staff operations).

36 **3. EXECUTION**

- 37 a. Concept of operation. Briefly summarize the public affairs operation plan. Include PA  
38 priorities. (Intent --access, information, welfare, morale, will to win) (Concept--who,  
39 where, what, why, when) (Specifics--task to a subordinate; who is to do what, where,  
40 when, covers non-PAs too, actions with media: credential, train, transport)
- 41 b. Outline of PA tasks. Identify and assign supporting PA tasks to each element of  
42 subordinate and supporting units. Assign specific tasks to elements of the command  
43 charged with public affairs tasks, such as requirements for PA augmentation.
- 44 c. Coordinating instructions. Give details on coordination, task organization and groupings.  
45 List instructions, which apply to two or more subordinate elements or units. Refer to  
46 supporting appendixes (PA assessment) not referenced elsewhere. (Public Affairs  
47 Guidance, media in country, media enroute with US forces, media contact report,  
48 handover checklist, and task organization).

49 **4. SERVICE SUPPORT**

- 50 a. A statement of the administrative arrangements applicable to this operation. If they are  
51 lengthy or are not ready for inclusion in the OPORD, these arrangements may be issued  
52 separately and referenced here.
- 53 b. A statement of the logistical arrangements applicable to this operation. Specific  
54 coordination should be included if possible, but arrangements may be issued separately  
55 and referenced here, if they are too lengthy. (Class I-IX and water), (Services: billets,  
56 medical, laundry and mortuary), (Transport: ground, air, TOE, tasked rented/leased,  
57 contracted).

58 **5. COMMAND AND SIGNAL**

59 List signal, visual imaging and satellite communications policies, headquarters and media center  
60 locations or movements, code words, code names, and liaison elements. (PAO location, media  
61 center, JIBs, sub-JIBs, phones, faxes, e-mail and web page).

ACKNOWLEDGE:

NAME (Commander's  
last name)  
RANK (Commander's  
rank)

OFFICIAL:

APPENDIXES: (List PA assessment appendix)  
DISTRIBUTION:

62 Classification

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1 Appendix E

2 Media Content Analysis

3 Content Analysis: The process of studying and tracking what has been written and broadcast  
4 and translating this qualitative material into quantitative form through some type of counting  
5 approach that involves coding and classifying of specific messages.

6 -The Institute For Public Relations  
7 Commission On PR Measurement and Evaluation  
8  
9

10  
11 " Public Affairs becomes a force multiplier when it is able to see the news first, understand the  
12 impact of that news, and proactively respond to that news ahead of the National Media Pool.  
13 Media Content Analysis is the deliberate process that converts raw media into an understandable,  
14 and more importantly, actionable picture of the media environment for military commanders and  
15 decision-makers. Through a proactive collection and assessment of print, radio, television, and  
16 Internet activities, public affairs provides a common operational picture of the media  
17 environment, along with recommended responses and media counter actions where required."

18 -LtGen. Wallace C. Gregson  
19 Commander U.S. Marine Corps Forces Pacific  
20  
21  
22

23 GENERAL. This Appendix is designed to assist the expeditionary Public Affairs Specialist in  
24 the preparation of media content analysis while deployed. Expeditionary media content analysis  
25 provides critical input to the Public Affairs Operations Briefings described in Appendix F.  
26

27 **RULE #1:** *Media content analysis will always involve a degree of subjectivity. It is part art and part*  
28 *science, which is why a public affairs specialist will always have to include "educated opinion" in the process.*  
29

30 **ANALYSIS PLANNING PHASES**

31  
32 Pre-deployment.

- 33 • Conceptualize your requirements, define your purpose, identify your problems and  
34 design your output.
- 35 • Draft standard operating procedures (SOP) and organize the media analysis team.
- 36 • Conduct Public Affairs Area Studies of the AOR. Begin monitoring local and regional  
37 media outlets.
- 38 • Assess the operating environment (desert, jungle, at-sea, hot, cold, etc).
- 39 • Select and test any required equipment and software.
- 40 • Prepare/confirm a current list of news media websites to be used in the analysis process.
- 41 • Clearly identify key messages, themes and strategic information objectives.
- 42 • Select and train the media analysts.
- 43 • Ensure that analysis products can be delivered in both the PowerPoint® and C2PC-  
44 Common Operating Picture (COP) formats.
- 45 • Prepare the media analysis and assessment portion of the public affairs estimate.  
46

47 Deployment

- 48 • Daily analysis-a minimum of once per every 12-hour cycle. Increase analysis updates to  
49 once every 4 hours during increase in OpTempo.
- 50 • Ensure that the media analysis is included in every OpsIntel Brief with copies sent  
51 directly to the CO, XO, S/G-2, S/G-3, and IO cell members
- 52 • Clean Computing and DVR equipment every 2-3 days
- 53 • Support the Public Affairs Operations Briefings

54  
55 **RULE #2:** *Stick to an analysis production schedule and always use the same people to perform the analysis*  
56 *work.*

57  
58 Post-Deployment

- 59 • Submit Lessons Learned to CMCLL, DivPA (Plans) and MCCDC PA
- 60 • Recommend any TTP changes.

61  
62  
63 **PERSONNEL REQUIREMENTS.**

64  
65 Media content analysis is best performed by the same individuals-from pre-deployment to post  
66 deployment. A minimum of 2 individuals will be required to monitor a 24hour news cycle and  
67 prepare at least 2 updates daily. The media analysis team should be practiced at working the  
68 analysis cycle prior to deployment. Media analysis is an additional duty for expeditionary public  
69 affairs specialists.

70  
71 **COMMUNICATIONS**

- 72  
73 • Confirm bandwidth requirements.
- 74 • Confirm available cable or satellite services.

75  
76 **EQUIPMENT REQUIREMENTS (MINIMAL)**

- 77  
78 • Digital recording capability (DVR) and backup
- 79 • Access to the Internet
- 80 • Any required Internet subscriptions
- 81 • Electric power converters/adapters for Non-US utilities
- 82 • Weather/climate proofing materials (dust is hard on DVR's)

83  
84 **ANALYSIS PROCESS**

85  
86 Simple How-to Example for Media Content Analysis:

87  
88 **Step 1:** Decide which media sources you are going to use in your media content analysis. [This  
89 example will be using the **Foreign Broadcast Information Service** (<https://portal.rccb.osis.gov>  
90 this service requires registration and is only for U.S. Government employees) and **Yahoo News**  
91 (<http://news.yahoo.com>). If you are analyzing a localized AOR (i.e. operations in Iraq), then you

92 might want to choose a larger number of media sources, but if you are analyzing at a theater  
93 level, then you will probably want to limit the media sources to two or three because of the  
94 volume of stories to search.]

95  
96 **Step 2:** Determine what your analytical criteria will be. [These will be the elements which you  
97 use to weight you decision when deciding on POSITIVE, NEUTRAL, or NEGATIVE. This will  
98 correspond to what kind of analysis breakdown your commander needs/wants. This example will  
99 be using two criteria for the analysis. 1. CIVILIANS – affected by society, economics, and  
100 politics, 2. MILITARY – affected by military(inCountry), Bad Guys(inCountry), Military(US),  
101 Marines.]

102  
103 **Step 3:** Decide what your search parameters will be. [This will be the words/phrases which pull  
104 the stories you are searching for.]

105  
106 **Step 4:** Start searches. [Enter your word/phrase into the search engine to pull your first set of  
107 results.]

108  
109 **Step 5:** Read through results. [The results returned by FBIS and Yahoo News show the Headline  
110 and the first 150-200 characters of the story. This should be enough for you to get a good feel of  
111 what the story is about. The basic search in FBIS only returns 10 results at a time, and in Yahoo  
112 News only 20 results. I recommend going to the ADVANCED search page and saving a search  
113 which returns 100-500 results.](see figure 1)

114  
115 **Step 6:** Determine the tonality (positive, neutral, negative) of your analytical criteria (i.e.  
116 Civilian, Military). [As you read through the search results, it is a good idea to remember which  
117 stories swing the tonality either positive or negative. One simple way is to copy and paste the  
118 Headline and Lead from the results page into an open NOTEPAD document.](see figure 2)

119  
120 **Step 7:** Determine if you have enough information from the latest search to complete your  
121 analysis. [If you need to conduct more searches then repeat Steps 4,5,6. If you have enough  
122 information then continue with Step 8]

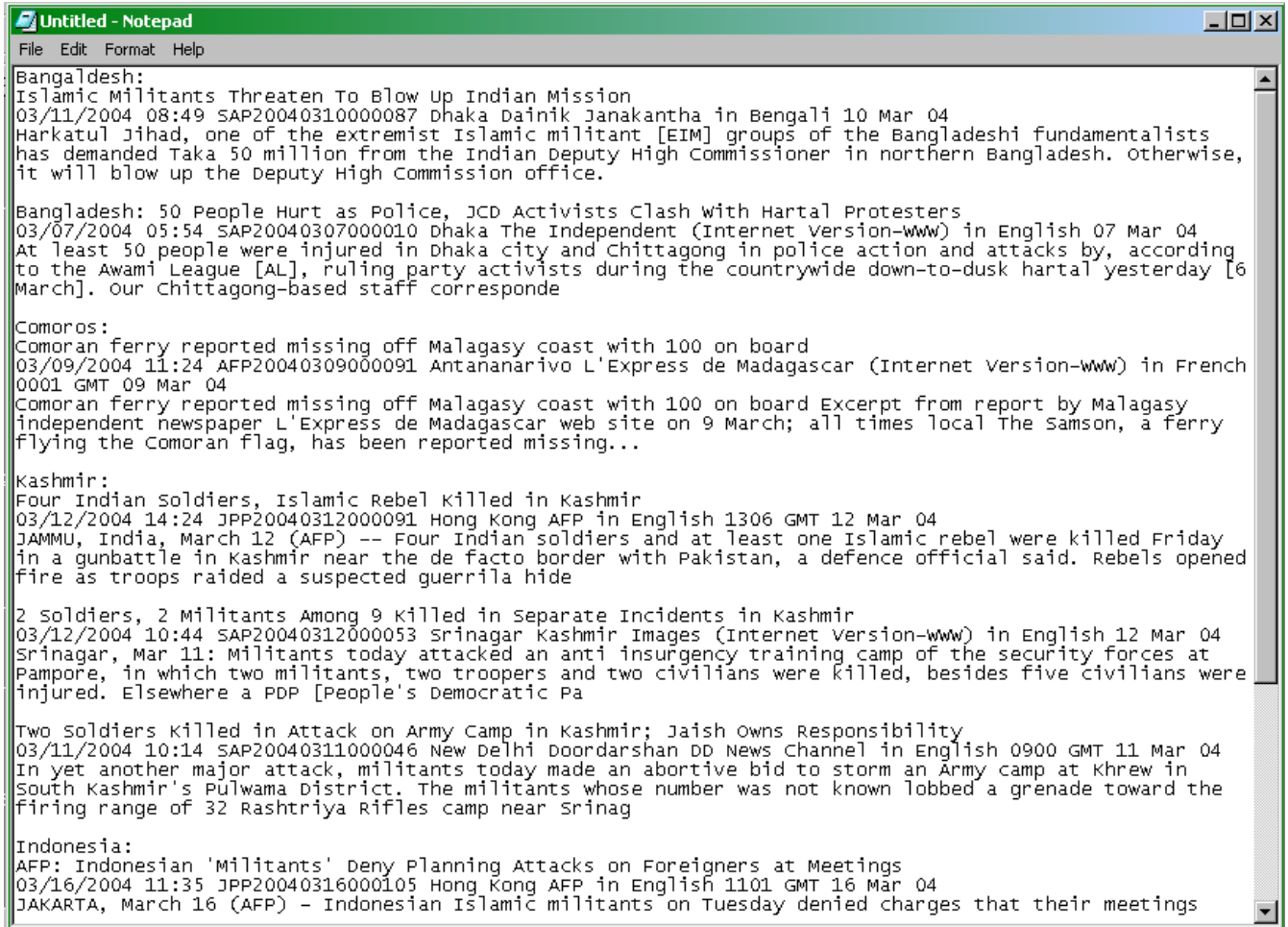
123  
124 **Step 8:** Determine your presentation format. (see figures 3 and 4 for example formats)

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137 **Figure 1.**



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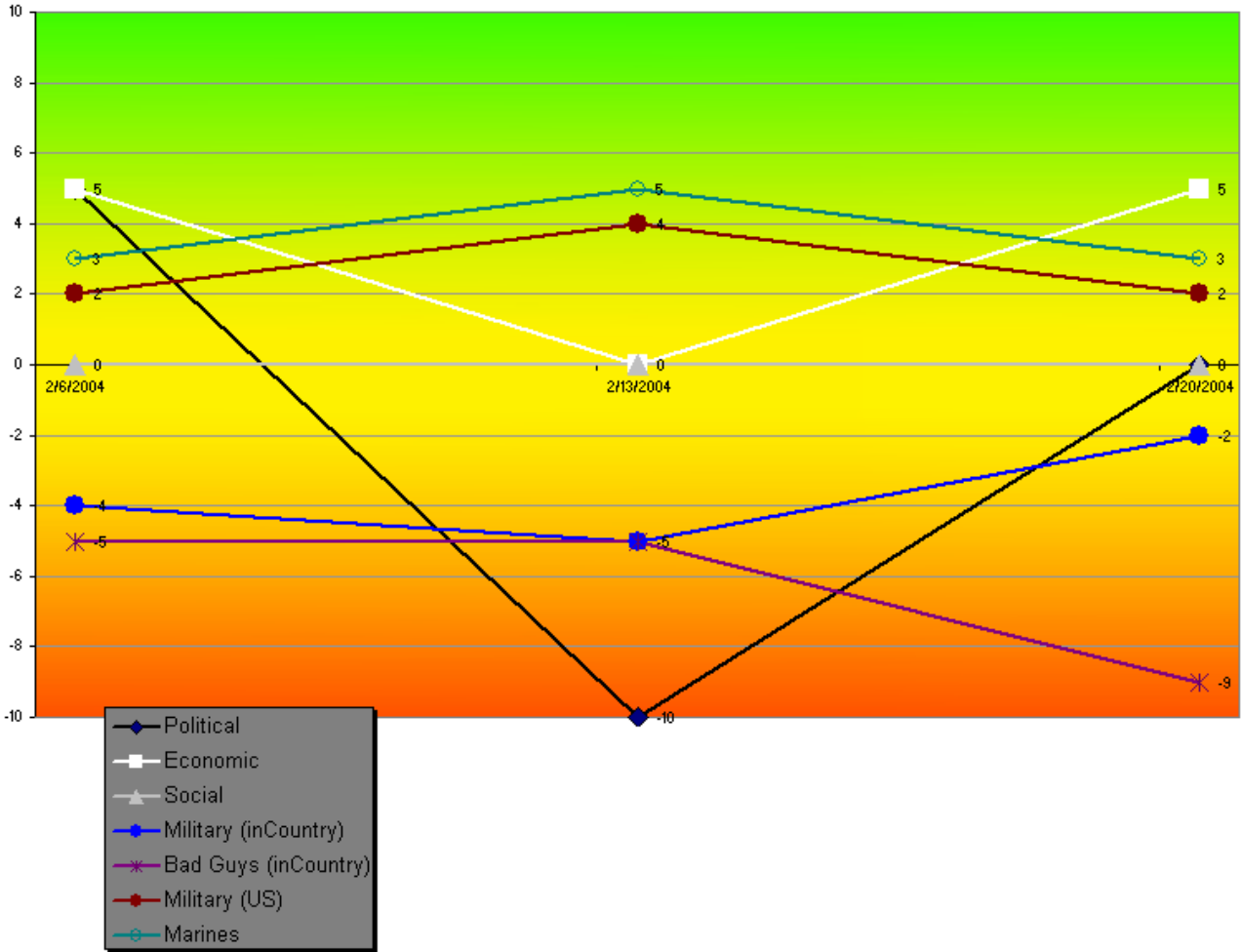
Figure 2.



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Figure 3.



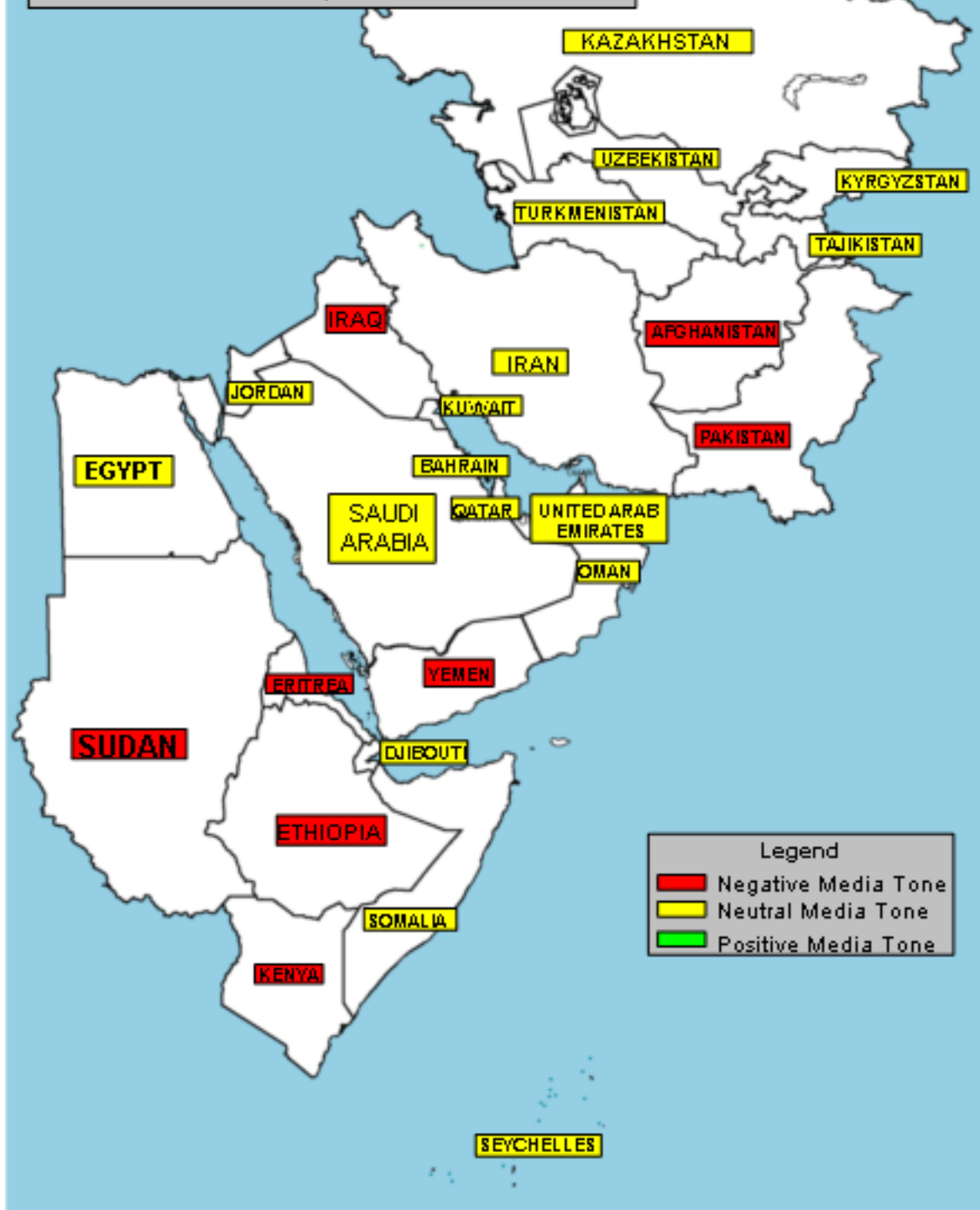


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Figure 4.

# MarCent AOR Media Analysis

March 12, 2004



200  
201  
202  
203

204 **RULE #3:** Once you decide on your analysis technique do not change it. New technique  
205 introduction invalidates historical data.

206

## 207 PUBLIC AFFAIRS OFFICERS' ANALYSIS AND ASSESSMENT

208

209 After the analysts complete their initial media tone analysis, the Public Affairs Officer takes the  
210 data and prepares an assessment of 3 to 5 areas of the public affairs effort for the Commander.

211 The same stories used to assess tone are used in the effort assessment. Incorporating a Likert-  
212 type numeric scale, such as:

213

214 Strongly Disagree 1

215 2

216 Disagree 3

217 4

218 Neither agree or 5

219 Disagree 6

220 Agree 7

221 8

222 Strongly Agree 9

223

224 each story is scored in each of the PA EFFORT categories. An example of the graphical  
225 presentation of this assessment follows.

226

# CMFP PUBLIC AFFAIRS

Week Ending 12 March 04

## PA Effort

## Assessment

Commanders Themes



AOR General Media Tone



Public Opinion Polls



PACOM IO Objectives



Command Information  
(Impact on Internal Audience)



227  
228 Figure 5

229  
230  
231  
232

233 **RULE # 4:** Keep graphs simple and consistent.

234

## ANALYSIS PRODUCTS

236

237 General. Product acceptance by target audiences is directly related to their early introduction in  
238 battle staff planning and working with the commander and operators in their basic design.

239

### A. Graphs/Bar Diagrams.

241

242 Graphical representations should be simple enough to be adaptable to commonly used  
243 operational presentations and allow the decision-maker a rapid situational assessment of the  
244 battlefield media environment. Successful graphical representations include color bars, line  
245 graphs, and charts; and incorporate time as an element of the graph. There is no point in  
246 devoting effort to media analysis if it can't be used for decision-making. Figures 3, 4, and 5 are  
247 examples of content analysis briefing slides.

247

248 B. Written media analysis and assessment to support graphical presentations.

249 A commander must develop media situational awareness within minutes of reviewing the  
250 analysis slides. However, a written analysis is required to support any analysis and assessment.

251 Written assessments can contain such topics as:

- 252 • The Public Affairs Officer's Analysis and Assessment
- 253 • Prominent Lead Stories
- 254 • Prominent Bridge Stories
- 255 • Unique News Items of Importance
- 256 • Emerging Themes and Developing Trends
- 257 • Cultural and Region Specific News
- 258 • Analysis of Common Video Themes and Images
- 259 • Recurring Still Images
- 260 • Quotes Related to IO and PA Strategic Themes
- 261 • Adversary Media Analysis and Assessment

262

263 C. Media Story Clips of Embedded Media.

264

265 D. Historical video footage-useful for documenting ground rule violations.

266

267 E. Accumulated data for use by combat assessment teams and legal authorities.

268

## 269 **HELPFUL HINTS**

270

271 1. Introduce the Commander to Media Analysis prior to deployment

272 1. Do not exceed 2 analysis slides in your briefings.

273 2. Ensure that your media content analysis is a standard part of the daily OpsIntel  
274 Brief

275 3. Maintain the same graphic format (PowerPoint®, C2PC, etc) as the operations  
276 group.

277 4. Analyze! Don't just collect data. Provide the Commander and the Battle Staff  
278 actionable media intelligence.

279

## 280 **AUDIENCES**

281

282 Each of the analysis parameters and techniques, previously described, contribute to measurable  
283 performance data that can be graphically presented to commanders and decision-makers. These  
284 graphical representations result in the efficient reallocation of public affairs assets to counter  
285 negative media, enhance positive media, and support the Information Operation campaign plan.

286 Product customers include:

287 i. Commanders

288 ii. Operational Planners

289 iii. Information Operation Cells

290 iv. Military Intelligence Analysts

291 v. Collateral, vertical, and horizontal public affairs organizations

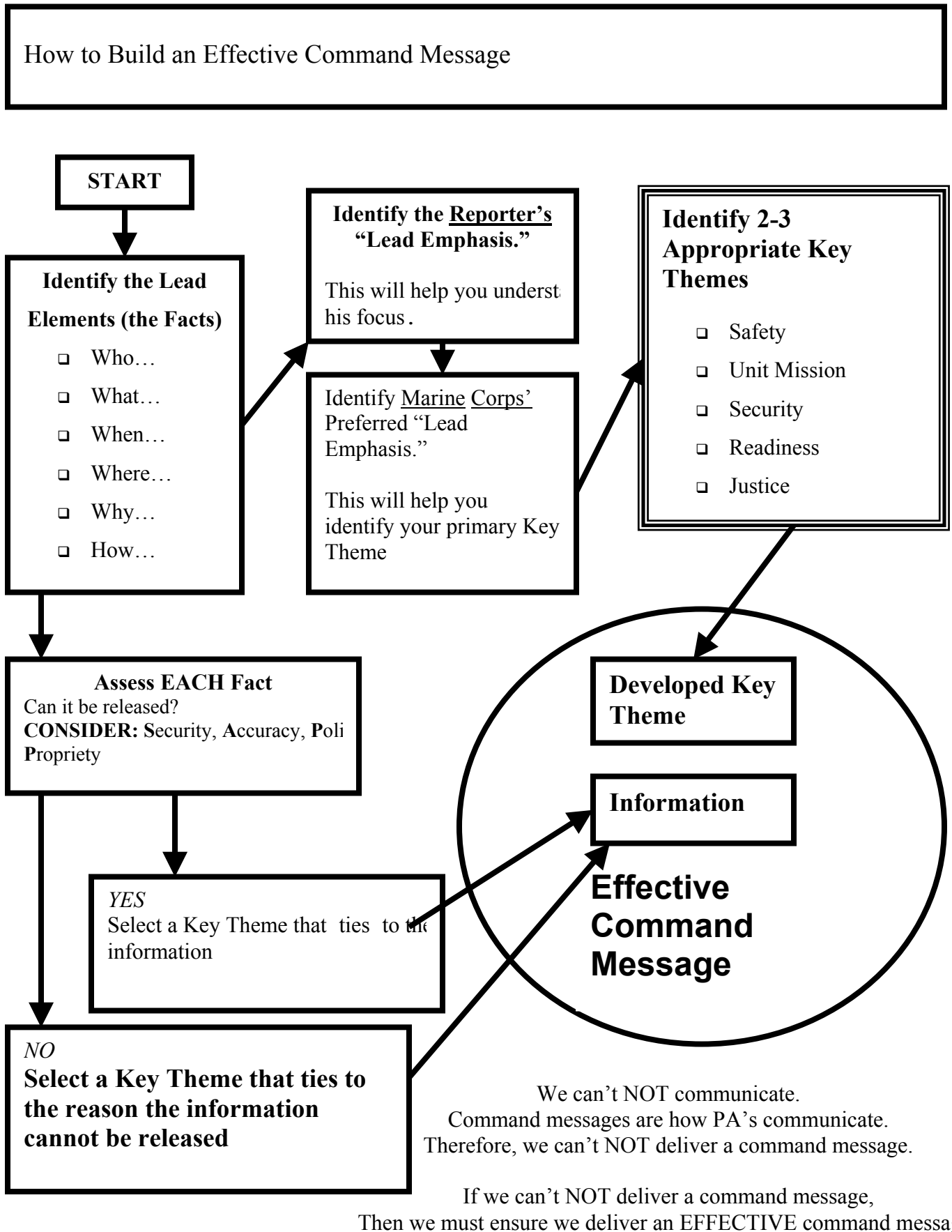
292

## 293 **FOR FURTHER STUDY:**

294

295 A good primer for further study is the booklet: GUIDELINES FOR MEASURING THE  
296 EFFECTIVENESS OF PR PROGRAMS AND ACTIVITIES by Dr. Walter K. Lindenmann, and  
297 available on-line from the Institute For Public Relations at [www.instituteforpr.com](http://www.instituteforpr.com)

## Appendix F Command Message Development Flowchart



# Appendix G

## Media Database Sample

Media Personnel Accreditation Form - Microsoft Internet Explorer

Address: http://www.imefdm.usmc.smil.mil/pao/media\_tracking/AddNew.asp

### INDIVIDUAL INFORMATION

<b>No Photo Available</b>	STATUS	PENDING		
	FIRST NAME	<input type="text"/>	BADGE NUMBER	<input type="text"/>
	LAST NAME	<input type="text"/>	BLOOD TYPE	A+
	PHONE	<input type="text"/>	PASSPORT	<input type="text"/>
	EMAIL	<input type="text"/>		
	ACCREDITATION DATE	JANUARY	1	2003
	<b>VISA</b>	<b>GROUND RULES</b>	<b>INFORMED CONSENT</b>	<b>INTENT TO REIMBURSE</b>
<input checked="" type="radio"/> NO <input type="radio"/> YES	<input checked="" type="radio"/> NO <input type="radio"/> YES	<input checked="" type="radio"/> NO <input type="radio"/> YES	<input checked="" type="radio"/> NO <input type="radio"/> YES	

### EMPLOYMENT INFORMATION

JOB DESCRIPTION	BROADCAST - PRODUCER	REPORTING MEDIUM	BOOK
REGION	BROADCAST - PRODUCER	AFFILIATE	ABC ADD NEW <input type="text"/>
ORGANIZATION	BROADCAST - CORRESPONDENT	CITY	<input type="text"/>
ORGANIZATION POC	BROADCAST - VIDEO	STATE	-
ORGANIZATION PHONE	PRINT - PHOTO	COUNTRY:	UNITED STATES
ORGANIZATION EMAIL	PRINT - JOURNALIST		
	OTHER		

### EMBED PREFERENCES

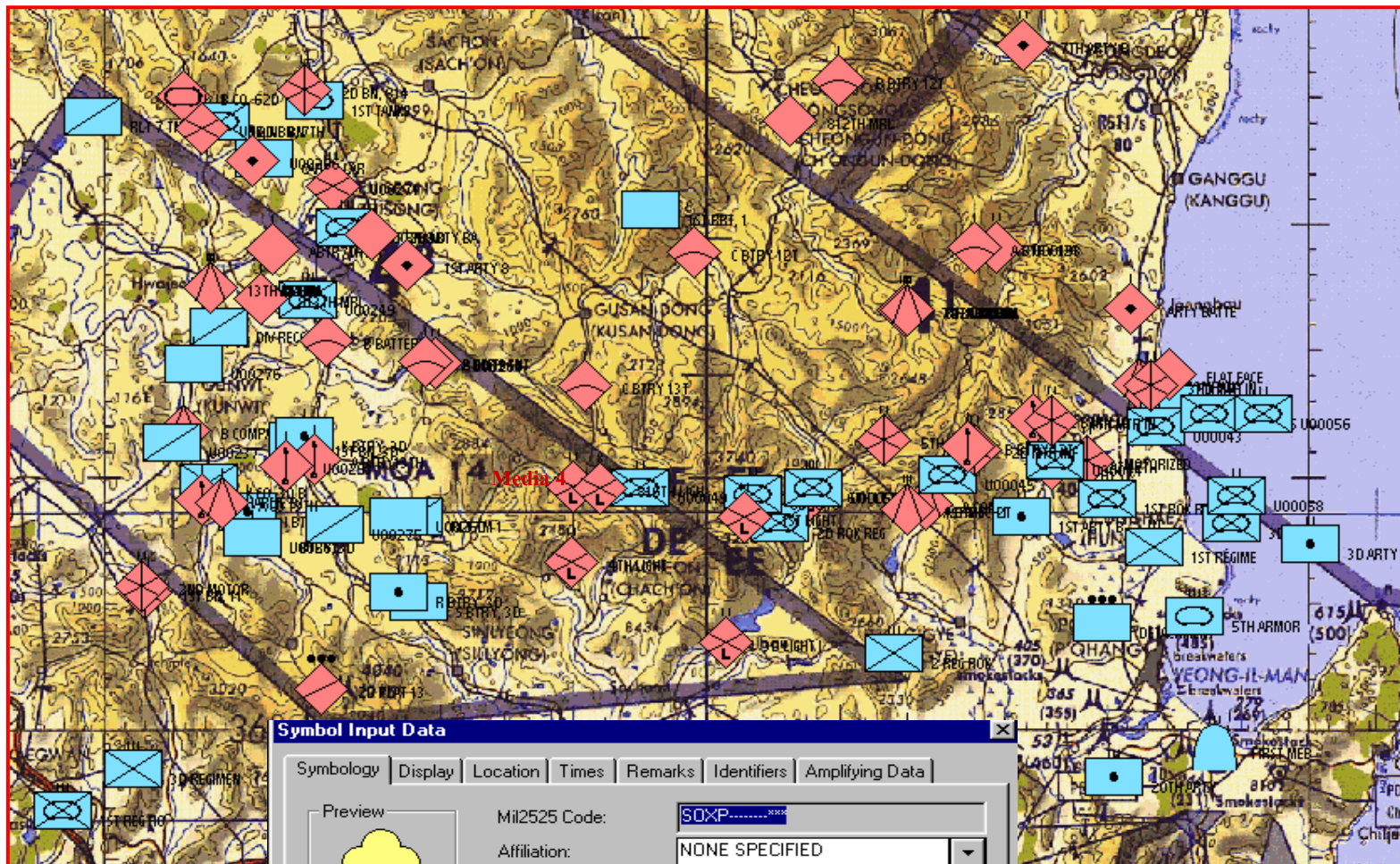
1ST UNIT PREFERENCE	EMBED NOT REQUESTED
2ND UNIT PREFERENCE	EMBED NOT REQUESTED
3RD UNIT PREFERENCE	EMBED NOT REQUESTED
REQUESTED EMBED BEGIN DATE	JANUARY 1 2003
REQUESTED EMBED END DATE	JANUARY 1 2003

Taskbar: Start, Deleted Items - Mic..., Rockdrill slides - M..., Microsoft PowerPoi..., Media Personn..., Microsoft Photo Edi..., Internet, 7:31 AM




# Appendix H


## Sample C2PC Media Tracking Capability



**Symbol Input Data**

Symbology | Display | Location | Times | Remarks | Identifiers | Amplifying Data

Preview: 

Palette: 

Reinforced  
 Detached

Symbol Size:

Mi2525 Code:

Affiliation:

Size:

Function Id:

Staff Comments:

Higher Formation:

C2 HQ:

Evaluation Rating:

Combat Effectiveness:

IFF / SIF:

Type of Equipment:

Quantity of Equip:

Signature Equipment:

Unique Designation:

OK Cancel

1 Appendix I

2 DOD PRINCIPLES OF INFORMATION

3 The DOD Principles of Information are contained in [DOD Directive 5122.5](#), Change 1.  
4 They chart the course for all DOD Public Affairs activities, and apply to the full  
5 continuum of day-to-day activities and operations. It is the commander's responsibility to  
6 ensure that all planning for military activities and operations efficiently and effectively  
7 achieve the goals set by these principles.

8 *DOD PRINCIPLES OF INFORMATION*

- 9 A. Timely and accurate information will be made available so that the public, Congress, and  
10 the news media may assess and understand the facts about national security, defense  
11 strategy, and on-going joint and unilateral operations.  
12 B. Requests for information from organizations and private citizens will be answered in a  
13 timely manner. In carrying out this policy, the following principles of information apply:

- (1) Information will be made fully available, consistent with statutory requirements, unless its release is precluded by current and valid security classification. The provisions of the Freedom of Information Act and the Privacy Act will be complied with in both letter and spirit.
- (2) A free flow of general and military information will be made available, without censorship or propaganda, to the men and women of the Armed Forces and their family members.
- (3) Information will not be classified or otherwise withheld to protect the government from criticism or embarrassment.
- (4) Information will be withheld only when disclosure would adversely affect national and operations security or threaten the safety or privacy of the men and women of the Armed Forces.
- (5) The Department's obligation to provide the public with information on its major programs and operations may require detailed public affairs planning and coordination within the Department and with other government agencies. The sole purpose of such activity is to expedite the flow of information to the public; propaganda or publicity designed to sway or direct public opinion will not be included in Department of Defense public affairs programs.



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## Appendix J

### Sample Media Embed Plan

#### UNITED STATES MARINE CORPS

I MARINE EXPEDITIONARY FORCE, FMF  
CAMP PENDLETON, CALIFORNIA 92055-5321

IN REPLY REFER TO:  
5700  
PA  
23 Jan 04

From: Commanding General, I Marine Expeditionary Force

To: Distribution List

Subj: MEDIA EMBED STANDARD OPERATING PROCEDURES

Ref: (a) SECNAVINST 5720.44A

(b) SECDEF MESSAGE DTG 181800Z APR 03 SUBJ: DELEGATION OF  
AUTHORITY FOR MEDIA EMBEDDING PROGRAM IN THE U.S. CENTRAL COMMAND AREA  
OF RESPONSIBILITY.

(c) SECDEF MESSAGE DTG 101900Z FEB 03, SUBJ: PUBLIC AFFAIRS  
GUIDANCE ON EMBEDDING MEDIA DURING POSSIBLE FUTURE  
OPERATIONS/DEPLOYMENTS IN THE U.S. CENTRAL COMMAND AREA OF  
RESPONSIBILITY.

1. Purpose. To provide instructions and establish procedures for  
embedding news media representatives (NMRs) within I MEF and its major  
subordinate commands.

2. Action.

a. This manual is effective upon receipt. Commanders and  
officers in charge will ensure compliance.

b. Commanding Officers and section heads will ensure that all  
personnel performing duties related to handling embedded news media  
are familiar with the provisions of this manual.

3. Applicability. This manual applies to all organizations, units,  
and personnel assigned or attached to the I Marine Expeditionary  
Force.

4. Certification. Reviewed and approved this date.

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## MEDIA EMBED SOP

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#### Appendix D. Official USCENTCOM Media Credentials

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#### Appendix F. PA SITREP Procedures

97 **Embedding Procedures**

98 **1-1 Background. During Operation Iraqi Freedom, the DoD embedded media program**  
99 **granted large numbers of national and international news media access to Marines**  
100 **and Sailors on the battlefield. Embedding media into units proved to be a highly**  
101 **effective means of highlighting our success in combat. As I MEF conducts Security**  
102 **and Stability Operations in Iraq, intense media coverage will give the world a**  
103 **unique look at the professionalism, flexibility and spirit of America's Marines. The**  
104 **ability to convey the success of these operations to the world audience is a key factor**  
105 **in the measurement of the success of the Security and Stability Operations. Marines**  
106 **on patrol in Iraq will make decisions that directly impact U.S. foreign policy on a**  
107 **daily basis. Likewise, the decisions our Marines make with regard to the news**  
108 **media they encounter must be consistent with that foreign policy and stand up to**  
109 **global scrutiny. Media interest in I MEF's participation in OIF II is extremely high,**  
110 **and embedding media from CONUS will provide I MEF with the opportunity to**  
111 **reach local, national and international audiences. Coverage of I MEF's**  
112 **participation and successes in OIF II will directly support the mission by**  
113 **communicating to the American public, the world audience, and key decision**  
114 **makers the effectiveness and importance of the U.S. presence in Iraq. The**  
115 **procedures outlined in this manual are designed to facilitate timely and accurate**  
116 **reporting on I MEF, its MSCs and its supporting attachments.**

117 **1-2 Initial CONUS-Based Media Processing. Upon receipt of a media organization's**  
118 **request to embed with I MEF units, the I MEF PAO will:**

- 119 • Obtain HQMC PA approval via MARFORPAC PA (unless the request  
120 reached I MEF via HQMC) to begin processing the request to embed.  
121 II MEF and MARFORRES PA will consolidate requests to embed with  
122 their respective units and forward all proof of credentials and  
123 required processing data to the I MEF Public Affairs Officer.
- 124 • Verify the credentials of the news media representative(s) the  
125 media organization wishes to embed.
- 126 • Obtain all required data for processing country clearances and  
127 applicable visas through USCENTCOM and CFLCC respectively. The  
128 primary method of requesting theater clearance is via DMS  
129 message. The message will be addressed to USCENTCOM CCJ1-MP  
130 (MC). The alternate means of requesting a theater clearance is  
131 via SIPRNET. The SIPRNET address of the USCENTCOM point of  
132 contact for these requests is [EmmonsCG@USCENTCOM.SMIL.MIL](mailto:EmmonsCG@USCENTCOM.SMIL.MIL).  
133 **Theater request must include: the name of the journalist,**  
134 **affiliation, SSN, dates in theater, countries of destination and**  
135 **complete POC information for the requesting PAO.** CFLCC Public  
136 Affairs will coordinate Kuwaiti entry/exit visas for I MEF media  
137 upon arrival in Kuwait.
- 138 • Inform NMRs that while I MEF will facilitate their travel to the  
139 USCENTCOM AO, NMRs or their parent organizations are responsible  
140 for their return travel to CONUS upon the completion of their

141 assignments. I MEF will provide transportation to the nearest  
142 commercial point of embark in the USCENTCOM AO for its embedded  
143 media, as operations and assets allow.

- 144 • Provide the potential embed with a processing packet that  
145 includes the I MEF command brief, ground rules, hold harmless  
146 agreements, agreements to reimburse the government, agreements  
147 not to sue, packing list, a list of CDC-recommended immunizations  
148 for the USCENTCOM AO (status of anthrax vaccines for embedded  
149 media?) and other pertinent information as required.
- 150 • Obtain signed copies of all ground rules and agreements. MEF  
151 PAO, applicable MSC PAOs and unit escorts for media will maintain  
152 copies of ground rules and agreements.
- 153 • Coordinate with MEF G-1 for invitational travel orders for all  
154 media embedding with the MEF or its MSCs.
- 155 • Inspect NMRs' personal protective gear to determine serviceability  
156 and suitability.
- 157 • Assign media to the MSCs based upon the I MEF CG's intent as it  
158 relates to themes and messages found in the Annex F of the I MEF  
159 Op Order and MSC ability to support and the desires of the media.

160  
161  
162 1-3 Embedding Media. Media personnel who join I MEF units prior to  
163 deployment will be afforded the maximum opportunity to participate in  
164 pre-deployment training and briefings. MSC PAOs will be responsible  
165 for assigning escorts for embedded media who require base access for  
166 predeployment coverage. Upon deployment, media will be allowed access  
167 to operations and be provided with operational updates and briefings  
168 in order to ensure a thorough understanding of the mission and  
169 facilitate accurate reporting. Building a basic level of trust and  
170 understanding between units and their embedded media will be integral  
171 to the success of the program.

- 172  
173 • All MSC PAOs will ensure that embedded media receive a unit  
174 indoctrination/welcome aboard brief. This brief will include an  
175 overview of the unit's mission and its structure, medical and  
176 safety information, unit-specific ground rules and regulations.  
177 There is no requirement to formally train media in military  
178 skills prior to deployment, but units will ensure that media are  
179 briefed regarding the proper response to the emergency  
180 situations they will most likely encounter during the  
181 deployment.
- 182 • MSCs will provide Unit Escort officers. Media will also be  
183 introduced to their designated media escort officers/unit  
184 information officers during their indoctrination/welcome aboard  
185 brief. Media escort officers will generally be officers or Staff  
186 NCOs, but commanders may employ NCOs for this duty at their  
187 discretion.
- 188 • For all intents and purposes, embedded media will be considered  
189 to be members of the unit. Media embedded in CONUS will be  
190 included in unit TPFDD in order to travel into the USCENTCOM AO

191 with the unit. Embedded media will be afforded the treatment of  
192 an O-4 in the U.S. Armed Forces, but will not be saluted. Media  
193 will be carried on unit PERSTAT reports until they terminate  
194 their embed status.

- 195 • Media will not carry weapons, personal or otherwise. Embedded  
196 media will remain in a non-combatant status at all times, unless  
197 grave circumstances dictate that they must act in self-defense  
198 or self-preservation.
- 199 • While deployed, billeting, chow, water and medical care will be  
200 provided to embedded media representatives by host units. MSC  
201 Public Affairs Officers will advise their logistical planners on  
202 projected numbers of embedded media.
- 203 • All media vehicles entering I MEF camps will be security  
204 screened in accordance with camp regulations. Media who request  
205 to cover convoy operations or travel with a unit will be offered  
206 lift aboard vehicles organic to the host unit, as available.  
207 Media vehicles may be mixed into I MEF convoys upon coordination  
208 with the applicable convoy commander. Media not part of a  
209 convoy plan will not be inserted into a convoy mid-route.  
210 Extraneous media personnel/vehicles may follow convoys, provided  
211 they do so from a distance that does not compromise the security  
212 of the convoy.

213  
214 1-4 Unit Escort Officers. I MEF or MSC Public Affairs Officers will  
215 brief personnel who are identified to escort embedded news media (Unit  
216 Escort Officers). Media may be escorted by other unit/coalition  
217 personnel provided they are aware of all agreements and pertinent  
218 regulations/rules regarding media escorts. Media must be escorted  
219 during times of approved entry into COCs or other areas with  
220 classified information (to include classified maps, briefings,  
221 documents, communications, etc). **Absolutely no recording devices,**  
222 **cameras or electronic communications devices will be allowed in these**  
223 **sensitive areas.**

- 224  
225 • No operational information that is pertinent to the specific  
226 employment of future tactics, techniques and procedures will be  
227 discussed without a prior agreement to embargo the information.
- 228 • Unit escort officers will ensure media coverage does not cause an  
229 interference with the unit's operations or cause safety or  
230 security risks. Security at the source is the first level of  
231 safeguarding sensitive information.
- 232 • Unit escort officers will report new media requests, interviews  
233 conducted, and topics of media coverage, daily, to their  
234 respective unit information officers, who will in turn report the  
235 information to the appropriate public affairs officer.
- 236 • Whenever possible, but especially during times where security is  
237 crucial, unit escort officers should be aware of the content of  
238 "live" coverage. Interference with "live" broadcasts and/or pre-  
239 recorded stories is authorized only when it is necessary to

240 prevent a significant violation of ground rules designed to  
241 protect operational security.  
242 • Unit escort officers will immediately notify the unit security  
243 manager and the unit information officer if media are suspected  
244 of a security breach. Units will ensure COCs and appropriate  
245 PAOs are immediately alerted.

246  
247  
248 1-5 Unit Information Officers. The Unit Information Officer is the  
249 Marine in the unit who serves as the primary liaison between the unit  
250 and the PAO. This billet is part of the existing public affairs  
251 program, and is typically staffed by the adjutant. The UIO will  
252 ensure that their unit escort officers facilitate embedded media's  
253 access to personnel and operations to the greatest extent possible.

- 254 • Unit information officers will ensure a unit escort officer is  
255 assigned for every four media agency personnel the unit is  
256 hosting. More may be assigned as the unit commander deems  
257 necessary.
- 258 • Unit information officers will attempt to resolve minor problems  
259 associated with embedded media within the unit. For issues  
260 beyond the UIO's scope of public affairs experience, the MSC  
261 public affairs officer will be contacted.
- 262 • Unit information officers will report significant newsworthy  
263 events to the appropriate MSC Public Affairs Officer on a daily  
264 basis.
- 265 • The UIO will report ground rules violations (intentional or  
266 otherwise) to the appropriate MSC PAO.
- 267 • UIOs will coordinate media requests for support beyond the  
268 organic capabilities of unit with the MSC Public Affairs Officer,  
269 who will coordinate such requests with the I MEF PAO or  
270 appropriate MSC PAOs.
- 271 • UIOs should ensure unit personnel interviewed refrain from  
272 exaggerations, personal opinions concerning operations or  
273 politics. They should give information, as they know it and  
274 refrain from speculating on future events or speaking on topics  
275 or events not in their knowledgeable areas.

276  
277 1-6 Termination of Embedded Status. Media may terminate their  
278 embedded status at any time. MSC Commanders have authority to  
279 terminate the embed status of any NMR for ground rules violations. MSC  
280 PAOs will notify I MEF upon the termination of a NMR's embedded  
281 status. The UIO must ascertain whether or not the media representative  
282 desires to proceed with unilateral (independent, non-embedded)  
283 coverage or return to the nearest embarkation point of international  
284 commercial travel. MSC PAOs will report all changes in embedded  
285 media's status to I MEF PAO. I MEF PAO will inform CJTF-7 PAO  
286 regarding any changes in the status of media embedded with I MEF.

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## Media Support

2-1 CONUS Transportation of Embedded Media. While regulations prohibit "gratis" airlift into the USCENTCOM AO to cover military operations, media may be manifested on military airlift or sealift if they are embedded with forces deploying aboard the same sea or air platforms. If not embedding with deploying forces, media must be on assignment to cover the forces providing the airlift or sealift in order to be eligible for transportation into the USCENTCOM AO. For media who embed and deploy with I MEF, military transportation may be used to facilitate their arrival to the nearest point of embark for international commercial travel for their return trip to CONUS.

2-2 Intra-Theater Transportation of Media. To the extent possible, space on tactical vehicles and aircraft will be made available for media personnel and the equipment they require to cover operations. News media representatives are responsible for carrying and loading their own equipment at all times. Use of priority intra-theater lift for embedded media to cover I MEF operations is highly encouraged in order to facilitate the maximum coverage for deployed Marines.

2-3 Communications Support for Embedded Media. The primary means for embedded media to electronically file stories will be their own commercial equipment and service providers. In the event that commercial communications fail, MSCs are authorized to assist embedded journalists with filing stories via organic NIPRNET communications assets.

2-4 Billeting and Messing for Embedded Media. Billeting and messing will be provided to embedded media representatives by host units in a manner commensurate to that that is provided to Marines. Billeting and messing will not be provided to embedded media while units are still aboard their home base and in garrison. Only immediate, emergency medical care will be provided to media prior to deployment. I.E., Corpsmen may treat media injured while observing unit training, etc. Media may be billeted in field accommodations while covering unit training in the field.

2-5 Media Casualties. Immediate, emergency medical care will be provided as needed to embedded media prior to deployment. I.E., Corpsmen may treat media who are injured while observing unit training, etc. While deployed, MSCs will report embedded media casualties, (hostile and non-hostile) in the same manner in which Marine casualties are reported. I MEF PAO will ensure that CJTF-7 PAO is notified of all I MEF embedded media casualties. Parent organization of media personnel killed or injured will be notified by CJTF-7. Per reference (c), the parent organization of the embedded media casualty is responsible for making next of kin notification and releasing information on the casualty. Remains of embedded media personnel will be processed and stored in accordance with mortuary affairs procedures for handling the remains of fallen service members.

340 DoD may approve transportation of remains to CONUS. Injured media  
341 will receive immediate medical care commensurate to that that is  
342 provided to Marines. Seriously injured media personnel will be  
343 evacuated to the nearest coalition medical facility.

### 344 **Operational Security**

345  
346  
347 3-1 General OPSEC Guidelines. The nature of the embedding process may  
348 involve observation of sensitive information, to include, but not  
349 limited to: troop movements, battle preparations, material  
350 capabilities and vulnerabilities. As media have not been given a  
351 security level screening, sensitive information given to media should  
352 be on a "need to know" basis due to operations occurring while the  
353 media is embedded with the unit or, if determined to be in the best  
354 interests of the Marine Corps and/or OIF II.

355  
356 When a commander or his/her designated representative has reason to  
357 believe that a media member will have access to types of sensitive  
358 information, commanders and representatives should follow the  
359 following guidance to ensure the security of that information:

- 360 • Security at the source is the first level in safeguarding  
361 sensitive information; this procedure should be the norm, not the  
362 exception.
- 363 • Brief media in advance about what information is sensitive and  
364 what the parameters are for covering this type of information.
- 365 • If media are inadvertently exposed to sensitive information they  
366 should be briefed immediately following the exposure concerning  
367 what information they should avoid covering or embargo until  
368 further notice.
- 369 • No communications equipment used by the media in the conduct of  
370 their duties will be specifically prohibited. Commanders may,  
371 however, impose temporary restrictions on electronic  
372 transmissions in order to protect operational security. Media  
373 must obtain the unit commander's approval to operate electronic  
374 communications devices in a combat/hostile environment unless  
375 otherwise directed by the unit commander.

376  
377 3-2 Embargoed Information. Operational briefings and updates designed  
378 to foster understanding for news media representatives will sometimes  
379 be sensitive. In these cases, the Marine providing the brief will  
380 ensure that media personnel understand that the information provided  
381 will not be reported until the unit commander determines it would no  
382 longer pose a threat to coalition forces.

383  
384 3-3 Security Review. In instances where a unit commander or the  
385 designated representative determines that coverage of a story will  
386 involve exposure to sensitive information beyond the scope of what is  
387 protected by pre-briefing or debriefing, but coverage of which is in  
388 the best interest of the DoD, the commander may offer access if the  
389 reporter agrees to a security review of their coverage.

- 390 • Agreement to security review in exchange for this type of access  
391 must be strictly voluntary. If the reporter does not agree,  
392 access may not be granted.
- 393 • If an embedded NMR agrees to a security review, that review will  
394 not involve editorial changes; it will be conducted solely to  
395 ensure that sensitive or classified information is not included  
396 in the product. If such information is found, the media will be  
397 asked to remove that information from the product and/or embargo  
398 the product until such information is no longer classified or  
399 sensitive.
- 400 • Security reviews are to be done as soon as practical so as not to  
401 interrupt combat operations or delay reporting.
- 402 • Disputes resulting from the security review process they may be  
403 appealed through the chain of command, or through PA channels to  
404 OASD/PA.

#### 405 **Unilateral Media**

406  
407  
408 4-1 Engaging Unilateral Media. Unilateral media are defined as those  
409 media reporting from outside I MEF forces. These media are wholly  
410 responsible for their own billeting, messing, transportation and  
411 communications. Their independent status does not preclude them from  
412 reporting on I MEF units or interviewing I MEF personnel. Marines who  
413 encounter unilateral media will verify their accreditation status  
414 before granting any interviews.

- 415 • Accredited unilateral media personnel will possess a CJTF-7  
416 badge that authorizes them to have access to coalition forces.  
417 Each badge will display a photograph and badge # of each media  
418 representatives (see Appendix 3 for badge identification).  
419 These media have also agreed to pre-established USCENTCOM  
420 ground rules.
- 421 • All media vehicles entering I MEF camps will be security  
422 screened in accordance with camp regulations. Media who  
423 request to cover convoy operations or travel with a unit will  
424 be offered lift aboard vehicles organic to the host unit, as  
425 available. Media vehicles may be mixed into I MEF convoys  
426 upon coordination with the applicable convoy commander. Media  
427 not part of a convoy plan will not be inserted into a convoy  
428 mid-route. Extraneous media personnel/vehicles may follow  
429 convoys, provided they do so from a distance that does not  
430 compromise the security of the convoy.
- 431 • Personnel approached by unilateral media personnel will  
432 immediately inform the COC as to their presence and requests.
- 433 • Accredited unilateral media personnel who wish to embed with I  
434 MEF units will be referred to the appropriate MSC PAO, who  
435 will coordinate the request to embed with the MSC commander  
436 and the I MEF PAO. The I MEF PAO will submit the embed  
437 request to CJTF-7 PAO for approval. Upon approval to embed,  
438 journalists will be provided with the MSC

439 indoctrination/welcome aboard brief and will be assigned a  
440 unit escort officer.

- 441 • No interviews will be conducted with non-accredited unilateral  
442 media (those media who have NOT agreed to CJTF-7 ground rules  
443 and who DO NOT have a CJTF-7 badge). They will be directed to  
444 the Coalition Press Information Center for accreditation.  
445 Media personnel who have not agreed to the ground rules may  
446 place coalition forces at risk through reporting that is  
447 inconsistent with the ground rules. Anti-coalition forces  
448 have also been known to disguise themselves as media;  
449 Verifying accreditation is therefore a force protection  
450 measure.

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Appendix A  
GROUND RULES

Ground Rules Agreement The following is a listing of ground rules that have been developed to protect members of the Armed Services from the release of information that could potentially threaten their security or safety during military operations. These ground rules recognize the inherent constitutional right of the media to cover combat operations and are in no way intended to prevent release of derogatory, embarrassing, negative or non-complimentary information. During an operation, specific information on friendly force troop movements, tactical deployments, and dispositions that would jeopardize operational security or lives is prohibited. This would include unit designations, names of operations, location, direction of movement, and size of friendly forces involved, until released by USCENTCOM. Acceptance of these ground rules is an agreement between news media personnel and the granting commands. News media personnel agree to follow the ground rules and the command will provide support, access to Marines, information and other privileges. Violation of ground rules, however, may result in the revocation of credentials (and/or termination of embed). News media personnel must carry and support any personal and professional gear they take with them, including protective cases for equipment, batteries, cables, converters, etc. Media members should be physically fit and prepared to withstand the rigorous conditions required to operate with deployed forces.

- a. Commanders will assign a military representative to all embedded media. Embedded media are not authorized to travel from one command to another without a designated military representative.
- b. All interviews with service members will be on the record. Security at the interview source is the policy. Interviews with pilots and aircrew members are authorized upon completion of missions; however, release of information must conform to media ground rules.
- c. Print or broadcast stories will be datelined according to local ground rules. Local ground rules will be coordinated through command channels with USCENTCOM.
- d. If, in the opinion of the commander, a media representative is unable to withstand the rigorous conditions required to operate with the forward deployed forces, the commander or his/her representative may limit the representatives' participation with operational forces to ensure unit safety, and

501 inform OASD-PA, via the PA chain of command as soon as possible.  
502 Gender will not be an excluding factor under any circumstance.

503  
504 e. Media will not carry personal weapons.

505  
506 f. If pooling is implemented, pool products will be made  
507 available to all accredited media (U.S. and others) on an  
508 equitable, no-fee basis. Media pool coordinators and bureau  
509 chiefs will be responsible for distributing media pool products.

510  
511 g. Media representatives will be reminded of the sensitivity of  
512 using names of individual casualties, or photographs they may  
513 have taken which clearly identify casualties, until after  
514 notification of the next of kin. Photography from a respectful  
515 distance or from angles at which a casualty cannot be identified  
516 is permissible.

517  
518 h. Media visits to medical facilities will be in accordance with  
519 applicable regulations, standing operating procedures, Operations  
520 Orders and instructions by attending physicians. If approved,  
521 service or medical facility PA personnel must escort media at all  
522 times.

523  
524 (1) Media coverage of wounded, injured, and ill personnel.  
525 The following procedures and policies apply both in and out  
526 of theater:

527  
528 (a) Media representatives will be reminded of the  
529 sensitivity of using names of individual casualties or  
530 photographs they may have taken that clearly identify  
531 casualties until after notification of the next of kin  
532 and released by OASD-PA.

533  
534 (b) Casualties may be covered by embedded media as  
535 long as the service member's identity and unit  
536 identification is protected from disclosure for 72  
537 hours or upon verification of next of kin  
538 notification, whichever is first. **WHEN THE UNIT  
539 BEING COVERED IS COMPANY-SIZED OR SMALLER, ITS  
540 CASUALTIES WILL BE INITIALLY REPORTED AS MEMBERS  
541 OF THE CORRESPONDING BATTALION/REGIMENT OR  
542 GROUP/AIRCRAFT WING IN ORDER TO LESSEN THE RISK  
543 OF UNOFFICIAL NOTIFICATION AND HEIGHTENED STRESS  
544 OF FAMILY MEMBERS.** Identification of service  
545 members' MSC, is allowed prior to next of kin  
546 notification.

547  
548 (c) Media visits to medical facilities will be in  
549 accordance with applicable regulations, standard  
550 operating procedures, operations orders and  
551 instructions by attending physicians. If approved,

552 service or medical facility personnel must escort  
553 media at all times.

554  
555 (d) The governing concerns about news media coverage  
556 of wounded, injured, and ill personnel in medical  
557 treatment facilities or other casualty collection, or  
558 treatment locations are patient welfare, patient  
559 privacy, and next of kin/family considerations.

560  
561 (e) Reporters may visit those areas designated by the  
562 facility commander, but will not be allowed in  
563 operating rooms during operating procedures.

564  
565 (f) Permission to interview or photograph a patient  
566 will be granted only with the consent of the attending  
567 physician or facility commander and with the patient's  
568 informed consent, witnessed by the escort.

569  
570 (g) "Informed consent" refers to the level of  
571 understanding that the patient has regarding the fact  
572 that his or her picture and comments are being  
573 collected for news media purposes. The patient must be  
574 informed that their likeness and comments may appear  
575 nationwide in news media reports.

576  
577 (h) The attending physician should advise the service  
578 member whether or not next of kin have been notified.

579  
580 i. Light discipline restrictions will be followed. No visible  
581 light source, including flash or television lights, flash cameras  
582 will be used when operating with forces at night unless  
583 specifically approved by the on-scene commander.

584  
585 j. Embargoes may be imposed to protect operational security.  
586 Embargoes will only be used for operational security and will be  
587 lifted as soon as the operational security issue has passed.

588  
589 k. The following categories of information are not releasable  
590 since its publication or broadcast could jeopardize operations  
591 and endanger lives.

592  
593 (1) Specific number of troops in units below Corps/MEF  
594 level.

595  
596 (2) Specific number of aircraft in units below Wing level.

597  
598 (3) Specific numbers regarding other equipment or critical  
599 supplies (e.g. artillery, tanks, landing craft, radars,  
600 trucks, water, etc.).

601  
602 (4) Specific numbers of ships in units below the carrier  
603 battle group level.

604  
605 (5) Names of military installations or specific geographic  
606 locations of military units in the USCENTCOM area of  
607 responsibility, unless specifically released by the  
608 Department of Defense or authorized by the USCENTCOM  
609 commander. News and imagery products that identify or  
610 include identifiable features of these locations are not  
611 authorized for release.  
612  
613 (6) Information regarding future operations.  
614  
615 (7) Information regarding force protection measures at  
616 military installations or encampments. (Except those which  
617 are visible or readily apparent).  
618  
619 (8) Photography that would show level of security at  
620 military installations or encampments, especially aerial  
621 and satellite photography.  
622  
623 (9) Details concerning rules of engagement.  
624  
625 (10) Information on intelligence collection activities that  
626 would compromise tactics, techniques or procedures.  
627  
628 (11) Extra precautions in reporting will be required at the  
629 commencement of an operation to maximize surprise. Live  
630 broadcasts from airfields, on the ground or afloat, by  
631 embedded media are prohibited until after the safe passage  
632 of the initial strike package or until authorized by the  
633 unit commander.  
634  
635 (12) During an operation, specific information on friendly  
636 force troop movements, tactical deployments, and  
637 dispositions that would jeopardize operational security or  
638 lives. Information on on-going engagements will not be  
639 released unless authorized release by the on-scene  
640 commander. Media must request authorization to transmit  
641 live reports during operations against anti-coalition  
642 forces.  
643  
644 (13) Information on special operations units, unique  
645 operations methodology or tactics, for example, air  
646 operations, angles of attack, and speeds; naval tactical or  
647 evasive maneuvers, etc. General terms such as "low" or  
648 "fast" are acceptable and may be used.  
649  
650 (14) Information on effectiveness of enemy electronic  
651 warfare.  
652  
653 (15) Information identifying postponed or canceled  
654 operations.  
655



656 (16) Information on missing or downed aircraft or missing  
657 vessels while search and rescue and recovery operations are  
658 planned or underway.

659  
660 (17) Information on effectiveness of enemy camouflage,  
661 cover, deception, targeting, direct and indirect fire,  
662 intelligence collection, or security measures.

663  
664 (18) No photographs or other visual media showing an enemy  
665 prisoner of war or detainee's recognizable face, nametag or  
666 other identifying feature or item may be taken. Photography  
667 from a respectful distance or from angles at which an EPW  
668 or detainee cannot be identified is permissible when  
669 combatants are taken into custody; however, EPWs or  
670 detainees at an EPW facility will not be photographed or  
671 filmed.

672  
673 (19) Still or video imagery of custody operations or  
674 interviews with persons under custody.

675  
676 1. The following categories of information are releasable.

677  
678 (1) Arrival of U.S. military units in the USCENTCOM area of  
679 responsibility when officially announced. Mode of travel  
680 (sea or air), date of departure, and home station.

681  
682 (2) Approximate friendly force strength figures.

683  
684 (3) Approximate friendly casualty figures by service.  
685 Embedded media may, within OPSEC limits, confirm unit  
686 casualty figures they have witnessed.

687  
688 (4) Confirmed figures of enemy personnel detained or  
689 captured.

690  
691 (5) Size of friendly force participating in an action or  
692 operation will be disclosed using general terms such as  
693 "multi-battalion." Specific force or unit identification  
694 may be released when it no longer warrants security  
695 protection.

696  
697 (6) Information and location of military targets and  
698 objectives previously under attack.

699  
700 (7) Generic description of origin of air operations, such  
701 as "land-based."

702  
703 (8) Date, time or locations of previous conventional  
704 military missions and actions as well as mission results  
705 are releasable only if described in general terms.

706  
707 (9) Types of ordnance expended in general terms.

- 708  
709 (10) Number of aerial combat or reconnaissance missions or  
710 sorties flown in USCENTCOM's area of operation.  
711  
712 (11) Type of forces involved (e.g., air defense, infantry,  
713 armor, Marines).  
714  
715 (12) Allied participation by type of operation (ships,  
716 aircraft, ground units, etc.) after approval of allied unit  
717 commander.  
718  
719 (13) Operation code names.  
720  
721 (14) Names and hometowns of U.S. military units.  
722  
723 (15) Service members' names and home towns, with the  
724 individuals' consent.  
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743 Appendix B  
744

745 INFORMED CONSENT STATEMENT  
746

- 747 1. I recognize that covering combat and other military operations carries with it certain inherent  
748 risks to life, limb, and equipment.
- 749 2. I recognize that the US military, in pursuing the successful accomplishment of its mission,  
750 cannot guarantee my personal safety or the safety of my equipment.
- 751 3. I understand that my acknowledgement to this statement is a condition of being credentialed  
752 to cover US military operations and receiving assistance for that coverage.

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Signature Date

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Printed Name, affiliate, address & phone number

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Witness Signature Date

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Witness Printed Name, Rank & Organization

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Appendix C

AGREEMENT TO REIMBURSE THE U.S. GOVERNMENT

1. I understand that covering combat and other military operations may require that I be provided certain items not locally available or convenient due to combat conditions. These items may include, but are not limited to, meals and air travel into and within the theater of operations.

2. I agree to reimburse the US Government for any items it may provide me while I am in the I MEF Area of Operations.

3. I understand that my agreement to this statement is a condition of being credentialed to cover US military operations and receiving assistance for that coverage.

---

Signature \_\_\_\_\_ Date \_\_\_\_\_

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Printed Name, affiliate, address & phone number \_\_\_\_\_

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Witness Signature \_\_\_\_\_ Date \_\_\_\_\_

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Witness Printed Name, Rank & Organization \_\_\_\_\_

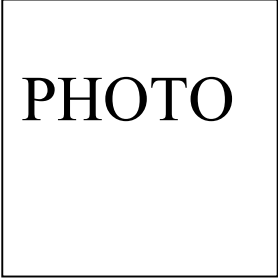

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Appendix D

OFFICIAL USCENTCOM MEDIA CREDENTIALS

**MEDIA**  
**PRINT OR BROADCAST**  
**REPRESENTATIVE**

**PLEASE EXTEND ALL**  
**COURTESIES**



**PHOTO**

**Badge #**

**RETURN TO CENTRAL COMMAND**  
**PUBLIC AFFAIRS OFFICE**  
**MACDILL AFB, FL 33621-5101**

Appendix E

MEDIA INTERVIEW GUIDANCE

General

a. When dealing with members of the media, Marines should be open, honest and forthright, and allow common sense and operational security to be their guide. Marines should be advised of the following: As our best spokespeople, Marines are encouraged to talk to the media, but each has the individual right not to do so.

b. Marines are encouraged to provide their name and hometowns to the media, but they are NOT required.

c. Security is at the source. Marines are responsible for not disclosing classified information. If classified information is revealed, Marines should ask media not to use the material and immediately notify a public affairs representative.

(1) If classified or sensitive information is inadvertently released Marines are not authorized to confiscate any media recording or broadcast device; tape, cameras, computers, film, batteries, or satellite phones, etc.

(2) Be confident! Tell the media what is important first. Be certain to explain to the media what you feel is important and why.

(3) Talk about your job not someone else's. Marines should talk about matters within their area of responsibility, expertise and personal experience.

(4) Look at the reporter when conducting interviews, not the camera. Looking back and forth between the two looks odd and subjects your credibility to scrutiny.

(5) Ask the reporter before beginning an interview, "What are you going to ask me?" Take your time before answering. Make sure you understand what the media is asking (if not, ask for clarification). Formulate an answer in your head and then respond.

(6) All discussions with the media are "on the record." The bottom line is: anything you say can be printed on the front page of the *Washington Post*.

(7) Don't say "no comment." An unwanted perception may be created that you are purposely not disclosing information. If the answer to a question is unknown, then simply say so. If information is classified then state that fact as a reason why a question cannot be answered.

(8) Don't answer "what if" type questions. Avoid speculation.

893 (10) Don't lose your temper and never lie. If necessary,  
894 simply decline to answer a question or decline an interview.

895 (11) Respect host nation sensitivities.

896 (12) Don't insult other branches of the military service.  
897 Stress the teamwork involved in combining the unique  
898 capabilities of each branch of service.

899 (13) Do not discuss:

900 (a) Battle Damage Assessment i.e., Affects on target.  
901 Refer all related questions to public affairs.

902 (b) Blue on Blue ("friendly fire") incidents. Central  
903 Command is the sole release authority on such incidents.

904 (c) Rules of engagement. Announcing this information  
905 may tell the enemy about U.S. restrictions and  
906 inadvertently expose friendly forces to unwanted  
907 hostilities.

908 (d) Do not discuss future operations.

909 (e) Do not give out specific locations of friendly  
910 forces. Giving general locations such as cities and  
911 towns is acceptable.

912 (14) For security reasons, refrain from giving out personal  
913 information about your family, including names and home  
914 addresses. Do not give this information "off the record"  
915 unless you desire the media to have permanent access to  
916 contacting your family.

917 d. During the past few years, news coverage of U.S. military operations has been  
918 overwhelmingly, although not uniformly, positive in portraying the professionalism, dedication,  
919 and competence of Marines and sailors. The military is ranked at the top of the "most trusted"  
920 institutions in the nation. This is due, in part, to the responsible and professional manner in  
921 which our Marines have represented themselves and the U.S. military when exposed to the  
922 media. By ensuring that Marines continue to be well informed, commanders can contribute to  
923 the continuation of this public perception and help sustain positive public support.  
924  
925

1 Appendix K

2 MEDIA GROUND RULES

3 *OPERATION DESERT STORM GROUND RULES*

4 The following information should not be reported because its publication or broadcast could  
5 jeopardize operations and endanger lives:

6 (1) For U.S. or coalition units, specific numerical information on troop strength,  
7 aircraft, weapons systems, on-hand equipment or supplies (e.g. artillery, tanks, radars,  
8 missiles, trucks, water), including amounts of ammunition or fuel moved by support units  
9 or on hand in combat units. Unit size may be described in general terms such as  
10 "company-size, multi-battalion, multi-division, naval task force and carrier battle group."  
11 Number and amount of equipment and supplies may be described in general terms such  
12 as "large, small, or many."

13 (2) Any information that reveals details of future plans, operations or strikes, including  
14 postponed or cancelled operations.

15 (3) Information, photography and imagery that would reveal the specific location of  
16 military forces or show the level of security at military installations or encampments.  
17 Locations may be described as follows: all Navy embark stories can identify the ship  
18 upon which embarked as a dateline and will state that this report is coming "from the  
19 Persian Gulf, Red Sea or North Arabian Sea." Stories written in Saudi Arabia may be  
20 datelined "Eastern Saudi Arabia, near the Kuwaiti border, " etc. For specific countries  
21 outside Saudi Arabia, stories will state that the report is coming from the Persian Gulf  
22 region unless that country has acknowledged its participation.

23 (4) Rules of engagement details.

24 (5) Information on intelligence collection activities, including targets, methods and  
25 results.

26 (6) During an operation, specific information on friendly force troop movements, tactical  
27 deployments and dispositions that would jeopardize operational security and lives. This  
28 would include unit designations, names or operations and size of friendly forces involved  
29 until released by CENTCOM.

30 (7) Identification of mission aircraft points of origin, other than as land or carrier based.

31 (8) Information on the effectiveness or ineffectiveness of enemy camouflage, cover,  
32 deception, targeting, direct and indirect fire, intelligence collection or security measures.



33 (9) Specific identifying information on missing or downed aircraft or ships while search  
34 and rescue operations are planned or underway.

35 (10) Special operations forces methods, unique equipment or tactics.

36 (11) Specific operating methods and tactics, (e.g. air ops angles of attack or speeds,  
37 naval tactics and evasive maneuvers). General terms such as "low" or "fast" may be used.

38 (12) Information on operational or support vulnerabilities that could be used against U.S.  
39 forces, such as details of major battle damage or major personnel losses of specific U.S.  
40 or coalition units, until that information no longer provides tactical advantage to the  
41 enemy and is, therefore, released by CENTCOM.

42 \* **Damage and casualties may be described as "light," "moderate," or "heavy."**

1 Appendix L

2 NEWS BRIEFINGS AND PRESS CONFERENCE FORMATS

3 **Outline**

4 Introduction

- 5 A statement of personal concern
- 6 A statement of organizational commitment and intent
- 7 A statement of purpose and plan for the meeting

8 Key messages and supporting data

- 9 A maximum of three "take-home points"
- 10 Information to support the key messages

11 Conclusion

- 12 A summarizing statement

13 Total time for all presenters should be 15 minutes or less. Do not have too many presenters.

14 Three is usually sufficient.

15 **Introduction**

16 A strong opening statement sets the tone for the press conference or news briefing and is crucial  
17 in attempting to establish trust and build credibility. The elements of a strong opening are:

18 Remember that perceived empathy is a vital factor in establishing trust and building credibility  
19 and your publics assess it in the first 30 seconds.

20 Examples are:

21 Statement of personal concern: "As a resident of this community I'm interested in the safety and  
22 well-being of our families and neighborhoods."

23 Statement of organizational commitment and intent: " I'm here to share with you the knowledge  
24 and confidence I have in the military's ability to assist the citizens of our community. They have  
25 been trained in their occupational skill to assist with the task at hand."

26 Statement of purpose and plan for the presentation: Today I would like to share with you the  
27 most current information regarding the (incident.) I will also be available to answer additional  
28 questions or to continue the discussion.

29 **Key messages and supporting data**

30 The key messages are points you want your publics to have in their minds after the presentation.  
31 They should:

32 Address central issues.

33 Be short and concise.

34 Examples are:

35 "We have trained personnel and emergency response plans in place to aid in protecting the  
36 health, safety and welfare of the public. We are working with local and state officials to handle  
37 the incident."

38 "We are actively responding to the emergency...."

39 **To develop your key messages:**

40 Brainstorm

41 Think freely and jot down all pieces of information you wish to communicate.

42 Select key messages

43 Identify the most important ideas. Repeat the process until you list is down to three items.

44 Identify supporting data

45 Other information you listed probably provides support to your key messages. Organize it to  
46 reflect this.

47 **Conclusion**

48 Restate verbatim your key messages.

49 Add a future action statement --- What is your organization going to do about this problem in the  
50 short and long term?

51

Appendix M

**MEDIA SKILLS TRAINING BRIEF**

Appendix N  
Media Training Brief For Military Families

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## Appendix O

### Fleet Home town news release

#### **Fleet home town news**

The Fleet Home Town News Center (FHTNC) located in Norfolk, Va., is a field activity of the Navy Office of Information, Washington, D.C. The FHTN program provides the most effective and economical production and distribution of information about individual sea service members to their hometown news media. The FHTNC can be contacted at Fleet Home Town News Center, (Attn: Hold Files), 9420 3rd Ave, Suite 100 Norfolk, VA 23511-2125. Phone: (757) 444-4199 ext 328, DSN: 564-4199. Additional information can be found at [www.chinfo.navy.mil](http://www.chinfo.navy.mil).

#### **Mission**

The mission of the FHTNC is to gather, evaluate, edit and reproduce news stories, features, fillers and photographs received from the forces afloat, shore commands, the U.S. Marine Corps and the U.S. Coast Guard concerning military personnel. The FHTNC is also responsible for the operation of the Joint High School News Service, an activity operated by the Navy Office of Information (CHINFO) acting as the DOD Executive Agent. This program provides educational information on benefits, opportunities, privileges and programs available to all U.S. military services.

#### **Process**

To complete the process for FHTN, have each member of your command fill out the FHTN Release form found in Appendix T prior to deployment. Attach a cover letter to the batch of forms indicating a brief overview of the deployment mission and unit biography and dates of deployment. Include on cover letter point of contact information for UIO or PAO to include phone number (if available), mailing address and email address. Mail the forms and cover letter to the above address and FHTNC does most of the work. FHTN will generate a beginning deployment, mid-deployment and post deployment story at a minimum. FHTNC will also release additional stories on your hold file such as port visits, training, or other special events. For accurate and timely story release, you must maintain contact with the Hold Files Section at FHTNC. Verify your hold file every 60 days with transfers, promotions, injuries or deaths.

FHTN will also generate releases based on awards, promotions, retirements and enlistments, reported for duty, deployments, etc, as the UIO or PAO provides information. The information need only be a few brief lines in an email. The current email address can be found by calling (757) 444-4199 ext 328, DSN: 564-4199.

[Insert image of Fleet Hometown News Program – Release Form]

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## Appendix P Aviation Support Requests

### Definitions

In the past, determining who has approval authority for requests meeting various criteria have caused some confusion and generated numerous questions. Most notably, what constitutes local media and local travel? The following guidance should clearly define local travel, non-local travel, local media and national media.

*Non-local Travel:* Travel conducted in support of a public affairs program which affects more than one military department, geographic area, or major command, the scope of interest of such being of primary concern to a higher headquarters or installation desiring the travel. Examples of non-local travel are:

- Travel from one country to another.
- Travel outside the geographic area of responsibility of the command originating the travel request.
- Travel which cannot be considered local due to the distance of the travel or the distance from the installation or the headquarters of the command requesting the travel.
- If the travel is part of a public affairs effort that affects **more than one service, two or more major** commands of flag or general officers or a significant geographic region.

*Local Travel:* Travel within the area of operations for the command requesting approval to transport civilians aboard military aircraft. Travel across state borders **ONLY IF** the travel is still in the area of operation for the headquarters of the command requesting the travel.

*National Media:* Media whose scope of interest in the public affairs effort is nationwide. National news media flight requests requires CMC (ASM-41) **approval**. (Example: CNN, ABC, NBC, CBS, FOX News and their affiliates. Marine Corps Times is considered a national news outlet.)

*Local Media:* Defined as media whose scope of interest in the public affairs effort is local. CMC has delegated approval authority to the Marine Forces Commanders for *local media* flight requests, involving *local travel*. HQMC (PA) and CMC (ASM-41) must be info copied on the naval message traffic generated for the request. (Example: Jacksonville's "The Daily News," The Beaufort Gazette, The Richmond Times-Dispatch, and local cable networks)

*Point-to-Point:* Flight from one location to another. Can be local or non-local.

*Orientation Flight:* Flight or trip that terminates at point of origin and meets public affairs criteria. U.S. citizens who, because of position and contacts with various public organizations, can make positive contributions to public understanding of the roles and missions of the Marine Corps may be authorized for an orientation flight. The flight must be accomplished within

47 allocated flying hour funding, and passengers must be carefully selected to ensure that the  
48 greatest benefit to understanding Marine Corps' missions shall result from such flights.

49  
50 *Initiation of Request by News Media Representative*

51  
52 The media representative/ aviation photographer must submit a letter describing his or her  
53 proposal to produce a specific news segment or obtain photos for a specific publication stating:  
54

- 55 • The story/project objectives.
- 56 • When the story is expected to be published or broadcast.
- 57 • Any prior coverage of the Marine Corps or other service branch .
- 58 • The type of aircraft requested for transportation or coverage.
- 59 • Specific date or window of availability to obtain coverage.

60  
61 The Public Affairs officer should determine any identifiable benefits for the Marine Corps in  
62 supporting the request. This justification should be submitted to CMC (ASM-41) and HQMC  
63 (PA). (Example: Embarkation aboard the aircraft is an integral part of the operation/training and  
64 will facilitate more accurate coverage of the mission while supporting our efforts to "tell the  
65 Marine Corps story" and continue to foster public understanding and support for the Marine  
66 Corps and Marine Aviation.)

67  
68 **Approval Authority**

69  
70 While DoD guidance, reference (a), delegates approval authority for local travel of national  
71 media to the local commanders at all echelons, CMC (ASM-41), reference (e) has retained  
72 approval authority for all *national* media representatives (regardless of whether the travel is local  
73 or non-local). Approval authority of *national* media *has not* been delegated to the Marine Forces  
74 Commanders. Marine Forces Commanders have only been delegated approval authority for *local*  
75 *media and local* travel.

76  
77 The service secretaries and the commanders of the unified and specified commands must obtain  
78 approval from OASD (PA) before authorizing *non-local travel* involving news media  
79 representatives.

80  
81 For maximum utilization of transportation assets, the approving authority will coordinate each  
82 request with any other service, command or agency that might have a valid interest in the  
83 proposed activity.

- 84
- 85 • MEUs afloat must coordinate all travel aboard MEU aviation assets with  
86 the Navy Fleet Commander
- 87 • MEU PAOs requesting aviation support for media need to submit their  
88 request through the Air Ops at the MEF G-3 and MEF PAO, with info  
89 copy to CMC (ASM-41)/PA.
- 90 • No media representative will be carried in a taxiing aircraft from shore-to-  
91 ship or ship-to-shore as a passenger unless such person is authorized to fly  
92 in it, or has been authorized by the numbered fleet commander of the ARG



- 93 or CMC(ASM-41).  
 94 • Numbered fleet commanders and type commanders have been delegated  
 95 authority to grant approval to embark/debark media representatives and  
 96 civilian guests aboard military aircraft attached to ships at sea. *HQMC*  
 97 *(PA) must be made aware (via fax/e-mail/or naval message) of any media*  
 98 *approved to fly on board USMC aircraft.*  
 99

100 *Approving Chains of Command*  
 101

102 The following chains of command must be followed to gain authorization for civilians to fly on  
 103 military air.

104 National Media/Local Travel

105 Operational Approval Chain	Public Affairs Approval Chain
106 Squadron S-3 Air Ops	Installation PAO
107 Group S-3 Air Ops	Wing PAO
108 Wing G-3 Air Ops	MEF PAO
109 MEF G-3 Air Ops	MARFOR PAO
110 MARFOR G-3 Air Ops	HQMC (PA)
111 CMC (ASM -41)	

112 National Media/Non-Local Travel

113 Operational Approval Chain	Public Affairs Approval Chain
114 Squadron S-3 Air Ops	Installation PAO
115 Group S-3 Air Ops	Wing PAO
116 Wing G-3 Air Ops	MEF PAO
117 MEF G-3 Air Ops	MARFOR PAO
118 MARFOR G-3 Air Ops	HQMC (PA)
119 CMC (ASM -41)	OASD (PA)
120	

121 Local Media/Local Travel

122 <b>Operational Approval Chain</b>	<b>Public Affairs Approval</b>
123 <b>Chain</b>	
124 Squadron G-3 Air Ops	Installation PAO
125 Group G-3 Air Ops	Wing PAO
126 Wing G-3 Air Ops	MEF PAO
127 MEF G-3 Air Ops	MARFOR PAO
128 MARFOR G-3 Air Ops	

129 Local Media/Non-Local Travel

130 Operational Approval Chain	Public Affairs Approval Chain
131 Squadron G-3 Air Ops	Installation PAO
132 Group G-3 Air Ops	Wing PAO

133 Wing G-3 Air Ops MEF PAO  
134 MEF G-3 Air Ops MARFOR PAO  
135 MARFOR G-3 Air Ops HQMC (PA)  
136 CMC (ASM -41) OASD (PA)

137  
138 **Note:** CMC (ASM-41) and HQMC (PA) must be on the info addressee line of all  
139 message traffic concerning military air transportation authorization regardless of whether  
140 their approval is required.

141  
142 **Sample scenario:** Cherry Point Public Affairs receives a request from the Jacksonville Daily  
143 News to cover a refueling operations from inside a Marine KC-130 just off the coastline within  
144 the Cherry Point area of operations.

- 145
- 146 • The Public Affairs Office would contact the operations (S-3) officer of  
147 KC-130 squadron conducting the training and ask if they are able to  
148 support the request on a "not to interfere" basis. If the squadron does not  
149 object because of mission requirements, the PAO should contact the  
150 Marine Air Group S-3 or Frag Officer and submit a formal request; the S-  
151 3 officer will request Group G-3 Ops, 2nd MAW S-3 Ops, II MEF G-3 Ops,  
152 and MarForLant G-3/PAO approval to transport the local media via naval  
153 message traffic. The message should info copy CMC (ASM-41)/HQMC  
154 (PA)
  - 155 • In order to expedite requests, info copy CMC (ASM-41) on all message  
156 traffic so it is prepared to task the designated squadron when HQMC (PA)  
157 gives them the required level of approval. The squadron also needs to be  
158 kept in the loop so it knows it may be asked to support the request.

159  
160 *Documentation requiring OASD (PA) approval*  
161

162 If your request is for non-local travel and requires OASD (PA) approval, you will need to submit  
163 a written request via fax to HQMC (PA). Your letter should be on your command's letterhead  
164 and follow the format of enclosure (1). Minimum required verbiage is highlighted in the  
165 enclosure. After the letter is received, HQMC (PA) will submit a written endorsement to OASD  
166 (PA). When written approval is granted from OASD (PA), HQMC (PA) will fax the approval  
167 back to the PAO who submitted the request.

168  
169 *Aviation Photo requests*  
170

171 Use of military aviation assets to obtain photographs of another aircraft in flight; an aerial view  
172 of a ground installation or mounting camera equipment on an aircraft must be in the best interest  
173 of the Marine Corps.

174  
175 *Foreign Journalists*  
176

177 Foreign Journalists requesting transportation on Marine Corps aircraft must provide justification  
178 that would indicate a concrete benefit to the Marine Corps. All foreign Journalists must initiate

179 their request through the American Embassy in their country. Usually the point of contact in the  
180 Embassy is the state department Public Affairs Officer. Requests for transportation of foreign  
181 journalists should allow 90 days for processing.

182  
183 Orientation/indoctrination flights involving third nation media representatives into or over  
184 foreign countries will not be approved unless confirmation of country clearance has been  
185 received from the foreign governments concerned.

#### 186 187 *Media Travel Overseas on USMC Aircraft*

188  
189 You must contact the Group/Squadron Air Officer and ask that he submit a request for country  
190 clearance for local media to travel abroad in accordance with enclosure (2). BE AWARE that  
191 travel on board the USMC aircraft *must* be integral to the story since there are regularly  
192 scheduled commercial flights to overseas destinations. (Example: Local North Carolina Media,  
193 traveling aboard a Marine KC-130 stationed at MCAS Cherry Point, during a logistics supply  
194 flight to Aviano Air Base in Italy).

#### 195 196 *Orientation/Indoctrination Flights*

197  
198 Orientation/indoctrination flights are used to give designated individuals and groups an  
199 opportunity to develop an increased understanding of the roles and missions of various aviation  
200 assets. Flights must be beneficial to the Marine Corps. Orientation/indoctrination flights are not  
201 currently authorized in tactical and operationally active environments.

#### 202 203 **Request procedure**

204  
205 All requests for orientation/indoctrination flights in high performance jet aircraft (F/A-18D,  
206 TAV-8B, EA-6B, TA-4), aircraft with ejection seats and/or personal oxygen systems; and  
207 requests to occupy crew positions in helicopters (AH-1 W) will be processed through HQMC  
208 (PA) and CMC (ASM-41) in accordance with the following:

- 209
- 210 • A copy of the original request.
  - 211 • The local PAO's recommendation. A brief justification of benefits to the Marine  
212 Corps should accompany all recommendations to support a request.
  - 213 • Operating squadron's endorsement.
  - 214 • Documentation of flight physiology and associated training (if applicable). See  
215 MCO P5720.73, pages 3-4 and 3-5.

#### 216 217 **CMC approval**

218  
219 CMC (ASM-41) is the approval authority for selected passengers to receive  
220 orientation/indoctrination flights in high performance jet aircraft (F/A-18D, EA-6B), aircraft  
221 with ejection seats and/or personal oxygen systems, or to occupy a crew position.

#### 222 223 **MARFOR approval**

224

225 The COMMARFORLANT, COMMARFORFAC, COMMARFORRES are delegated authority  
226 to approve orientation/indoctrination flights for the following passengers aboard USMC  
227 cargo/transport aircraft within CONUS:

228  
229 a. News Media Representatives that meet the following criteria:

- 230
- 231 • Flights are authorized on a not-to-interfere basis in any multi-crew seat
- 232 configured aircraft.
- 233 • Flights should be air-to-ground missions for attack type aircraft.
- 234 Flights in cargo/transport type aircraft should represent a typical
- 235 assault mission profile when possible.
- 236 • If possible, flights should be conducted in conjunction with a ground
- 237 exercise in order to provide the media representative with a greater
- 238 appreciation of the coordination and communications required to
- 239 execute the mission.
- 240

241 b. U.S. citizens except for spouses of government personnel, and key non-DoD  
242 federal officials. (Example: USO tour participants and morale visits by actors,  
243 actresses and musicians)

## 244 **Restrictions and Requirements**

245  
246 The following are specific restrictions and requirements governing flights involving media and  
247 other civilian personnel.

- 248
- 249
- 250 • In no case shall orientation/indoctrination flights in Marine Corps
- 251 aircraft be conducted to provide point-to-point transportation.
- 252 • Only highly qualified flight personnel shall be selected to conduct
- 253 orientation/indoctrination flights. NATOPS instructors will give
- 254 orientation/indoctrination flights to selected passengers occupying a
- 255 crew position.
- 256 • Formation flying shall not be performed unless required for a specific
- 257 purpose.
- 258 • NVG flights will be flown during “high light” conditions. A day
- 259 orientation/indoctrination flight must be flown prior to any night flight.
- 260 • Flights in high performance jet aircraft will not be approved except
- 261 when the specific aircraft utilized is integral to the
- 262 orientation/indoctrination flight purpose.
- 263 • Physical and survival training requirements: (reference (c) para 3103)
- 264 ○ A current flight physical is required for passengers who occupy
- 265 a crew position.
- 266
- 267 ○ Naval Aviation Physiology Training (NAPTP), NP8/NP3, is
- 268 required for flights in non-cargo/transport type aircraft.
- 269
- 270 ○ Naval Aviation Water Survival Training (NAWSTP), N3, is

- 271 required for any extended over water flights in non-  
272 cargo/transport type aircraft.
- 273
- 274 ○ The pilot in command shall ensure that passengers are  
275 thoroughly briefed prior to the flight on use of available  
276 oxygen systems and survival equipment; and on  
277 procedures for ditching, crash landing and bailout  
278
- 279 • Waivers:
- 280
- 281 ○ The requirement for a flight physical for passengers may be  
282 waived provided the individual has a current physical, which is  
283 reviewed by the flight surgeon prior to any physiology training,  
284 water survival training, or flight.  
285
- 286 ○ Physiology training waivers for orientation/indoctrination  
287 flights in aircraft equipped with ejection seats and/or personal  
288 oxygen systems which are used for primary life support will  
289 not be granted.  
290
- 291 ○ Waivers for water survival training, N3, may be granted  
292 provided the orientation/indoctrination flight is conducted over  
293 land.  
294

### 295 Request examples

296

297 Appendix N-1 and Appendix N-2 are examples of naval message traffic requesting approval to  
298 fly media representatives aboard military air.  
299

### 300 Request checklist

301

302 The following points will help facilitate all aviation requests:  
303

- 304
- 305 • Have you identified the Air Officer or Frag Officer who can facilitate requests?
  - 306 • Did you highlight the purpose/specifics of the request, i.e. what does the requester want to do?
  - 307 • Does your aviation request meet the requirements/regulations?
  - 308 • Did you make contact with the squadron and unit “operators” to see if the request is feasible to support?
  - 309 • Have you identified the type of aircraft and squadron?
  - 310 • Have you identified a specific date or window of opportunity to obtain the coverage?
  - 311 • Have you provided justification for why the request should be approved?
  - 312 • Did you provide the recommended 60-day window to allow the request to go through the proper chain of command with regards to approval authority?
  - 313
  - 314
  - 315
  - 316

317  
318  
319

- Have you submitted your request through the appropriate chain of command?
- Have you provided advance notification to HQMC (PA) so they are aware that your request will be received by CMC (ASM-41)?

320

321

## Appendix P-1

### Sample Aviation Support Message

ROUTINE  
R DTG 99  
FM (YOUR ADDRESS)  
TO RUEHRO/AMEMBASSY ROME//ODC/POL-MIL// \*\*\*\*VERIFY THESE  
ADDRESSES\*\*\*\*  
RUEHRO/USDAO ROME IT/USIS//AIRI//  
AMEMBASSY LISBON PO  
USDAO LISBON PO  
COMUSFORAZORES LAJES FL PO//JO1/J1/J3/J4/PA//  
SECDEF WASHINGTON DC//OASD/PA-DDI/USDPADMIN//  
USCINCEUR VAIHINGEN GE//ECJ33/ETC//  
16AF AVIANO AB IT//CC/PA/DO//  
31FW AVIANO AB IT//CC/PA/DO//  
HQ USAFE RAMSTEIN AB/GE//PA/DO/PAM/DOT/DOX//  
INFO CINUSNAVEUR LONDON UK//PA/N3/N5//  
CMC WASHINGTON DC//PA/ASM//  
CNO WASHINGTON DC//N09B20//  
DIA WASHINGTON DC//DH-1/DHO-1//  
HQ MARFOREUR DOEBLINGEN GE//G1//  
HQ USAF WASHINGTON DC//XONP//  
OSAF WASHINGTON DC//PA/PAM//  
SECDEF WASHINGTON DC//USDPCCC/USDPADMIN//  
CINCUSACOM NORFOLK VA//J5//  
UNCLAS  
SUBJ: NON-LOCAL MEDIA TRAVEL TO PORTUGAL AND ITALY WITHIN  
APRIL 20 THROUGH MAY 30, 1999 TIME FRAME  
REF A USCINCEUR MSG 301450Z OCT 98, THEATER CLEARANCE  
1. REQUEST APPROVAL FOR COUNTRY AND THEATER CLEARANCES FOR  
NON-LOCAL MEDIA  
TRAVEL FOR NEWS MEDIA REPRESENTATIVES (NMRS) COVERING U.S.  
MARINE CORPS  
FORCES OPERATING ABOARD AVIANO AIR BASE. DATES OF TRAVEL  
ARE WITHIN A 30 DAY PERIOD BEGINNING APRIL 20 AND ENDING  
MAY 30, 1999. NMRS WILL TRAVEL VIA MILITARY AIR FROM  
MARINE CORPS AIR STATION CHERRY POINT, NORTH CAROLINA, TO  
AVIANO AIR BASE, ITALY, WITH NECESSARY LAYOVERS AT LAJES ON  
THE WAY TO AND FROM AVIANO.  
2. THE FOLLOWING PA PERSONNEL WILL ESCORT THE MEDIA  
(PERSONAL DATA-PRIVACY  
ACT OF 1974 APPLIES):  
(1)RANK, LAST NAME, FIRST NAME, POSITION, SSN AND  
CLEARANCE.

3. ESCORTS HAVE BRIEFED NMRS OF GROUND RULES GOVERNING THEIR ACTIVITIES DURING THE COURSE OF THEIR STAY AT AVIANO. NMRS WILL BE ESCORTED AT ALL TIMES. NMRS HAVE ALSO BEEN BRIEFED TAHTN UNEXPECTED MISSION REQUIREMENTS MAY DIVERT AIRCRAFT TO ANOTHER LOCATION, POSSIBLY REQUIRING NMRS TO PROVIDE THEIR OWN TRANSPORTATION TO FINAL DESTINATION. NMRS WILL BE ACCORDED ALL COURTESIES AND PRIVILIGES OF EQUIVALENT GRADE OF GS-12, RANK OF MAJOR FOR BILLETING.

(1) LAST NAME, FIRST NAME, MEDIA AFFILIATION, SSN, OFFICIAL PASSPORT NUMBER, DATE OF BIRTH.

4. POC FOR ALL MATTERS PERTAINING TO TRAVEL SHOULD BE ADDRESSED TO RANK, FIRST NAME, LAST NAME, MCAS CHERRY POINT JPAO, DSN 582-4241 OR COMMERCIAL 252- 466-4241.

BT

NNNN

Enclosure

(2)

ROUTINE

R DTG 99

FM CG THIRD MAW//G3/PA//

TO CG I MEF//G3/AIR//

INFO COMMARFORPAC//G3/AIR/PA//

CMC WASHINGTON DC//ASM/PA//

SUBJ: REQUEST TO FLY CIVILIAN ABOARD USMC AIRCRAFT//

UNCLAS //N03000//

MSGID/GENADMIN/3D MAW G3//

SUBJ/REQUEST TO FLY CIVILIAN ABOARD USMC AIRCRAFT//

REF/A/RMG/CMC 150020Z MAY 96//

REF/B/RMG/MARFORPAC 232019Z DEC 96//

REF/C/DOC/OPNAVINST 3710.7Q/YMD:950501//

NARR/REF A IS CMC DELEGATION OF APPROVAL AUTHORITY FOR THE TRANSPORT

OF CIVILIANS AND FOREIGN NATIONALS ABD USMC ACFT. REF B IS COMMARFORPAC POLICY ON REQUESTING AUTH TO TRANS CIV PAX AND FOREIGN

NATIONALS ABD USMC ACFT. REF C IS NATOPS GEN FLT AND OPERATING

INST.//

POC/J. M. KITCHAR/CAPT/3D MAW G-3/RW FRAGO/TEL:DSN 267-9508//

RMKS/1. REQUEST AUTHORIZATION TO FLY MR. (NAME), SSN, ABOARD USMC AIRCRAFT BETWEEN 11 MAR AND 02 APR 99.



2. FLIGHT CONTINGENT UPON RENEWAL OF QUALIFICATIONS PER  
REF C ON 10  
MAR 99. EXACT FLIGHT DATES CONTINGENT UPON SQUADRON  
TRAINING AND  
CONVENIENCE OF SUPPORTING ORGANIZATIONS. DESIRED AIRCRAFT  
FOR FLIGHT  
ARE AH-1W AND UH-1N ALTHOUGH LOGISTICAL CONCERNS MAY  
DICTATE  
TRANSPORT IN CH AIRFRAMES. FLIGHT WITH ORDNANCE IS NOT  
REQUESTED.

3. MR. (NAME) HAS FLOWN ABOARD USMC AIRCRAFT ON MANY  
PREVIOUS  
OCCASIONS. HIS PHOTOS WILL BE USED FOR YEARS TO COME IN A  
VARIETY OF  
PUBLICATIONS PORTRAYING MARINE CORPS AVIATION IN A POSITIVE  
MANNER.//

BT

NNNN

## Appendix P-2

### Sample Aviation Support Message

ADMINISTRATIVE MESSAGE

PRIORITY

P 261502Z JUL 99 ZYB PSN 318986L35

FM CG SECOND MAW//G3/PAO//

TO CG II MEF//G3/PAO//  
INFO CMC WASHINGTON DC//PA/ASM//  
OASD WASHINGTON DC//PA//  
COMMARFORLANT//G3/PAO//  
COMMARFORLANT//G3/PAO//

UNCLAS//N03710//

MSGID/GENADMIN//

SUBJ/EMBARK REQUEST FOR CIVILIAN MEDIA ABOARD MILAIR JULY  
28

THROUGH AUGUST 26//

REF/A/ RMG/CMC 150020Z MAY 96//

NARR/REF A AUTHORIZES COMMANDERS TO APPROVE THE  
TRANSPORTATION  
OF CIVILIAN MEDIA REPRESENTATIVES ABOARD MILAIR IN ORDER TO  
ACCOMPLISH PUBLIC AFFAIRS OBJECTIVES.//

RMKS/1. REQUEST APPROVAL FOR CIVILIAN MEDIA TO EMBARK  
ABOARD  
KC-130S JULY 28 THROUGH AUGUST 26, 1999 IN ORDER TO COVER  
AERIAL  
REFUELING OPERATIONS. THE FLIGHTS ORIGINATE AND TERMINATE  
ABOARD  
MCAS CHERRY POINT. THE MEDIA WILL COVER AR MISSIONS IN  
SUPPORT OF  
SECOND MAW FIXED AND ROTOR WING ASSETS.

2. THE THREE MEDIA PERSONNEL ARE:

- (1) NAME, SSN, THE FREE PRESS, KINSTON, NC
- (2) NAME, SSN, NAVAL AVIATION NEWS, DC
- (3) NAME, SSN, DASH 2 AVIATION PHOTOGRAPHY, DEER PARK, NY

3. THIS MEDIA TRAVEL IS A MATTER OF SPECIAL INTEREST TO THE  
U.S.

MARINE CORPS AND IS PART OF AN APPROVED PUBLIC AFFAIRS PLAN. IT IS UNDERSTOOD THAT TRAVEL FOR LOCAL MEDIA IS ON A SPACE-AVAILABLE BASIS AT NO ADDITIONAL COST TO THE GOVERNMENT, AND IN A NONINTERFERENCE TO MISSION BASIS.

4. POC FOR MATTERS PERTAINING TO THESE MEDIA EVENTS IS 2NDLT MIKAL RASHEED, MEDIA OFFICER, MCAS CHERRY POINT, DSN 582-4906 OR COMMERCIAL 252-466-4906/2536.//  
BT  
NNNN

P R 201400Z APR 99 ZYB PSN 645177J30  
FM INSP INSTR STF ALBANY NY  
TO RUCCNOQ/CG FOURTH MAW  
INFO RUEACMC/CMC WASHINGTON DC//ASM/PA//  
RUCCFVY/COMMARFORRES//PA//  
RUCCNOP/CG FOURTH MARDIV//PA//  
RHFJABM/MAG FOUR NINE  
RHFJACY/INSP INSTR STF WORCESTER MA  
RUBDPLA/INSP INSTR STF GARDEN CITY NY  
RHFJABW/INSP INSTR STF ALBANY NY  
BT  
UNCLAS //N03710//  
MSGID/GENADMIN//  
SUBJ/MEDIA EMBARK ABOARD MILAIR TO COVER MARINE CORPS PARTICIPATION /ATLANTIC STRIKE//  
REF/A/ RMG/CMC 150020Z MAY 96//  
POC/P M BUCKLEY/MAJ MEDIA OFF/MARFORRES/-/TEL:504-678-4177//  
POC/M S REID/CAPT I-I/I-I STF ALBANY NY/-/TEL:518-489-4221 /TEL:FAX 518-489-0450//  
NARR/REF A AUTHORIZES COMMANDERS TO APPROVE THE TRANSPORTATION OF CIVILIAN MEDIA REPRESENTATIVES ABOARD MILAIR IN ORDER TO ACCOMPLISH PUBLIC AFFAIRS OBJECTIVES.//  
RMKS/1. REQUEST OASD (PA) APPROVAL FOR PROPOSED C-130 MEDIA EMBARK

ON 23 APR 99 FROM NYS AIR NATIONAL GUARD BASE TO MCAS CHERRY POINT NC AND FOLLOW-ON CH-53 FLIGHT FROM MCAS CHERRY POINT, NC TO BOGUE FIELD, NC WITH FURTHER FOLLOW-ON CH-53 FROM BOGUE FIELD NC TO OLF ATLANTIC, NC. THE RETURN TRIP WILL BE ON 25 APR 99. A REPORTER FOR THE TIMES UNION (ALBANY NY) WILL WRITE A STORY ON THE CO F 2/25 MISSION IN THE EXERCISE AND WILL INCORPORATE THE MILITARY TRAVEL AS AN INTEGRAL PART OF THE STORY.

2. THIS MEDIA TRAVEL IS A MATTER OF SPECIAL INTEREST TO THE U.S. MARINE CORPS AND IS PART OF AN APPROVED PUBLIC AFFAIRS PLAN. IT IS UNDERSTOOD THAT TRAVEL FOR LOCAL MEDIA IS ON A SPACE-AVAILABLE BASIS, AT NO ADDITIONAL COST TO THE GOVERNMENT, AND IN A NONINTERFERENCE TO MISSION BASIS.

3. ANY QUESTIONS SHOULD BE REFERED TO THE POC.//

BT

#4770

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## Appendix Q

### Expeditionary web dissemination

#### Getting Started

When a unit is designated to deploy, whether it is a traditional unit or a SPMAGTF, it is Public Affairs's responsibility to determine if a Website currently exists for the unit or its higher headquarters. If a site already exists, the PA staff should make immediate contact with the unit's Webmaster and S-6/G-6/J-6. If the unit does not have an existing Website, but the higher headquarters does, the PA staff should contact higher headquarters and make contact with the higher headquarters' Webmaster and S-6/G-6/J-6. The Webmaster can provide a plan for allocating a portion of the existing Website to the subordinate unit and develop a system for updating the information on the Website from the AO. The senior PA Marine will be responsible for ensuring that information provided to update unit Websites and been properly staffed and meets security requirements.

HQMC provides an online tool to help with Website development that uses plain language and converts it to "HTML" format. The tool as well as information regarding Website design requirements and usage can be found at <http://www.usmc.mil/webstandards>.

#### Page development and design guide

To start developing the Website go to <http://www.usmc.mil/webstandards> and click on Marine Corps Web Builder 1.0. Determine if you want a "two column" or "three column" format and click on the appropriate button. A box will appear that prompts you to enter the "background color" of the Website. Code designating a white background ("FFFFFF") appears in the box initially. Type in blue or yellow or whatever color you choose to indicate your color choice for the page background (however, using numeric color codes will ensure more accurate display for all site visitors).

Tools that covert named colors into numeric codes can be found in many site development tools, the color function of Adobe Photoshop and online at <http://www.usmc.mil/marinelink/mcn2000.nsf/colorcodes>.

Other boxes pop up and prompt you to enter type size and title color and title name. Place the appropriate information in the box and continue. Then click on the "Build Module" button. Cut and paste photos and articles and any other information you would like to appear on the page into this area. Then click the "Build Footer" button and type in the information and links you would like to appear at the bottom of the page.

Below the "Web Builder" link are other links to graphics and banners that are available for use on unit Websites. Once complete, review the Marine Corps Web style guide and ensure your Webpage is in compliance with Marine Corps regulations.

46 **Uploading New Pages**

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48 The HQMC Webmaster can assist with establishing an FTP based Website and can facilitate the  
49 maintenance of hosted Websites from forward areas. However, it is important to note that any  
50 new requests for Websites to be established must be coordinated through local G6 assets in order  
51 to complete the documentation required by the Marine Network Operations Security Command  
52 (MCNOSC). Keeping this in mind, new sites must be planned and coordinated well ahead of  
53 any deployment departures.

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55 **MCNEWS Updates**

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57 The Marine Corps News office at Headquarters Marine Corps provides a content management  
58 service that consolidates stories from Marine Corps Public Affairs shops around the world and  
59 makes them accessible online – to the tune of more than 6 million hits and 60,000 unique visitors  
60 each day. All PA shops have a user account provided to them to upload and manage their  
61 content that includes news stories, photos and press releases. The service also doubles as the  
62 Public Affairs intranet with statistics on content submissions, upload and review functions for  
63 announcements, calendar tools and other PA related links. Users that are not PA shops but  
64 function in the role of PA, such as the Unit Information Officer or staff, are also eligible for an  
65 account on the system. To login to the Intranet, go to  
66 <http://www.usmc.mil/publicaffairsinformation>.

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68 Following directions will make uploading information to MCNEWS a relatively easy process.  
69 Go to <http://www.usmc.mil/publicaffairsinformation>. Enter your unit's login name and  
70 password. Login names and passwords are provided by the MCNEWS office. Proper controls  
71 of the password should be maintained. After logging in click on the option of your choice from  
72 the site's toolbar. (i.e. Load a Story, Load a picture, etc.)

73 **Story Uploading**

74 When uploading a story, copy text must adhere to AP Style Guidelines. The entry form for  
75 loading stories provides fields to enter each section of the online entry. Fill out all fields on the  
76 form – failure to do so may cause stories to be lost or corrupted. For example, leaving the story  
77 date field blank will render the story invisible for some site searches as well as story statistics for  
78 the unit.

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80 The story body can be cut and pasted from most text editors such as MS Word, Notepad or  
81 WordPad. However, stories attached to the posting should be in text (.txt) format.

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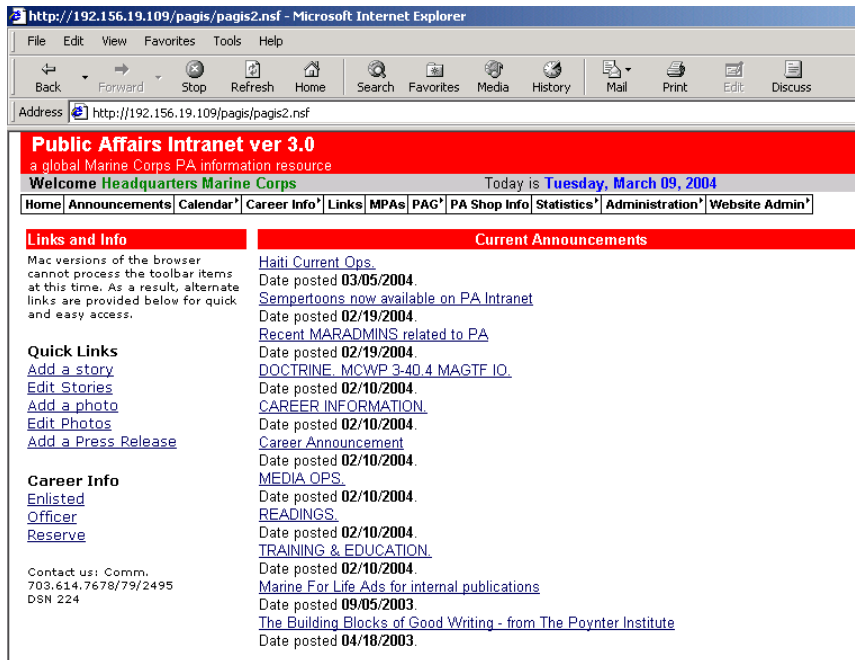
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- 1) To access the Marine Corps News Administration page, type:  
▪ <http://www.usmc.mil/publicaffairsinformation>.



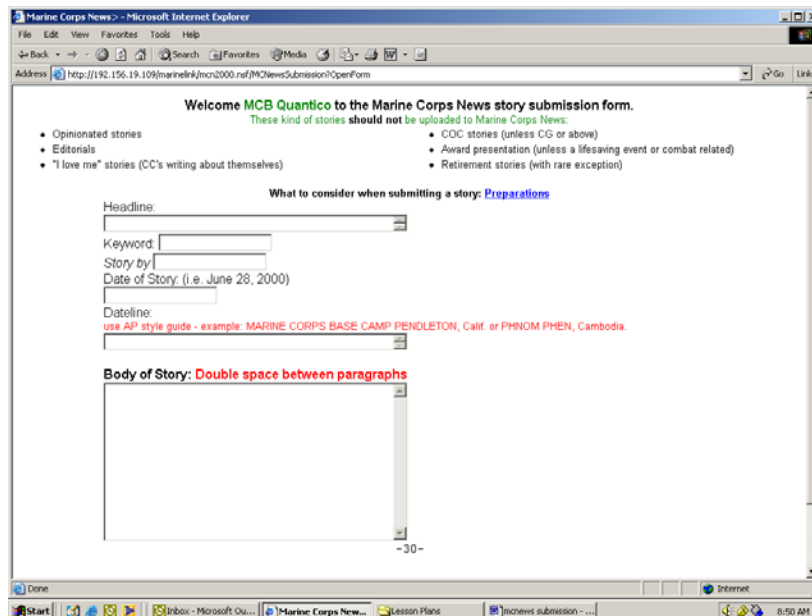
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- At the prompt – Enter Network Password, type:
  - User Name:
  - Password:
  
- You will be taken to the Public Affairs Intranet website. The screen will look like this:



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- Under *Quick Links*, click on *Add a story*.
- The following page appears:

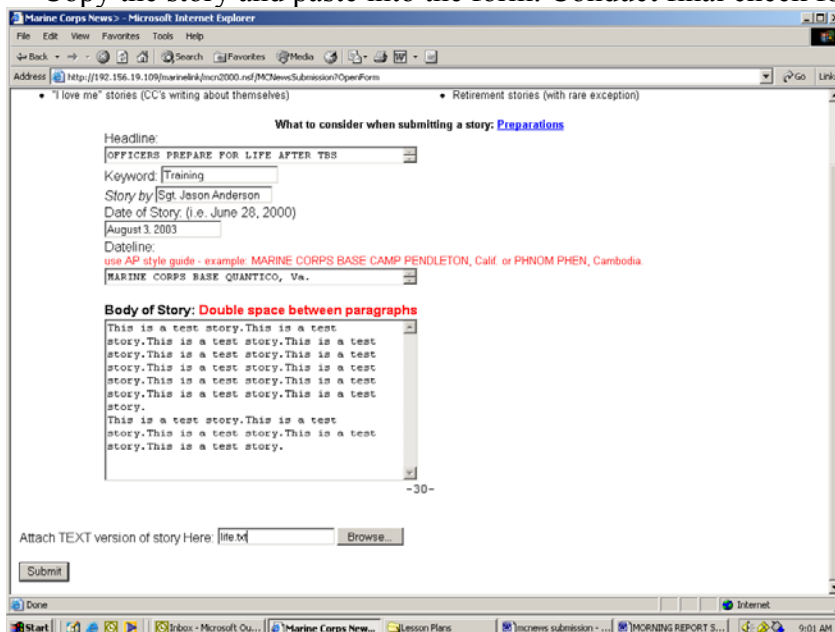


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- Follow these steps to prepare a story for release:
  - Type a headline in the **Headline** block. Use all caps.
  - Type in a keyword in the **Keyword** block (such as *Training* for a story about OCS).



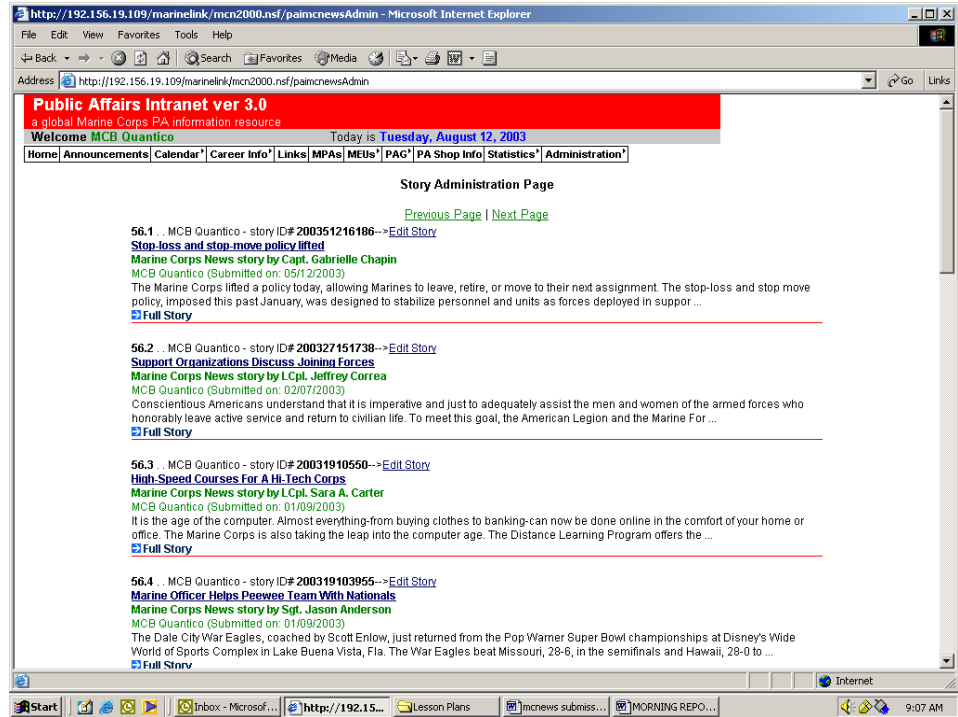
- 108 • Type in the correspondent's name in the **Story by** block. Use
- 109 standard rank abbreviations (example...*Sgt. Jason Anderson*).
- 110 • Type in the **Date of Story** (normally the release date).
- 111 • Type the following into the **Dateline** block: *MARINE CORPS*
- 112 *BASE QUANTICO, Va.*
- 113
- 114 ■ Move down to the **Body of Story** block and follow these directions:
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- 116 ■ **STOP!! Check the story for grammar, edits, typos and spelling**
- 117 **FIRST. Next, make a plain-text file of story first.** The easiest way to do
- 118 this is to open Notepad and paste the story or if you are using MS Word,
- 119 go to file SAVE AS and choose the TEXT ONLY format.
- 120 ■ When you are ready to paste the story into this MCNEWS form open the
- 121 story in Notepad to cut and paste from.
- 122 ■ Copy the story and paste into the form. Conduct final check for errors.



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- 125 ■ Attach the **TEXT** version of the story in the last block. This should be a
- 126 file saved in text (.txt) file format.
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- 128 ■ Once you have placed the story and checked your work, click the **Submit**
- 129 button. The story will then appear on the MCNEWS website. Refer to
- 130 local release guidelines, PAG, and internal review **PRIOR TO** posting any
- 131 content online.
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- 133 ■ Once the story is on MCNEWS, it can be edited if any mistakes were
- 134 missed. To do this, go back to
- 135 <http://www.usmc.mil/publicaffairsinformation> and click on **Edit stories**.
- 136 The screen will then list all stories released by the user account that is
- 137 logged on. Click on the “Edit Story” link for the story that needs to be

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updated and follow the directions.



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Notes:

*Save stories in "Text" format. You will upload this text-only file with the story you are uploading. The reason to attach a text-only file is because if an editor at another paper wants to run the story, there is already a clean text file to use. When you copy and paste text from the web, the system automatically puts a hard RETURN at the end of every line. This is very time consuming to go through and delete the RETURNS.*

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*Once submitted, view the story on the web. After submitting your story, take a look at it by clicking on the story title from your admin page.*

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*Please contact MCNEWS at: DSN 224-7678, or Commercial 703-614-7678/7679 if you have any questions.*

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## 155 Photograph Uploading

156 Follow the instructions below to upload a photograph to MCNEWS. Photos MUST BE sized as  
157 both low resolution and high resolution files PRIOR to upload. Size standards are provided on  
158 the photo entry form, and via a reminder pop up message – it is imperative that the instructions  
159 are followed, if they are not images will not be displayed, will be lost or will cause site delay due  
160 to bandwidth loss.

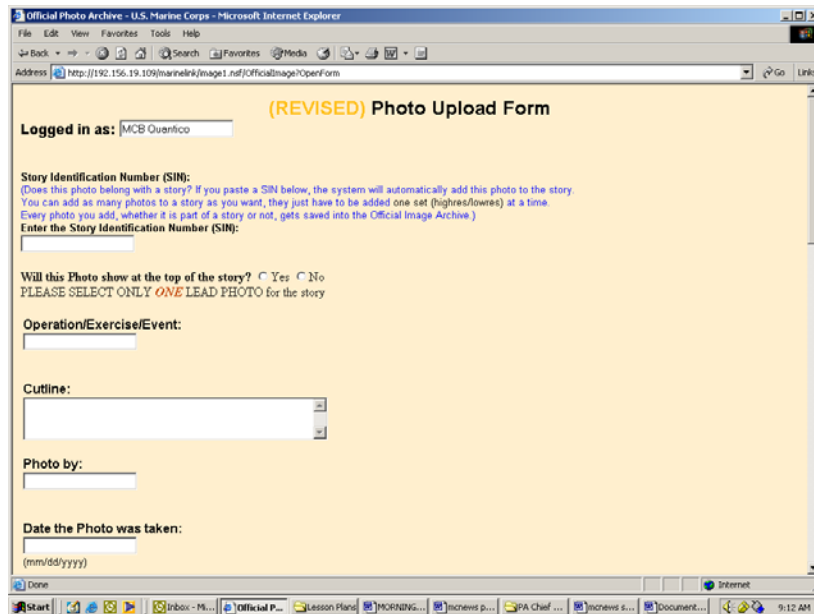
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162 The best method to resize photos is to use Adobe Photoshop's *Save for Web* feature, however,  
163 other photo tools can be used. All low-resolution photos must have a width of 300 pixels (height  
164 does not matter). High (and low) resolution images must be posted in JPG file format, however,

165 image dimensions for high-resolution photos don't matter. For low-resolution images, after the  
166 width is set to 300 pixels, more efficient file sizes are reached by adjusting the image quality  
167 settings, for the jpg format, in your photo editor. An ideal target range for most low-res mages is  
168 a file size of no more than 25k.

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170 In order to link images to stories, stories must be submitted first to allow the system to generate a  
171 story ID number. When posting photos for a story, make note of the story ID number, as it will  
172 be used in the photo posting process.

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174 ■ From the PA Intranet described above - Under *Quick Links*, click on **Add a**  
175 **photo**. You will be taken to the following page.



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179 ■ The photo upload form is self-explanatory. **You will need to post the**  
180 **corresponding story first in order to receive a Story Identification**  
181 **Number (SIN). The SIN is the only way that a photo can be associated**  
182 **with a story.**  
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184 ■ Ensure each field is filled in prior to submitting the form. The field for  
185 Keyword and Operation/Exercise are technically optional, however, these  
186 are very useful for users conducting a search for images, and in some case,  
187 are required to be filled in for custom pages.  
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189 ■ Cutlines **MUST BE COMPLETE**. Pay close attention to outline  
190 information. It is important to explain the items in the photo as if there is  
191 no related story. Many of the images online are picked up by civilian and  
192 external entities that use them for myriad purposes. Most of these users do  
193 not bring the story information along. As a result, cutlines must also carry  
194 the 5W's of the image. This also becomes critical when images are  
195 selected for Marines magazine and DivPA merit awards. Without

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accurate and complete outline information, many photos cannot be used or utilized.

- File attachments. Keeping in mind the image size requirements discussed above, the photo filename is also of key concern. File names, ideally, should be in VRIN format. Upcoming changes to the MCNEWS site will require this tag as well. However, in lieu of this requirement, photos file names should follow a standard convention that does not contain spaces or non-standard characters such as \$,&,#,@ etc. In addition, filenames cannot include the path to the image –for example “C:\photo.jpg” is invalid. In this example, the proper filename for the image is “photo.jpg”. Improper labeling will result in image and story errors online.
- Read and follow all file size and photo upload guidance on the photo submission form.
- Whether one or multiple photos are loaded for a story, the lead photo MUST be identified by checking the box on the photo upload form that states, “Will this photo show at the top of the story?” If only one image is loaded, this box MUST be checked for the story as well. If not, the photo will not show on the story form and will, most likely, not be chosen to run on the front page.

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## Appendix R Tables Of Equipment

Tables of Equipment (T/E) are developed to ensure compatibility between units. Addition information regarding the maintenance and accountability procedures for T/E items can be found at <http://mcsd4.ala.usmc.mil/MCSD/SL/>. This website is maintained by Marine Corps Logistics Base (MCBL) Albany and equipment SL-3s can be searched for by TAM numbers.

### MEU and MEB T/E

Units at the MEU and MEB levels must maintain the following equipment. It is identified by TAM number A71037G.

Manufacturer	Nomenclature	QTY
Canon	Digital Still camera with battery charger, (1) rechargable battery, universal AC adapter kit	2
Canon	3 yr Maintenance Warranty including technical phone support and a camera loaner while repairs are being performed on your camera	2
Canon	Lithium-Ion 7.1v 110 mah rechargable batteries	4
Canon	Battery Grip, holds two BP-511's	2
Canon	DC Coupler	2
Canon	Compact Power Converter/charger Holds 2 511's	2
Canon	EF 2XII	2
Canon	EF16-35mm f/2.8L USM Zoom Lens	2
Canon	EF24-70mm f/2.8L USM Zoom Lens	2
Canon	EF70-200mm f/2.8L USM IS Zoom Lens	2
Tiffen	UV Haze filter 77MM	6
Canon	Speedlight shoe mounted flash unit	2
Lexar	1GB Compact Flash	6
Iris Technology Corporation	NATO SLAVE for QP-250	1
Iris Technology Corporation	QP-250 Power Inverter	1
TAMRAC	Camera backpack	2
	Rugged case	1

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### Division, Group and MEF T/E

Units at the Division, Group, and MEF level will maintain the following equipment. It is identified by TAM number A7101VIIGP.

Manufacturer	Nomenclature	QTY
Canon	Digital Still camera with battery charger, (1) rechargeable battery, universal AC adapter kit	7
Canon	3 yr Maintenance Warranty including technical phone support and a camera loaner while repairs are being performed on your camera	7
Canon	Lithium-Ion 7.1v 110 mah rechargeable batteries	21
Canon	Battery Grip, holds two BP-511's	7
Canon	DC Coupler	7
Canon	Compact Power Converter/charger Holds 2 511's	7
Canon	EF 2XII	7
Canon	EF24-70mm f/2.8L USM Zoom Lens	7
Canon	EF28-300mm f/3.5-5.6L USM IS Zoom Lens	7
Tiffen	UV Haze filter 77MM	21
Canon	Speedlight shoe mounted flash unit	7
Lexar	1GB Compact Flash	21
Iris Technology Corporation	NATO SLAVE for QP-250	7
Iris Technology Corporation	QP-250 Power Inverter	7
TAMRAC	Camera backpack	3
Bogen	Monopod	
	All Camera bodies and Lenses will be bowflauged	
	Rugged case	2

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**Broadcast capable unit T/E**

Units with broadcast capability will maintain the following equipment. It is identified by TAM Number A71027G.

Manufacturer	Nomenclature	QTY
Sony	DVCAM digital video camera	2
IDI	3 yr Maintenance Warranty including technical phone support and a camera loaner while repairs are being performed on your camera	2
Sony	Portable Video Cassette Recorder/Editor	1
IDI	3 yr Maintenance Warranty including technical phone support and a loaner while repairs are being performed on your deck	1
Sony	SDI/IEEE 1394 Input/Output Option Card for the DSR-70A	1
Sony	Battery Charger for L series battery	2
Sony	Lithium-ion Memory free battery	6
Sony	BCL-100 Battery Charger for DSR-70A	1
Sony	Lithium-ion Re-chargeable Battery for DSR-70A	2
Sony	AC Adaptor for DSR-70A	1
Sony	4-pin to 6-pin Firewire cables	2
Sony	6-pin to 6-pin firewire cables	2
Sony	Filter Pack for cameras	2
Portabrace	Rain Slicker	2
Portabrace	Polar Bag	2
TAMRAC	Back-pack	1
Sony	Sony UHF wireless Lav system	2
Miller	Miller DS-10 Tripod System	2
Iris	QP-250 Power Inverter	1
Iris	NATO SLAVE Cable for QP-250	1
Rugged Case	Waterproof, Purgeable Transport case	1

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