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# Department of Defense INSTRUCTION

January 22, 1996  
NUMBER 5400.14

ATSD(PA)

SUBJECT: Procedures for Joint Public Affairs Operations

- References:
- (a) DoD Directive 5400.13, "Joint Public Affairs Operations," January 9, 1996
  - (b) DoD Directive 5122.5, "Assistant to the Secretary of Defense for Public Affairs," December 2, 1993
  - (c) Joint Pub 5-03.2, "Joint Operations Planning and Execution System," Vol. II (Planning and Execution Formats and Guidance), March 1992
  - (d) DoD Instruction 5040.4, "Joint Combat Camera (COMCAM) Operations," March 5, 1990
  - (e) through (j), see enclosure 1

## A. PURPOSE

This Instruction implements policy, assigns responsibilities, and prescribes procedures under reference (a) for the conduct of public affairs programs in support of joint, combined, and unilateral military operations.

## B. APPLICABILITY

This Instruction applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Chairman of the Joint Chiefs of Staff, the Unified Combatant Commands, the Inspector General of the Department of Defense (IG, DoD), the Defense Agencies, and the DoD Field Activities (hereafter referred to collectively as "the DoD Components"). The term "Military Departments," as used herein, refers to the Army, the Navy, the Air Force, the Marine Corps, and the Coast Guard when it is operating as a military service in the Navy.

## C. DEFINITIONS

Terms used in this Instruction are defined in enclosure 2.

## D. POLICY

It is DoD policy that:

1. Under reference (a), commanders and heads of the DoD Components involved in joint, combined, and unilateral military operations shall plan for, resource, and conduct public affairs activities to support such missions.

2. The combatant commanders, in accordance with the DoD Principles of Information, shall grant the news media, both civilian and military, access to unclassified joint, combined, and unilateral operations, consistent with operations security and prevailing public affairs guidance (PAG). Concern over the personal safety of journalists shall not be a factor in deciding the degree of access. The DoD Principles of Information and the DoD Principles for News Media Coverage of DoD Operations are contained in enclosures 3 and 4, respectively, of this Instruction.

#### E. RESPONSIBILITIES

1. The Assistant to the Secretary of Defense for Public Affairs shall:

a. Retain primary responsibility for the consistent implementation of DoD information policy in DoD Directive 5400.13 (reference (a)) and in DoD Directive 5122.5 (reference (b)).

b. Determine who shall serve as the initial source of information about joint, combined, and unilateral operations and decide whether to delegate public affairs release authority to combatant command level.

c. Review, coordinate, approve, and disseminate PAG, public affairs plans, and public affairs annexes written under Joint Pub 5-03.2 (reference (c)).

d. Establish and exercise procedures for the administrative management, activation, and direction of the DoD National Media Pool; and direct the deployment of the DoD National Media Pool when ordered by the Secretary of Defense.

e. Coordinate public affairs matters within the Department of Defense and with other Federal Departments and Agencies outside the Department of Defense.

f. Provide policy guidance for the employment of joint combat camera teams and the distribution of their products, as established in DoD Instruction 5040.4 (reference (d)). The audiovisual products of combat camera teams shall be appropriately classified at the source in accordance with DoD Directive 5200.1 (reference (e)). They may be cleared for public release in accordance with DoD Directive 5230.9 (reference (f)).

g. Provide representation to the OSD Crisis Coordination Center and establish, as necessary, a crisis and/or wartime public affairs cell at the Pentagon to provide continuous public affairs planning, to gather and disseminate information, and to evaluate public affairs support of the operational mission.

h. Conduct periodic news briefings on issues and events about ongoing joint, combined, and unilateral operations.

i. Support Unified Combatant Command plans for the command information mission, including the deployment of broadcast facilities from the Armed Forces Radio and Television Service (AFRTS), under DoD Directive 5120.20 (reference (g)), and distribution of print media. The on-scene commander shall determine when these services should begin, but services will be provided at the earliest practicable opportunity.

j. Conduct joint public affairs training at the Defense Information School for entry- and advanced-level military and civilian public affairs personnel of all grades.

k. In coordination with the Defense Information School, the Chairman of the Joint Chiefs of Staff, the Military Departments, and the Unified Combatant Commands, develop, teach, and maintain public affairs policy.

2. The Secretaries of the Military Departments shall:

a. Coordinate closely with the combatant commanders to determine the resources (personnel and equipment) needed to conduct successful public affairs activities in joint or single-Service environments. Ensure the prompt and sustained availability of Active and Reserve component public affairs resources needed to support any assigned mission. Ensure that a fully capable public affairs structure, made up of active and Reserve component assets, exists to support short-notice deployments.

b. Organize, train, fund, and equip public affairs personnel and units to conduct public affairs activities in support of combatant commanders conducting operations. Personnel and units needed to support the earliest stages of any operation should be immediately available for deployment to assist the supported commander in chief in addressing news media information requirements.

c. Conduct Service-unique public affairs programs required to support joint and unilateral operations. Included are command information programs that serve deployed military personnel and the military forces and families at home station, as well as community relations programs designed to meet existing DoD policies and Directives.

d. Ensure that public affairs personnel are properly trained, qualified, and able to function in joint, combined, and unilateral operational environments.

e. Provide public affairs training at Service schools and encourage programs that improve understanding and cooperation between the military and the news media.

f. Provide news media training for public affairs personnel, commanders, and key staff who would be involved in wartime media relations activities.

g. Support planning and provide resources for contingency and wartime operations of AFRTS.

3. The Chairman of the Joint Chiefs of Staff shall:

a. Promulgate joint public affairs doctrine.

b. Ensure that existing operational public affairs plans comply with published joint public affairs doctrine and guidance.

c. Establish a Chairman of the Joint Chiefs of Staff Public Affairs Response Cell within the National Military Command Center during times of crisis and conflict to provide public affairs support to the Office of the Assistant to the Secretary of Defense for Public Affairs (OATSD(PA)).

d. Support the Department of Defense in explaining mission aspects of joint and unilateral operations by making available senior officers with expertise on matters of interest to the news media and the public.

e. Plan for the employment of combat camera assets in crisis situations, operations, and exercises, in accordance with DoD Instruction 5040.4 (reference (d)).

f. Plan for the employment of Reserve component public affairs assets to support the unique public information and command information requirements of mobilized Reserve component units.

4. The Commanders of the Unified Combatant Commands shall:

a. Include in operations plans an annex that establishes responsive public affairs organizations and structures and shall provide dedicated personnel, facilities, equipment, transportation, and communications assets to the public affairs mission. (See enclosure 5.) Since resources should ideally be in place before the beginning of operations, deployment plans shall assign a high priority for the movement of public affairs assets. To ensure that adequate public affairs support is available to meet news media requirements, there shall be a high priority assigned for the movement of public affairs assets by air and ground transportation.

b. Plan to support news media from the earliest, pre-deployment stages of any operation. Commanders shall ensure that reporters are granted all possible access to all unclassified activities, including combat operations. The personal safety of correspondents is not a reason for excluding them from such situations. The goal is to treat the news media as members of units, allowing them to accompany the organizations during the conduct of their missions.

c. Besides the planning required under Joint Pub 5-03.2 (reference (c)), develop operational public affairs policy and guidance in accordance with DoD Instruction 5405.3 (reference (h)), which recommends the policy approach (active or passive), proposes news statements, and provides responses to anticipated news media questions.

d. Prepare for and assist in the deployment and operation of the DoD National Media Pool.

e. Conduct a full range of public affairs activities consistent with current PAG, public affairs release authority, and operations security requirements.

f. As appropriate, establish, resource, and operate Joint Information Bureaus (JIBs) to serve as focal points of interface between the joint forces and the news media. The Unified Combatant Command JIB shall provide direct public affairs support to the Joint Task Force Commander. The Director of the JIB shall receive public affairs policy guidance and oversight from the Unified Combatant Command in coordination with OATSD(PA). Be prepared to participate in Combined Information Bureaus (CIBs) or Allied Press Information Centers (APICs) to be established by the responsible combined commander and supported by the contributing nations.

g. Assist news media in gaining access to the full spectrum of U.S. military units and personnel conducting joint and unilateral operations, subject to special operations restrictions. Access includes commanders, staffs, officers, and enlisted personnel directly involved with combat and sustainment operations.

h. As needed, support on a 24-hour basis other information requirements identified by OATSD(PA). Provide daily JIB, CIB, or APIC situation reports to OATSD(PA) during current operations as circumstances require, apprising OATSD(PA) immediately of major operational developments, incidents, or other newsworthy events.

i. Prepare plans to conduct command information programs using, as appropriate, component assets and resources. Plan to employ the capabilities of AFRTS and other internal news media products that convey information to deployed forces, those remaining at the home station, and all family members.

j. Apply ground rules for releasing information equally to civilian reporters and to military reporters assigned command information tasks.

k. Provide public affairs resources (personnel, equipment, transportation, and communications) to the supported combatant commander as identified in approved contingency plans. Be

prepared to reinforce the supported combatant commander to meet unplanned resource requirements.

l. As established in DoD Instruction 5040.4 (reference (d)), designate an officer as the combat camera representative to plan for the employment of combat camera assets.

m. In accordance with reference (d), plan for the employment of combat camera assets in crisis situations, operations, and exercises. Provide the Joint Combat Camera Center appropriate combat camera documentary products for release to the news media through OATSD(PA).

n. Ensure that public affairs personnel and units are properly prepared to support the assigned operational mission.

o. Support the public affairs requirements of Reserve component units mobilized and deployed in a theater of operations. Unlike active duty forces, which generally deploy from major installations, Reserve component units come from communities throughout the country. Reserve component personnel leave civilian jobs behind, and Reserve component family members are generally not accustomed to long-term deployments. Support from family members, community leaders, and former employers is vital to unit and individual morale and to recruiting and retention efforts following demobilization. Commanders must ensure that Reserve component family members and hometown news media are provided a continuous flow of information to dispel rumors and anxieties, sustain public awareness, and increase understanding of Reserve component units and their missions in the theater of operations.

## F. PROCEDURES

1. PAG and Planning. While the supported commander must plan for, resource, and execute public affairs operations, the accomplishment of the overall military strategic and operational public affairs objectives relies on the coordinated responses of supporting combatant commands, the Military Departments, the Chairman of the Joint Chiefs of Staff, and OATSD(PA).

a. Joint, combined, and unilateral public affairs operations must involve a process of deliberate planning to produce public affairs assessments, assign public affairs and/or communications objectives, develop public affairs employment concepts, establish command relationships, and provide necessary resources. The development and dissemination of DoD-approved PAG throughout the command ensures unity of effort by providing commanders and PAOs a common reference for discussions with the news media and others.

b. As directed in DoD Directive 5122.5 (reference (b)), the heads of the DoD Components shall coordinate with ATSD(PA) on

public affairs matters. Public affairs plans, programs, policies, or actions that have operational implications shall be coordinated with the Chairman of the Joint Chiefs of Staff and other appropriate governmental agencies at the national level and approved by ATSD (PA).

2. Public Affairs Operational Infrastructure. To meet their responsibilities to communicate to the general public, commanders shall devote resources necessary for a robust, responsive, and efficient public affairs infrastructure under prevailing DoD PAG. Commanders shall assess the media and public opinion environments to ensure adequate, immediately available dedicated personnel, equipment, transportation, and communications resources to meet the demands for information.

3. Access to Military Units. Joint force commanders shall ensure that the credentialed news media covering their operations are granted access to military units and activities consistent with operations security. The goal is to provide journalists a complete overview of the entire operation, subject to security restrictions, and to assist journalists in reporting about the objectives and accomplishments of joint operations and the complexity of challenges faced by military forces. Concern about the personal safety of reporters is not a reason for limiting access.

4. Operations Security. All commanders shall take those steps necessary to balance their parallel responsibilities of allowing open and independent reporting on their forces and ensuring operations security. Each of these responsibilities requires a directed effort to identify what information is releasable to the news media. While there may be situations when a formal security review of news media products may be necessary, the more usual case shall involve the disciplined practice of "security at the source." Under that concept, those meeting with the news media shall ensure that classified information is not revealed. News media agreement to reasonable ground rules for coverage will reinforce, but not replace, individual awareness of sensitive material. Through early inclusion in the planning process, the public affairs officer will be aware of the various aspects of the mission and will understand clearly the inherent security sensitivities, thereby decreasing the chances of a security lapse and increasing the opportunities for a successful effort.

5. News Media Pool Coverage. The primary means of covering U.S. military operations shall be open and independent coverage by properly credentialed news media. There will be situations, especially in the deployment of joint forces or in support of specific missions, in which the formation of a news media pool shall be the most appropriate public affairs course of action. Contingency planning shall include provisions to accommodate the DoD National Media Pool or locally formed pools and provide equipment, transportation, and communications assets necessary to

gather information and file stories about the joint force. Joint Pub 5-03.2 (reference (c)) establishes planning requirements for employment of the DoD National Media Pool in all contingency missions. Plans must address the following:

a. Daily, comprehensive, and unclassified operational briefings for pool personnel.

b. Access to areas of ongoing combat and/or exercise operations. As in all such situations, the personal safety of the news media is not a reason for excluding them. The goal is to treat the news media as members of units, allowing them to accompany the organizations in the conduct of their missions.

c. Reasonable access to key command and staff personnel.

d. An officer from the supported command in the grade of O-5 or O-6 to coordinate news media pool requirements.

e. Itinerary planning that will enable news media pool members to disperse throughout the operational area.

f. Cooperation from all U.S. forces participating in the operation or exercise on a not-to-interfere basis.

g. Supported commanders shall be responsible for planning logistical support for pool and escort personnel out of existing contingency or exercise funds. Required support may include, but may not be limited to, the following:

(1) Existing contingency or exercise airlift from the continental United States to the area of operation or exercise and return.

(2) Theater ground, sea, and air transportation to allow pool coverage of operations.

(3) Messing and billeting on a reimbursable basis.

(4) Issuance of equipment considered appropriate to the situation (helmets, canteens, flak vests, etc.).

(5) Access to communications facilities to file stories on an expedited basis.

h. In cases where open and independent coverage is not possible for selected ongoing operations, planning shall address requirements needed to support temporary news media pools.

7. Resource Requirements. Joint, combined, and unilateral public affairs activities are personnel and resource intensive, and no single organization or command possesses sufficient assets to conduct effective wartime public affairs operations.

a. Commanders must ensure that the operations planning process includes public affairs assessments that precisely identify resource requirements. Plans must provide for specific measures to reinforce personnel and procure, lease, or assign other necessary resources. That effort shall involve assistance from the supporting combatant commands and the Military Departments. It is essential that all materials be immediately deployable and provided on a dedicated basis so that the responsible commander can sustain public affairs operations at required levels.

b. Each phase of an operation will have unique public affairs implications that require the attention of the commander, the staff, and the PAO. News media interest will vary, and military support packages must be able to accommodate surges in news media activities. The goal is to anticipate and respond to fluctuating coverage and to tailor resources to ensure no loss of efficiency.

c. Enclosure 5 outlines the kinds of resources needed to support joint public affairs operations. Each situation requires a mix of assets tailored specifically to the tasks outlined in the mission statement.

8. Exercises. It is essential that public affairs tasks conducted in support of exercises resemble, to the extent possible, the techniques and procedures appropriate to actual contingency operations. Commanders shall ensure that the public affairs functions of assessment, policy development, planning, resourcing, media relations, command information, and feedback are brought together in the training environment.

9. Command Information. Combatant commanders retain responsibility for the command information mission and should ensure that assets needed to conduct the mission are deployed early. That process requires close coordination with the Military Departments and the supporting combatant commanders for reinforcement. It is essential that such programs include timely information about current national, international, and military events, as well as on DoD and Military Department policy information. Members of joint forces who operate with clear understandings of their roles and responsibilities are best prepared to accomplish their missions. Additionally, commanders shall ensure that their public affairs plans also include those steps needed to inform non-deployed military personnel and all family members about the activities of the forces and their roles in the overall joint mission.

10. Community Relations. Whether conducting joint operations in the United States or overseas, combatant commanders shall plan for and execute community relations programs that support direct communication with local, national, and international publics, as applicable. This effort requires close coordination with the Military Departments and the host-nations.

G. EFFECTIVE DATE

This Instruction is effective immediately.



**Kenneth H. Bacon**  
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of Defense for Public Affairs

Enclosures - 5

1. References
2. Definitions
3. Principles of Information
4. DoD Principles for News Media Coverage of DoD Operations
5. Generic Public Affairs Resource Requirements

REFERENCES, continued

- (e) DoD Directive 5200.1, "DoD Information Security Program," June 7, 1982
- (f) DoD Directive 5230.9, "Clearance of DoD Information For Public Release," April 2, 1982
- (g) DoD Directive 5120.20, "Armed Forces Radio and Television Service (AFRTS)," December 17, 1991
- (h) DoD Instruction 5405.3, "Development of Proposed Public Affairs Guidance," April 5, 1991
- (i) "The Freedom of Information Act," as amended (5 U.S.C. 522a)
- (j) "The Privacy Act of 1974," (5 U.S.C. 552a)

## DEFINITIONS

1. Active Public Affairs Policy. Open dissemination of information to inform the news media and public about an issue or activity. An active approach is characterized by announcing the event or addressing the issue through news media advisories, news releases, personal contacts, news conferences, or other forms of public presentation. Such a policy encourages and supports news media coverage.
2. Command Information. Those public affairs programs that address issues of interest to active duty, National Guard, and Reserve service members and their families, as well as civilian employees of the Department of Defense, and other internal audiences. Topics focus on the direction of the organization, its mission, individual roles, organizational activities, and current events.
3. Community Relations. Those public affairs programs that address issues of interest to the general public, business, veterans and Service organizations, military-related associations, and other non-news media entities.
4. Ground Rules. Conditions established by a military command to govern the conduct of news gathering and the release and/or use of specified information during an operation or during a specific period of time.
5. Joint Combat Camera. Visual information documentation covering air, sea, and ground actions of Armed Forces in combat or combat support operations, in humanitarian operations, and in related peacetime training activities such as exercises, war games, and operations in support of the Chairman of the Joint Chiefs of Staff and the Unified Combatant Commands.
6. Joint Information Bureau (JIB). A facility established by the joint commander to serve as the focal point for the interface between the military and the media during the conduct of joint operations. Its purpose is to provide the news media with timely and accurate information on command issues, events, and operations. It also serves as the infrastructure for providing necessary equipment, transportation, and communications assets to support public affairs activities and media coverage efforts. When operated in support of combined operations, a JIB is called a Combined Information Bureau (CIB) or an Allied Press Information Center (APIC). A JIB shall be staffed by public affairs personnel from the Services represented in the joint force and by support personnel. Participating Services may establish their own information bureaus, subordinate to the JIB, to disseminate information about their particular missions. A CIB or an APIC

shall be staffed by public affairs personnel from those nations participating in the combined operation.

7. Media Pool. A limited number of news media who represent a larger number of news media organizations for news gathering and sharing of material during a specified activity. Pooling is typically used when news media support resources cannot accommodate a large number of journalists. The DoD National Media Pool is available for coverage of the earliest stages of a contingency. Additionally, the combatant commanders may find it necessary to form limited local pools to report on specific missions.

8. Passive or Responsive Public Affairs Policy. A passive or responsive posture is one in which no direct effort is made to participate in the public discussion about an issue or activity. When a passive or responsive policy is in effect, authorities must be prepared to respond to news media inquiries about the issue or activity and to make brief statements to avoid confusion, speculation, misunderstanding, or false information that may prevail if news media queries go unanswered.

9. Public Affairs. Those public information, command information, and community relations activities directed toward both the external and internal publics with interest in the Department of Defense.

10. Public Affairs Assessment. An analysis of the news media and public environments to evaluate the degree of understanding about strategic and/or operational objectives and military activities and to identify levels of public support. Includes judgments about the public affairs impact of pending decisions and recommendations about the structure of public affairs support for the assigned mission.

11. Public Affairs Guidance (PAG). Normally, a package of information to support the public discussion of defense issues and operations. Such guidance can range from a telephonic response to a specific question to a more comprehensive package. Included could be an approved public affairs policy (see definitions 1. and 8., above), news statements, answers to anticipated media questions, and community relations guidance. The PAG also addresses the method(s), timing, location, and other details governing the release of information to the public.

12. Public Information. Those public affairs programs that emphasize communicating with the general public as a mass audience.

13. Security Review. The process of reviewing news media products at some point, usually before transmission, to ensure that no oral, written, or visual information is filed for publication

or broadcast that would divulge classified national security information or would jeopardize ongoing or future operations or that would threaten the safety of the force.

### PRINCIPLES OF INFORMATION

It is the policy of the Department of Defense to make available timely and accurate information so that the public, Congress, and the news media may assess and understand the facts about national security and defense strategy. Requests for information from organizations and private citizens shall be answered in a timely manner. In carrying out this policy, the following principles shall apply:

1. Information will be made fully and readily available, consistent with statutory requirements, unless its release is precluded by current and valid security classification. The provisions of The Freedom of Information Act (reference (i)) and The Privacy Act of 1974 (reference (j)) shall be supported in both letter and spirit.
2. A free flow of general and military information shall be made available, without censorship or propaganda, to the men and women of the Armed Forces and their dependents.
3. Information shall not be classified or otherwise withheld to protect the Government from criticism or embarrassment.
4. Information shall be withheld only when disclosure would adversely affect national 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 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 has no place in DoD public affairs programs.

DOD PRINCIPLES FOR NEWS MEDIA COVERAGE OF DOD OPERATIONS

The "DoD Principles for News Media Coverage of DoD Operations," as stated in enclosure 3 of DoD Directive 5122.5 (reference (b)), establish direction for future arrangements for news coverage of the U.S. military in joint operations and provide guidance for the planning, resourcing, and execution of supporting public affairs activities.

1. Open and independent reporting will be the principal means of coverage of U.S. military operations.
2. Pools are not to serve as the standard means of covering U.S. military operations. But pools may sometimes provide the only feasible means of early access to a military operation. Pools should be as large as possible and disbanded at the earliest opportunity--within 24 to 36 hours when possible. The arrival of early-access pools will not cancel the principle of independent coverage for journalists already in the area.
3. Even under conditions of open coverage, pools may be appropriate for specific events, such as those at extremely remote locations or where space is limited.
4. Journalists in a combat zone will be credentialed by the U.S. military and will be required to abide by a clear set of military security ground rules that protect U.S. forces and their operations. Violation of the ground rules can result in suspension of credentials and expulsion from the combat zone of journalists involved. News organizations should be encouraged to assign experienced journalists to combat operations and to make them familiar with U.S. military operations.
5. Credentialed journalists will be provided access to all major military units. Special operations security (OPSEC) and classification concerns may limit access in some cases.
6. Military PAOs should act as liaisons but should not interfere with the reporting process.
7. Under conditions of open coverage, field commanders will permit properly credentialed journalists to ride on military vehicles and aircraft whenever practicable. The joint force commander will be responsible for the transportation of pools.
8. Consistent with their capabilities, the joint force commanders will supply PAOs with facilities to enable timely, secure, and compatible transmission of pool material and, whenever practicable, will make these facilities available for filing independent coverage. In cases when Government facilities are unavailable, journalists will, as always, file by any other means

available. The joint force commander will not ban communications systems operated by news organizations, but electromagnetic operational security in battlefield situations may require limited restrictions on the use of such systems.

9. These principles will apply as well to the operations of the standing DoD National Media Pool system.

## GENERIC PUBLIC AFFAIRS RESOURCE REQUIREMENTS

A. FACILITIES. It is necessary to set up facilities for the functioning of the public affairs infrastructure and for the work of the news media covering any joint or unilateral operation. As a minimum, that requirement most probably includes the establishment and operation of a JIB. Should a CIB or an APIC become appropriate, similar facilities would also be necessary. Specific requirements include staff and news media work areas, equipment storage and photo lab spaces, vehicle parks, and helicopter landing sites. Additionally, work areas are necessary for those personnel conducting the community relations and command information missions. Arrangements for the billeting and feeding of military and DoD civilian personnel working at the information centers are also important to the accomplishment of the public affairs mission.

B. PERSONNEL. Once an operation begins, the peacetime staffing of an organization's PAO will be inadequate to respond to the inevitable increase in news media and public interest. It is essential that contingency planning address the need for the rapid expansion of the public affairs staff to meet this challenge, especially in the earliest stages of the deployment. While the organization's public affairs personnel shall form the core of the effort, their reinforcement must become a high priority. That can be accomplished in the following ways:

1. By Public Affairs Units. In developing operational plans, commanders shall coordinate with the Military Departments and the supporting combatant commanders to identify those Reserve component organizations with specific public affairs skills and capabilities to assist in the public affairs effort. Their deployment at the earliest stages of the operation is crucial to the overall success of the joint, combined, or unilateral mission. On arrival, such units would be subordinate to the joint-force PAO. Members of those organizations should train regularly in various exercise scenarios and should be provided with sufficient dedicated equipment, transportation, and communications support to accomplish their missions of media relations, community relations, and command information.

2. By Individuals. It shall also be necessary to deploy individual public affairs personnel, active duty and individual mobilization augmentees from supporting combatant commands and Military Department assets. To the extent possible, those individuals should be identified, by position, in advance and matched to specific requirements in support of each contingency plan. Exercising such a reinforcement scheme is important to refining operational procedures and understanding the complex missions of the combatant commands they are supporting.

C. EQUIPMENT. The news media who cover any joint operation will be outfitted with the most modern and efficient equipment. Commanders must ensure that the public affairs infrastructure in place to support the joint mission is, to the extent possible, compatible. Much of that equipment must be provided by the responsible combatant commander. This is especially true in support of the DoD National Media Pool, the command's primary JIB, and those assets necessary to support the mission in its earliest stages. Subsequent resource needs should be met by balanced support provided by the responsible CINC, the supporting combatant commanders, and the Military Departments. The planning process should precisely identify the public affairs infrastructure requirements inherent to each contingency and then gain dedicated commitments to provide them. The early introduction into the operational area of the following assets is crucial to meeting the public affairs objectives of the larger operational mission:

1. Materials for the direct support of the public affairs staff and JIB operations:

- a. Personal computers to include laptop systems.
- b. Word processors.
- c. Printers.
- d. Modems.
- e. CD-ROM players.
- f. Software and blank disks.
- g. Photocopier machine(s) and access to offset printing capability.
- h. Furniture to support multiple work areas (if appropriate).
- i. Visual Information, audiovisual, and sound reinforcement equipment.
- j. Professional quality still and video cameras and video recorders and playback systems (film, dark room equipment, digital electronic imaging equipment).
- k. Typewriters.
- l. Appropriate directional and information signs.
- m. Tape recorders, AM-FM radios.
- n. Blank audio and video tapes.
- o. Appropriate operations orders.
- p. PAG.
- q. Service directives; DoD Directives.
- r. 110 and 220 voltage electrical power converters.
- s. Office supplies.
- t. Maps.
- u. Position locators and Navigational equipment.
- v. Power generators.
- w. News Sources, as follows:
  - (1) Television and Radio receivers (portable and/or battery operated, preferably).
  - (2) Wire services.

- (3) Newspapers.
- x. Armed Forces Satellite Transmitted Radio Service portable (briefcase) receivers.

2. While communications requirements will vary in each situation, the following capabilities, formed in an appropriate mix, shall be necessary to support public affairs requirements:

- a. Telephone lines with international access.
- b. Secure communications.
- c. Cellular hand-held phones.
- d. Mobile radios.
- e. Answering machines.
- f. Pagers.
- g. Facsimile machines.
- h. Satellite telephones.
- i. Satellite uplink and downlink facilities.

3. The mobility of the public affairs effort must match the that of the operational forces to ensure the necessary level of news media coverage. A package of dedicated transportation assets, in a combination appropriate to the assigned operation, shall include the following capabilities:

- a. Vehicles to support public affairs administrative and logistics activities (with drivers and communications).
- b. Vehicles to support the movement of news media pools (with drivers and communications).
- c. Aircraft to support the movement of news media pools.
- d. Surface and air transportation to assist in the movement and filing of media products.

(Maintenance and service provisions should be in place to ensure sustainability of the complete resource packages. Rental contracts may be appropriate in some cases to ensure current technology and maintenance support.)