

# TENNESSEE NATIONAL GUARD



## Joint Public Affairs **BattleBook**

2011

# **Joint Public Affairs Professional BattleBook**

## **Table of Contents**

<b>Page 3:</b>	<b>Purpose</b>
<b>Page 4:</b>	<b>Professional Checklist</b>
<b>Page 5:</b>	<b>Personal Checklist</b>
<b>Page 6:</b>	<b>Contacts</b>
<b>Page 11:</b>	<b>Web Sites</b>
<b>Page 15:</b>	<b>Sample PA Annex</b>
<b>Page 28:</b>	<b>Sample News Release</b>
<b>Page 29:</b>	<b>News Release Questionnaire</b>
<b>Page 30:</b>	<b>Crash Statement</b>
<b>Page 33:</b>	<b>Tips on News Media Interviews</b>
<b>Page 35:</b>	<b>Operation/Exercise Unique Information</b>
<b>Page 40:</b>	<b>References</b>

# Purpose

The purpose of this BattleBook is to provide deployed Public Affairs professionals with reference material and information to facilitate transition into a new and active environment. This environment may be as part of a National Guard Bureau – Military Support to Civilian Authority Liaison Team (NGB-MSCA LNO), or a Joint Information Bureau/Center (JIB/JIC), or some other specified or ad hoc operation cell. Regardless of the particular assignment or mission, whether in CONUS or OCONUS, Public Affairs Officers can expect to get thrown into the mix quickly and be required to produce immediately. The purpose of this BattleBook is to make it easier and faster for you to prepare for and perform in that environment. The different sections are culled from our collective experiences to advise you what to take, who to talk to, how to get information and how to transmit information.

This BattleBook is only a tool and does not prescribe or replace other policy and doctrine. In addition, it is available in both hard copy and electronic format. As we seek to make this product more useful, we encourage your input and ideas. Questions, comments, and concerns may be addressed to the following:

## **TENNESSEE NATIONAL GUARD**

### **Joint Public Affairs Office**

Houston Barracks  
3041 Sidco Drive  
Nashville, TN 37204-1502

(615) 313-0633

(615) 313-0662

(615) 313-0834

(615) 313-0835

(615) 313-0793

DSN: 683-0633 FAX: 3129

## **NATIONAL GUARD BUREAU**

### **Office of Public Affairs**

Plans , Policies and Leadership Support Branch (NGB-PAP)  
1411 Jefferson Davis Highway  
Suite 11200  
Arlington, VA 22202-3259

(703) 607-2586

DSN: 327-2586 FAX: 3680

# Professional Checklist

*The Professional Checklist represents those items that a Public Affairs professional will need to succeed in most emergency operation cells. This list is not absolute and must be adjusted depending on mission, space, and availability. Some of the documents may not be necessary if Internet access is available. The list should be used as a check and balance to ensure that at a minimum each of these items are considered.*

- **Laptop w/ Printer (email, Internet, PCMCIA ports)**
- **Camera (digital preferred)**
- **Cell Phone (program key numbers)**
- **Hand-Held Cassette Recorder (w/ tapes)**
- **AM / FM Radio**
- **Peripherals (batteries, chargers, film, extension cables)**
- **Template Releases**
- **Public Affairs Workshop CD**
- **News Media Directory**
- **References** (AP Style Book, pocket dictionary and thesaurus, FM 46-1, fact sheets, state info, World and National Guard Almanacs, etc)
- **Rental Car**
- **Business Cards**
- **NGB-PA BattleBook**
- **Notebooks / Pens / Highlighters**
- **FAX Cover Sheets / Computer Paper / Post-Its**

## **Personal Checklist**

*The Personal Checklist is a suggested packing list that every Public Affairs professional should have ready if called. Again, many specific items are dependent on mission, space, availability, and in this case, location. However, this list should serve as a convenient reminder of items to consider. If these items are packed and ready to go, then any deployment will be less stressful and more successful.*

- **Two Sets of ACUs/ABUs (with soft cap)**
- **Wet Weather Gear**
- **Five T-shirts / Five pairs of Socks**
- **Toiletry Items (enough for one week)**
- **Sleeping Bag and/or ground pad**
- **Three MREs / Three Bottles of Water**
- **Two Flashlights (with extra Batteries)**
- **Leatherman Tool (multi-purpose)**
- **Candles (with matches)**
- **Plastic Ziplock Bags**
- **Chemical Lights**
- **First Aid Kit (Bug Spray as needed)**
- **Ibuprofen (maximum effectiveness)**
- **Government Credit Card / Telephone Credit Card**
- **Orders (w/ variations and excess baggage authorized)**
- **Cash (\$100 to \$200)**
- **Positive Mental Attitude**

## Contacts Roster

<b>Organization</b>	<b>Phone</b>	<b>DSN</b>	<b>FAX</b>
NGB-PA	(703) 607-2586	327	(703) 607-3680
ARNG Ops Center	(800) 343-6701	327	(800) 343-9881
ANG Ops Center	(301) 981-6001	858	(301) 981-7505
NGB PAS	(703) 607-1696	327	(703) 607-0032
OSD-PA	(703) 695-2528	225	(703) 697-3501
DINFOS	(301) 677-2173	923	(301) 677-2180
Army PA	(703) 695-2992	225	Call to FAX
Air Force PA	(703) 697-6725	227	Call to FAX
VISC	(615) 355-3648	778	(615) 355-3642
FORSCOM	(404) 464-5648	367	(404) 464-5628
DOD Operator	(703) 697-0101	227	N/A
Tennessee National Guard Public Affairs	(615) 313-0633	683	(615) 313-3129



## **Field Location Media Contacts**

### **Newspapers, Magazines, Wire Services**

Name of Publication \_\_\_\_\_  
Mailing Address \_\_\_\_\_  
Email \_\_\_\_\_  
Contact's Name/Title \_\_\_\_\_  
Phone \_\_\_\_\_  
Deadline Day and Time \_\_\_\_\_  
FAX number \_\_\_\_\_

Name of Publication \_\_\_\_\_  
Mailing Address \_\_\_\_\_  
Email \_\_\_\_\_  
Contact's Name/Title \_\_\_\_\_  
Phone \_\_\_\_\_  
Deadline Day and Time \_\_\_\_\_  
FAX number \_\_\_\_\_

Name of Publication \_\_\_\_\_  
Mailing Address \_\_\_\_\_  
Email \_\_\_\_\_  
Contact's Name/Title \_\_\_\_\_  
Phone \_\_\_\_\_  
Deadline Day and Time \_\_\_\_\_  
FAX number \_\_\_\_\_

Name of Publication \_\_\_\_\_  
Mailing Address \_\_\_\_\_  
Email \_\_\_\_\_  
Contact's Name/Title \_\_\_\_\_  
Phone \_\_\_\_\_  
Deadline Day and Time \_\_\_\_\_  
FAX number \_\_\_\_\_

Name of Publication \_\_\_\_\_  
Mailing Address \_\_\_\_\_  
Email \_\_\_\_\_  
Contact's Name/Title \_\_\_\_\_  
Phone \_\_\_\_\_  
Deadline Day and Time \_\_\_\_\_  
FAX number \_\_\_\_\_

## Television, Radio Stations

Call Letters \_\_\_\_\_  
Network Affiliation ( ABC, CBS, NBC, CNN, FOX, etc.) \_\_\_\_\_  
Mailing Address \_\_\_\_\_  
Email \_\_\_\_\_  
Phone \_\_\_\_\_  
Fax \_\_\_\_\_  
News Director (Weekday) \_\_\_\_\_ Phone \_\_\_\_\_  
News Director (Weekend) \_\_\_\_\_ Phone \_\_\_\_\_  
Public Service Director \_\_\_\_\_ Phone \_\_\_\_\_  
Weekday Deadline \_\_\_\_\_  
Weekend Deadline \_\_\_\_\_

Call Letters \_\_\_\_\_  
Network Affiliation ( ABC, CBS, NBC, CNN, FOX, etc.) \_\_\_\_\_  
Mailing Address \_\_\_\_\_  
Email \_\_\_\_\_  
Phone \_\_\_\_\_  
Fax \_\_\_\_\_  
News Director (Weekday) \_\_\_\_\_ Phone \_\_\_\_\_  
News Director (Weekend) \_\_\_\_\_ Phone \_\_\_\_\_  
Public Service Director \_\_\_\_\_ Phone \_\_\_\_\_  
Weekday Deadline \_\_\_\_\_  
Weekend Deadline \_\_\_\_\_

Call Letters \_\_\_\_\_  
Network Affiliation ( ABC, CBS, NBC, CNN, FOX, etc.) \_\_\_\_\_  
Mailing Address \_\_\_\_\_  
Email \_\_\_\_\_  
Phone \_\_\_\_\_  
Fax \_\_\_\_\_  
News Director (Weekday) \_\_\_\_\_ Phone \_\_\_\_\_  
News Director (Weekend) \_\_\_\_\_ Phone \_\_\_\_\_  
Public Service Director \_\_\_\_\_ Phone \_\_\_\_\_  
Weekday Deadline \_\_\_\_\_  
Weekend Deadline \_\_\_\_\_

Call Letters \_\_\_\_\_  
Network Affiliation ( ABC, CBS, NBC, CNN, FOX, etc.) \_\_\_\_\_  
Mailing Address \_\_\_\_\_  
Email \_\_\_\_\_  
Phone \_\_\_\_\_  
Fax \_\_\_\_\_  
News Director (Weekday) \_\_\_\_\_ Phone \_\_\_\_\_  
News Director (Weekend) \_\_\_\_\_ Phone \_\_\_\_\_  
Public Service Director \_\_\_\_\_ Phone \_\_\_\_\_  
Weekday Deadline \_\_\_\_\_  
Weekend Deadline \_\_\_\_\_

Call Letters \_\_\_\_\_  
Network Affiliation ( ABC, CBS, NBC, CNN, FOX, etc.) \_\_\_\_\_  
Mailing Address \_\_\_\_\_  
Email \_\_\_\_\_  
Phone \_\_\_\_\_  
Fax \_\_\_\_\_  
News Director (Weekday) \_\_\_\_\_ Phone \_\_\_\_\_  
News Director (Weekend) \_\_\_\_\_ Phone \_\_\_\_\_  
Public Service Director \_\_\_\_\_ Phone \_\_\_\_\_  
Weekday Deadline \_\_\_\_\_  
Weekend Deadline \_\_\_\_\_

Call Letters \_\_\_\_\_  
Network Affiliation ( ABC, CBS, NBC, CNN, FOX, etc.) \_\_\_\_\_  
Mailing Address \_\_\_\_\_  
Email \_\_\_\_\_  
Phone \_\_\_\_\_  
Fax \_\_\_\_\_  
News Director (Weekday) \_\_\_\_\_ Phone \_\_\_\_\_  
News Director (Weekend) \_\_\_\_\_ Phone \_\_\_\_\_  
Public Service Director \_\_\_\_\_ Phone \_\_\_\_\_  
Weekday Deadline \_\_\_\_\_  
Weekend Deadline \_\_\_\_\_

# Public Affairs Essential World Wide Web Addresses

## Tennessee Military Department

<http://www.tnmilitary.org>

## National Guard Bureau

<http://www.ngb.dtic.mil/>

National Guard Bureau Publications:

<http://www.ngbpdcc.ngb.army.mil/>

ARNG Publications

<http://www.ngbpdcc.ngb.army.mil/arngfiles.asp>

ANG Publications

<http://www.ngbpdcc.ngb.army.mil/angseries.asp>

Army National Guard Recruiting

<http://www.1800goguard.com/>

Air National Guard Recruiting

<http://www.goang.af.mil/>

Army National Guard

[http://www.1800goguard.com/newguard/arng\\_index.html](http://www.1800goguard.com/newguard/arng_index.html)

Army National Guard

<http://www.arng.ngb.army.mil/>

Air National Guard

<http://airguard.ang.af.mil/>

ANG Air Expeditionary Force

[http://dox.ang.af.mil/aef/ang\\_aef.htm](http://dox.ang.af.mil/aef/ang_aef.htm)

Global Patriot 2000

<http://www.globalpatriot.ang.af.mil/>

First Muster (Need Password I.D. and User I.D. )

[http://web\\_server.ngb.army.mil/firstmuster/ngbpafirstmuster2.html](http://web_server.ngb.army.mil/firstmuster/ngbpafirstmuster2.html)

Visual Information Support Center (VISC)

<http://www-ngb5.ngb.army.mil/visc/admin%20page.htm>

Enlisted Association of the National Guard

<http://eangus.org/>

National Guard Association of the United States

<http://ngaus.org>

## Department of Defense (find Unified Commands here) <http://www.defenselink.mil/>

Defense Technical Information Center

<http://www.dtic.mil/>

Defense Information School

<http://www.dinfos.osd.mil/>

Armed Forces Information Services

<http://www.defenselink.mil/afis/>

Early Bird

<http://ebird.dtic.mil/>

## **U.S. Army**

<http://www.army.mil/>

Army Public Affairs

<http://www.dtic.mil/armylink/>

Public Affairs Proponent Activity

<http://www.dtic.mil/armylink/papa/>

Television – Audio Support Activity

<http://tasa2.army.mil/>

Army Publications

<http://www.usapa.army.mil/>

## **U.S. Air Force**

<http://www.af.mil/>

Air Force Public Publications

<http://afpubs.hq.af.mil/>

## **Outside Agencies**

FEMA

<http://www.fema.gov/>

FBI

<http://www.fbi.gov/>

CIA

<http://www.cia.gov/>

Library of Congress

<http://lcweb.loc.gov/>

## **Reference Desk**

<http://www.refdesk.com/>

## **Miscellaneous**

Per Diem Rates

<http://www.dtic.mil/perdiem/pdrform.html>

Defense Finance & Accounting

<http://www.dfas.mil/>

The Weather Channel

<http://www.weather.com/twc/homepage.twc>

Bosnia Homepage

<http://www.dtic.mil/bosnia/>

Airport Information

<http://www.quickaid.com/airports/>

## **Professional Organizations**

<http://www.ngaus.org>

<http://www.eangus.org>



# PA Annexes

## Available at following web site

**FM 46-1** <http://155.217.58.58/cgi-bin/atdl.dll/query/download/FM/46-1>

**Annexes** [http://155.217.58.58/cgi-bin/atdl.dll/fm/46-1/46\\_1.pdf](http://155.217.58.58/cgi-bin/atdl.dll/fm/46-1/46_1.pdf)

- A. Principles of Information
- C. Public Affairs Annex
- D. Public Affairs Estimate
- E. Media Ground Rules

# SAMPLE PA ANNEX

## UNCLASSIFIED

### ANNEX P (PUBLIC AFFAIRS) TO TS XXI-IP (1 APR 11)

#### 1. REFERENCES

- a. HQDA DACS Army Strategic Communications Campaign Plan (Draft), 24 Jun 1997
- b. HQDA SAPA-POPD Memorandum 19 Jun 1997, Subj: AC/RC "Total Army" Campaign Plan, Tasking #97-07
- c. AR 360-5
- d. AR 360-61
- e. AR 360-81

#### 2. PURPOSE.

- a. To provide guidance to FORSCOM agencies, subordinate commands, and installations for the planning and execution of public affairs during the implementation of the organizational structure and execution of the Training Support XXI Implementation Plan (TS XXI), previously known as the Integrated Alternative of the Support to Organizational Training Functional Area Assessment (SOT FAA).
- b. Master Message. The master message to be conveyed is that TS XXI is in the spirit of the CSA's popular and highly visible efforts to integrate the Active Component (AC) and Reserve Components (RC). TS XXI truly streamlines the training support functions and agencies that the supported unit commander relies on. Instead of looking to nine different training support venues, the supported commander will now have the convenience of "one-stop shopping." He need only look to the Training Support Brigade (TSB) to provide all his training support needs.

#### 3. GENERAL.

- a. TS XXI leverages existing reserve component training support systems to create a new structure. Structure for support to RC organizational training will build upon established organizations: (Readiness Groups (RG), Resident Training Detachments (RTD), Regional Training Teams (RTT), Regional Training Brigades (RTB), Divisions Exercise (Div (EX), Field Exercise Brigades (FEB),

Simulation Brigades (Sim Bdes), and Logistic Support Battalions (Log Spt Bn)) consistent with the “endstate” as approved on 15 August 2011. The Hybrid Alternative was implemented effective 1 October 2010, with the endstate, Integrated Alternative, planned for 1 October 2011.

- b. All the functions in the agencies in a., above have migrated and been consolidated into Training Support Brigades (TSB), as of implementation of the Hybrid Alternative. TSBs are multi-component organizations commanded by AC officers. TSBs fall under CONUSA for command and control, and will be ADCON to Training Support Division (TSD) with the implementation of the Integrated Alternative (i.e., the “endstate”). Five USAR Divisions (Exercise) (DIV [EX]) will convert to TSD for the endstate. The endstate will streamline RC training support systems, enabling “one-stop shopping” for RC commanders seeking training support – all the RC commanders’ training support needs will be met by the TSB.
4. PUBLIC AFFAIRS OBJECTIVES. Overall Public Affairs objectives are:
- a. Plan and execute information strategies that outline and illustrate the changes America’s Army’s reserve component training structure has undergone since the Cold War era. The significant changes are designed to fully integrate all three components’ reserve components training support activities and organizations under a single training support structure, as envisioned in the Training Support XXI concept.
  - b. Inform internal audiences as a primary target of the public affairs effort. Specifically, the focus should be on convincing supported commanders and their soldiers that the TS XXI initiative is a sea change in the way RC training will be supported. TS XXI truly streamlines the training support functions and agencies that the supported unit commander relies on. Instead of looking to nine different training support venues, the supported commander will now have the convenience of “one-stop shopping.” He need only look to the TSB to provide all his training support needs.
  - c. Information strategies will help educate. Use information strategies to counteract previous initiatives. Memories may be cynical, having weathered GFRE (Ground Force Readiness Enhancement), Bold Shift and other previous initiatives, all of which promised radical improvements to training support.
  - d. Convey the master message (from 2. b., above, and in Appendix 1, para 1, this annex). All public affairs products shall convey the master message.
  - e. At the local unit level, using appointed Unit Public Affairs Representatives (UPAR) where possible, plan and conduct training to increase community understanding of the evolution of America’s Army’s training support structure, and facilitate interested media. The TS XXI concept should be marketed as an

Army reshaping initiative resulting in improved services, greater efficiencies, streamlined organizations and lower costs.

5. CONCEPT OF OPERATIONS. Public affairs activities will include announcing the implementation of the plan and responding to media inquiries. Supported unit commanders are the number one target. Get them on board by explaining what's in it for them and their units.
6. TASKS AND RESPONSIBILITIES.
  - a. FORSCOM Chief, Public Affairs will:
    - 1.) Provide guidance to public affairs offices at subordinate levels.
    - 2.) Process any key public affairs actions that pertain to the TSD through the CONUSA.
    - 3.) Act as coordinating agency between subordinate units and the National Guard Bureau for public affairs issues.
    - 4.) Provide guidance and technical assistance to the CONUSA and TSD PAO as needed.
  - b. CONUSA, Chief, Public Affairs will serve as central point for press inquiries for units within their area of operations in coordination with TAG/MUSARC PAOs.
  - c. USARC/NGB should initiate major efforts to encourage their general officers to get the Training Support XXI story out.
  - d. TAG/MUSARC PAOs should handle local media requests in coordination with their CONUSA PAO.
7. COMMAND RELATIONSHIPS. PA command relationships will be in accordance with this basic plan. Participating PA offices at all levels are authorized and encouraged to communicate directly with each other and with other military organizations.

## **APPENDIX 1 (MASTER MESSAGE AND TALKING POINTS) TO ANNEX P (PUBLIC AFFAIRS) TO TS XXI-IP (1 APR 11)**

1. Master Message. The master message to be conveyed is that TS XXI is in the spirit of the CSA's popular and highly visible efforts to integrate the AC and RC. TS XXI truly streamlines the training support functions and agencies that the supported unit commander relies on. Instead of looking to nine different training support venues, the supported commander will now have the convenience of "one-stop shopping." He need only look to the TSB to provide all his training support needs.

### 2. Talking Points.

a. The existing training support systems developed incrementally over the years, on an ad hoc basis, without top to bottom analysis to address and correct redundancies and shortfalls in RC training support. RC commanders were faced with a confusing array of training support organizations when seeking training support.

b. Training Support XXI (TS XXI) corrects redundancies and shortfalls by creating an organization that enables "one-stop shopping" for RC units commanders seeking training support.

c. TS XXI is a fully functional, multi-component structure with streamlined command and control. Its primary mission is the training support, assistance, and evaluation required for RC units during pre- and post-mobilization.

d. The TS XXI focus is to provide required training support to critically needed, priority, "first to fight" ARNG and USAR units. Priority RC units receive the preponderance of training support. Other RC units receive training support within capability.

e. Priority RC units are: divisional roundout (RO) units, Force Support Package (FSP) 1 and 2 units, units with latest arrival dates of less than or equal to 30 days (LAD<30), designated attack helicopter (AH-64) units, and the enhanced Separate Brigades (eSBs).

f. TS XXI institutionalizes the exporting of Combined Training Center (CTC) methodology at platoon and company level for RC units.

g. The Hybrid Alternative, effective 1 Oct 10-1 Oct 11, was the first step in implementing the TS XXI initiative, beginning with the Support for Organizational Training Functional Area Assessment (SOT FAA), which was the precursor to TS XXI. The Hybrid Alternative provided for the creation of Training Support Brigades (TSB), built using existing structures and resources found in Ground Force Readiness Enhancement (GFRE) organizations.

h. GFRE organizations included Readiness Groups (RG), Resident Training Detachments (RTD), Regional Training Teams (RTT), Regional Training Brigades

(RTB), Divisions Exercise (Div (EX)), Field Exercise Brigades (FEB), Simulation Brigades (Sim Bdes), Field Exercise Battalions (FEBn), and Logistic Support Battalions (LSBn).

i. TS XXI's Integrated Alternative will be implemented o/a 1 Oct 11. The Integrated Alternative creates integrated, multi-component Training Support Divisions (TSD) to augment the TS XXI structure. TSDs will be created from existing Divs (EX), and will continue to be commanded by RC general officers. TSDs will be OPCON to CONUSA. TSDs provide ADCON for TSBs. Otherwise, TSBs will continue to receive command and control from the CONUSA.

j. The end state for TS XXI will be the improvement of all RC unit training, ensuring enhancement of pre-mobilization training and readiness goals, and measurably reducing post-mobilization training time required prior to deployment to a theater Area of Responsibility (AOR).

## **APPENDIX 2 (QUESTIONS AND ANSWERS) TO ANNEX P (PUBLIC AFFAIRS) TO TS XXI-IP (1 APR 11)**

Q1. What is Training Support XXI?

A1. Training Support XXI (TS XXI) (formerly called Support to Organizational Training Functional Area Assessment (SOT FAA)) is an initiative that creates a new organization for RC training support. The new TS XXI organization corrects redundancies and shortfalls in the old training support structure. TS XXI is a fully functional, multi-component structure with streamlined command and control. Its primary mission is the training support, assistance, and evaluation required for RC units during pre- and post-mobilization. The TS XXI focus is to provide required training support to critically needed, priority, "first to fight" ARNG and USAR units. Priority RC units receive the preponderance of training support. Other RC will units receive training support within capability.

Q2. Why is TS XXI necessary?

A2. The existing training support systems developed incrementally over the years, on an ad hoc basis, without top to bottom analysis to address and correct redundancies and shortfalls in RC training support. RC commanders were faced with a confusing array of training support organizations when seeking training support. TS XXI corrects redundancies and shortfalls by creating an organization that enables "one-stop shopping" for RC units commanders seeking training support.

Q3. What difference will TS XXI make for RC commanders?

A3. The new TS XXI training structure provides "one-stop shopping" for RC commanders seeking training support. RC commanders need only look to the Training Support Brigade (TSB) to fill all his training support needs, rather than a spectrum of organizations. The end state for TS XXI will be the improvement of all RC unit training, ensuring enhancement of pre-mobilization training and readiness goals, and measurably reducing post-mobilization training time required prior to deployment to a theater Area of Responsibility (AOR).

Q4. Where will the assets come from to create this new TS XXI structure?

A4. Structure for support to RC organizational training will build upon established organizations (Readiness Groups (RG), Resident Training Detachments (RTD), Regional Training Teams (RTT), Regional Training Brigades (RTB), Divisions Exercise (Div (EX), Field Exercise Brigades (FEB), Simulation Brigades (Sim Bdes), and Logistic Support Battalions (Log Spt Bn)) consistent with the endstate as approved on 12 March 2011.

Q5. What will happen to the old training support organizations?

A5. The previous training support organizations will be phased out, and their personnel and non-redundant functions will be merged the new TS XXI structure.

Q6. What is the timeframe for implementation of TS XXI?

A6. The TSD Multi-Component TDA becomes effective NLT 1 August 2011. AC and AGR soldiers from the ARNG and USAR begin occupying selected positions within the Training Support Divisions, Brigades and Battalions (TSD/TSB/TSBn) and Army Reserve Intelligence Support Centers (ARISC). The TSD Headquarters activates and is integrated.

Phase I of TS XXI begins 1 Oct 2010 (FY 11), when the CONUSAs assume OPCON for the TSDs. TSDs retains control for Sim Bdes and assumes ADCON of TSBs. The FEBs begin discontinuation, transferring to the TSBs. The TSBs become fully integrated. TSBs assume C2 of all CS/CSS TSBns and Logistical Support Battalions (LSBn) (LSBns' transition into TSBs is effective). All stationing decisions are completed.

Phase II of TS XXI is the "mid-point" – 1 Oct 2011. All Field Exercise Brigades (FEB) discontinue.

Phase III of TS XXI is the "end-state" – 1 Oct 2012. C4 systems merged.

Q7. Where will the TS XXI organizations be located?

A7. The TSDs will be in the same locations as the present Div (EX). The TSBs and subordinate organizations will be situated for geographic utility to support reserve component units across the nation. (See maps, ANNEX M (ORGANIZATION) TO TS-XXI-IP (1 APR 11).)

## **ANNEX V PUBLIC AFFAIRS ANNEX TO OPLAN 98-1 (Code Name TBD)**

### **References:**

- a. Field Manual 46-1 Public Affairs Operations
- b. National Guard Bureau Pamphlet 360-5 - Public Affairs Guidance
- c. Army Regulation 360-5, -61, -85 Public Affairs Policy
- d. Air Force Instructions 35-101, Public Affairs Policy and Procedure (split into various other pertinent policies in the 35-10X series in 2010.)
- e. SECDEF 190005ZMAR98, Subject: Public Affairs Guidance for National Guard Bureau and Reserve Components Integration into Domestic Preparedness Program
- f. See Basic Operation Plan 98-1

**Time zone used throughout the order:** Romeo (Local)

### **1. SITUATION**

**Background.** The threat to the U.S. posed by Weapons of Mass Destruction (WMD) and domestic terrorism is characterized by several factors. Today, terrorists have an improved ability to collect information, raise money, and disseminate rhetoric. Advanced information technology available through the Internet allows extremists to communicate widely and efficiently. Additionally, publicly available databases serve as repositories for technical information relating to weapons production. Another important factor is that WMD, together with the materials and technology used to make them, are increasingly available. A final factor is the relative ease of manufacture and delivery of WMD. Facilities required to produce biological or chemical weapons are small and hard to detect compared with those associated with nuclear weapons.

Those factors pose special concerns for Public Affairs support to homeland defense. Civilian emergency responders and military support personnel must be able to cope with all tactical exigencies, while simultaneously managing Crisis Public Affairs. A Public Affairs Specialist is not assigned to the Rapid Assessment and Initial Detection teams (RAIDs). Therefore, RAID commanders must establish Memorandum of Agreements (MOA) with state PAOs for public affairs support, as well as maintain an introductory level crisis public affairs training within the RAID.

There is clearly a strong threat of domestic terrorism. The threat of chemical and biological weapons creates distinct challenges for the execution of Public Affairs missions. Chemical and biological attacks will potentially result in fear and isolation which will disrupt the timely flow of information. In addition, an attack of great magnitude on American soil will, in all likelihood, create public hysteria and an urgent demand for

immediate information. A complex coordination process among and between a plethora of federal and state agencies necessary to combat the threat will further exacerbate the processes of public and command information. Finally, the blurred lines between threats from outside our borders and within our borders will make the mission more difficult still.

#### **a. Enemy Forces.**

(1) General. The goal of perpetrators of WMD is to undermine faith in government and put fear in to the hearts and minds of citizens. The primary challenge it presents to public affairs, will be the disruption of communications, presentation of maximum misinformation, and to cause a crisis for all emergency responders.

(2) Hysteria. The magnitude of a WMD incident will cause a state of hysteria. The media and the public in general will be calling for answers immediately. Incident commanders and RAID support personnel will be expected to respond quickly and accurately to urgent queries.

(3) Information Void. The potential for a mass casualty, chemical and/or biological isolation, unsurpassed property damage, and rampant rumors will cause a critical void in available information. Emergency responders will be forced to take accountability of the situation in what may be an unparalleled hostile environment, and still be expected to overcome inaccurate, misleading, and false information.

#### **b. Friendly Forces.**

(1) State PAOs. RAID commanders must determine their relationship to public affairs forces through support agreements with the full-time State PAOs. Nine of the ten RAID states have PA units assigned to them. California and Massachusetts each have a Press Camp Headquarters (PCH), while Georgia, Illinois, Missouri, New York, Pennsylvania, Texas, and Washington each have a Mobile Public Affairs Detachment (MPAD).

(2) NG PA units and Individual Augmentees. This list includes PCHs, MPADs, and PADs as unit resources, and individual public affairs augmentees from both the Army and Air Guard.

(3) Internal Stakeholders

- (a) Soldiers and Airmen
- (b) Families
- (c) Other Military Responders
- (d) Emergency Civilian Responders (Law Enforcement, Fire, Medical)

#### (4) External Stakeholders

- (a) Victims and their Families
- (b) Civic leaders
- (c) Mayors
- (d) State Legislatures
- (e) Governors
- (f) Media
- (g) Congress
- (h) Non Governmental Agencies

#### **c. Attachments and Detachments.** None

#### **d. Assumptions.**

- (1) Resources are available to execute the plan.
- (2) No PA occupational specialty will be assigned as part of a RAID.
- (3) The RAIDs will attract media attention.
- (4) State PAOs will control and coordinate all NG PA activities within their area of operation, and will ensure all activities are fully coordinated with the lead agency.
- (5) State PAOs will coordinate with NGB-PA.
- (6) The Public has a need to know about NG's role in WMD.
- (7) This is a new task for the NG, not a new mission.

**2. MISSION.** To provide PA support and training of RAID elements while engaged in domestic preparedness for response to incidents involving weapons of mass destruction. Provide PA support to the three-phase operation through validation and beyond. Additionally, provide the media with access to unclassified, timely and accurate stages of the implementation of the RAIDs. PAOs will keep the stakeholders informed by assisting the Army and Air Guard leadership with setting up briefings to the stakeholders, speaking engagements, and coordinating news conferences. Enhance the NGB PA posture within the RAIDs as well as among other state and federal agencies and the public at large.

#### **3. EXECUTION.**

##### **a. Concept of the operation.**

(1) Phase I – Preparatory Phase (18 Jun 2010 – 30 Sep 2010). Priorities for this phase include representing the National Guard's role in WMD with the public and other state and federal agencies; supporting the WMD Task Force (WMD TF) operations; and planning the PA role in support of RAID operations. NGB-PA is taking an active role at conventions around the nation discussing with other agencies how the NG can best support emergency responders. As RAID Commanders become assigned, NGB-PA will incorporate them into this process. NGB-PA recommends and encourages an active public information program to inform the stakeholders of the NG's capabilities and

support to local, state, and federal agencies in the event of a WMD incident. Through this interaction we will assist the WMD TF in developing an appropriate Operation Plan. Also during this phase, NGB-PA will host both a PA Training Workshop and a PA Equipment Workshop aimed at designing a specific plan for training and equipping public affairs units and individuals to support the ten RAIDs. All of the State PAOs from the ten RAID states will be included as key members at workshops along with other experts from the Public Affairs Proponent Activity (PAPA), Defense Information School (DINFOS), Consequence Management Program Implementation Office (CoMPIO), Chemical Biological Defense Command (CBDCOM), , NGB Readiness (NGB-ARR), NGB Information Systems (NGB-AIS), NGB Force Structure (NGB-ARF), ANG Director of Logistics (ANG/LG), ANG Director of Operations, Plans, and Program (ANG/XO), ANG Director of Communications and Information (ANG/SC), NGB WMD TF, and other agencies as appropriate. In addition, NGB-PA will host a separate meeting in early December 1998 with appropriate military and civilian agencies to establish a NG Crisis Public Affairs Plan.

(2) Phase II - Manning, Equipping, and Individual Training Phase (1 Oct 10 – 13 Jul 11). Based on the plans developed and approved in Phase I, actual PA training and equipping will be completed in this phase. Training will be accomplished in three tiers. In the initial tier, NGB-PA will create a WMD PA training Compact Disc (CD) that will be provided to each RAID. Initially, NGB-PA will provide personnel to conduct this training, in coordination with State PAOs, with the CD as a resource to train newly assigned personnel in the future. This CD will be compiled through the input from each of the agencies represented in para 3.a.(1) IAW references cited in this annex.

In the second tier, NGB-PA will develop Crisis Communication training and provide it to DINFOS to be incorporated into WMD public affairs training in existing school courses, and NGB will make it available through distance learning facilities.

The final tier will provide a validation course for State PAOs, so they may be certified as trainers available to the RAIDs in a "train the trainer" capacity. This will also ensure that state PA assets are trained in the event that they are called up to support a RAID. Equipping the RAIDs for PA missions is more complex since no PA personnel are assigned to the element. Each RAID should assign, as a minimum, one individual to serve as a Unit Public Affairs Representative (UPAR). The Communication NCO positions appear to be best suited for this purpose. This UPAR should be equipped, with at least, a laptop computer and a digital camera that can be protected from biological and chemical agents. Additional support will be provided by NG PA units through existing MOAs. Accordingly, the equipment in the states' PA units must also be evaluated for protection against biological and chemical threat.

(3) Phase III - Collective Training and Validation Phase (14 Jul 11 - 05 Jan 12). The priority for this phase is to the collective training and validation of the RAIDs. NGB-PA will provide the NGB WMD TF with representative(s) to assist in the validation of RAIDs on PA specific operations. Validation of training will focus on Crisis Public Affairs, with particular emphasis on media training and equipment operations. This support will

include a plan for equipment maintenance and training sustainment following the validation process.

**b. Public Affairs tasks.**

(1) NGB-PA

- (a) Coordinate all actions as appropriate through Assistant Secretary of Defense for Public Affairs
- (b) Coordinate through NGB WMD TF as appropriate
- (c) Develop plan to train and equip RAIDs to accomplish basic PA missions.
- (d) Educate NG PA assets on WMD and their roles.
- (e) Establish PA policy for RAIDs.
- (f) Assist in validation and evaluation of RAIDs.
- (g) Develop Crisis PA Policy for WMD event.
- (h) Determine (with CBDCOM) PA particular equipment protection.
- (i) Coordinate with federal and state agencies as appropriate.

(2) State PAOs

- (a) Assist NGB-PA in planning PA portion of WMD training plan.
- (b) Provide input to the plan to equip RAIDs for PA mission.
- (c) Train subordinate elements on WMD mission and PA support.
- (d) Act as Liaison to RAIDs assigned to state on PA issues.
- (e) Keep NGB-PA informed on all WMD PA issues.
- (f) Coordinate with state agencies as appropriate.

**c. Coordinating instructions.** The NGB-PA primary POC is MAJ Tammy Miracle, cmcl (703) 695-0421, DSN 225-0421 [(703) 607-2586, DSN 327-2586, starting in mid-August] email [miraclet@ngb.ang.af.mil](mailto:miraclet@ngb.ang.af.mil). All NG PA representatives will coordinate and staff all actions through NGB-PA. Other agencies are asked to coordinate through this office as well. When direct coordination is authorized, Appendix 1 to this annex provides a telephone roster of state PAOs. Appendix 2 provides a telephone roster of all Army National Guard PA units.

**4. SERVICE SUPPORT.** See Annex I (Service Support)

**a. Concept of Support.** CoMPIO will release resources for the implementation of the ten RAIDs, when they become available. Priority of effort will begin with establishing personnel and manning support, which does not include PA assets. Ultimately, the Integrated Logistic Support System will be used to maintain and repair team equipment.

**b. Logistics.** While normal maintenance channels must be followed, direct coordination with local PA elements for guidance and advice is encouraged. In addition, NGB-PA is available for guidance and direction on all PA equipment matters.

Furthermore, PA units in each state must maintain all equipment to the highest state of readiness in the event that they are called up to support one or more of the RAIDs.

## **5. COMMAND AND SIGNAL**

### **a. Command.**

(1) The National Guard Bureau's Chief, Public Affairs is responsible for all National Guard Public Affairs policy and guidance to the RAIDs, within the DOD plan to integrate the National Guard and Reserve components support for response to attacks using WMD.

(2) The Chief, Public Affairs has established a WMD Action Officer within the Public Affairs Plans and Policy Branch. This officer is the focal point, under the Chief, Public Affairs, for coordination and integration of all WMD National Guard Public Affairs actions as directed by DoD.

### **b. Signal.**

(1) For questions concerning overall Domestic Preparedness policy, contact OASD (PA)DDI, **LTC Bill Darley, (703) 697-1848**.

(2) For program implementation, plans and future developments, contact the OCPA, Public Communications Division, (703) 697-7591/4314.

(3) National Guard PA WMD POC, **MAJ Tammy Miracle**, is located within NGB-PA,

(4) National Guard PA WMD POC Phone: (703) 695-0421/DSN 225-0421, email: [miraclet@ngb.ang.af.mil](mailto:miraclet@ngb.ang.af.mil).

(5) National Guard PA WMD POC Fax: (703) 693-3841/DSN 223-3841.

(6) NGB PA, Suite 11200, 1411 Jefferson Davis Highway, Arlington, VA 22202-3259. WMD POC phone (703) 607-2586 / DSN 327-2586 / FAX (703) 607-3680.

## **ACKNOWLEDGE**

**RANDY D. HARRIS**  
**Director of Public Affairs**  
**Tennessee National Guard**

APPENIXES:

## Sample News Release

\*\*\*\*\*

### Unit Letterhead

Unit Return

Released by: \_\_\_\_\_

Address

Today's Date \_\_\_\_\_ FOR IMMEDIATE RELEASE

SUBJECT

-Text- (Who, What, When, Where, Why, How)

## NEWS RELEASE QUESTIONNAIRE

To be completed by everyone who agrees to the use of their name in a news release prepared by your unit. Retain this signed form with your file copy of the news release.

Name: \_\_\_\_\_

Unit: \_\_\_\_\_

MOS or AFSC described in words, not letters and numbers:

\_\_\_\_\_

Hometown: \_\_\_\_\_

Civilian Occupation/Employer (If appropriate):

\_\_\_\_\_

Spouse/family (If appropriate):

\_\_\_\_\_

Parents and their hometown (If appropriate):

\_\_\_\_\_

High School/Colleges attended, include year graduated and field of study:

\_\_\_\_\_

Remarks:

\_\_\_\_\_

### STATEMENT

I authorize this information to be used and published in an Army/Air National Guard news release:

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

## CRASH STATEMENT

At approximately \_\_\_\_\_ EDT a \_\_\_\_\_(state) **Army National Guard / Air National Guard / Army / Air Force / Navy / Marine Corps / State Division of Air Transport / Civilian**

\_\_\_\_\_ (type of aircraft) **with** (known/unknown) \_\_\_\_\_ **people on-board:**

(a) was / is reported missing in the vicinity \_\_\_\_\_.

(b) crashed / was reported to have crashed in / near \_\_\_\_\_.

(c) was involved in a mid-air collision in the vicinity of \_\_\_\_\_.

**It is (a) unknown if (b) reported there (a) were (b) were no casualties on the ground.**

**At this time that (a) number is reported to be \_\_\_\_\_ (b) number is not known.**

**At the time of the** accident / incident / report / determination the aircraft was missing, **the crew of \_\_\_\_\_(number) was :**

(a) Taking off from (b) Landing at (c) On approach to \_\_\_\_\_ Airport

(d) Conducting a training flight (e) Performing an aerial demonstration /  
orientation flight

(f) Transporting passengers from \_\_\_\_\_ to \_\_\_\_\_

(g) Conducting a MEDEVAC mission from \_\_\_\_\_ to \_\_\_\_\_

(h) Forest fire fighting mission (i) Marijuana Strike Force / Law Enforcement  
support .

(j) Humanitarian Relief Airlift Mission in \_\_\_\_\_(country)

(k) Other \_\_\_\_\_ flight/mission.

**At this time the cause of the crash is not known and we will not speculate what the cause may be.**

**Representatives from: (a) The Department of Military Affairs (b) The Army Safety Center at Ft. Rucker, Alabama (c) The Air Force Safety Board (d) US Navy (e) The US Marine Corps (f) The National Transportation Safety Board (g) The Federal Aviation Administration (h) Other \_\_\_\_\_**

**are now on their way to / on the scene / and are expected to arrive by \_\_\_\_\_ (time).**

**Further media inquiries will be handled on-site by \_\_\_\_\_.**

**No other details are available at this time.**

**Situation Report**  
**(SITREP)**

Activities/Events/Incidents

---

---

---

Announcements

---

---

---

Force Activities

---

---

---

Very Important Person (VIP) visits

---

---

---

Planned Media Events

---

---

---

Manning/Movement

---

---

---

Significant media events for the force

---

---

---

Organization and Equipment

---

---

---

---

---

## TIPS ON NEWS MEDIA INTERVIEWS

Advances in communications technology and the nature of low- and mid-intensity conflict mean that any soldier can be approached in combat by members of the news media. Leaders at all levels should train their subordinates so they know how to respond to questions from reporters, without detracting from the mission or violating OPSEC. Here is a set of five do's and don'ts that apply whenever soldiers come in contact with the news media:

**Know** the role and purpose of the American press: Reporters do a vital job in a democracy by keeping the public, your friends and family, and other soldiers informed. Your interaction with the media can be a morale booster and actually enhance the mission.

**Do Not** jeopardize your life or your mission by trying to accommodate the media or protect them. They know and have assumed the risk of covering combat operations. Do not take chances just because the cameras are "rolling."

**Know** to whom you are talking: When approached by a reporter, ensure he is wearing a press badge issued through your chain of command, or that he is accompanied by a PAO representative.

**Do Not** detain unregistered or unescorted media representatives yourself. Instead, refer them to the PAO and promptly report them to your supervisor.

**Know** who will hear you: What you say and how you say it can be in enemy hands within minutes. Your friends and family -- and the American public -- will be influenced by what you say and how you say it. Confidence and upbeat attitudes impress the public and the enemy with your sense of resolve.

**Do Not** violate OPSEC by talking about tactical plans, your unit's strength and supply levels, or losses. Do not provide the enemy with propaganda material by grumbling and thoughtless complaining.

**Know** your rights: You may talk with the news media without fear of repercussion or punishment. You may also decline to talk, and you may end an interview at any time.

**Do Not** take time out for an interview when it would interfere with the mission. Don't answer inappropriate questions, and don't hesitate to request that the tape recorder or camera be turned off when you feel it necessary.

**Know** your limits: Stick to subjects within your own area of responsibility and personal knowledge. If you do not have the answer to a question, say so.

**Do Not** try to answer questions above your level. Do not speculate, repeat rumors, or discuss information about casualties. Do not say or do anything that would violate operational security and aid the enemy.

## **Rights and Responsibilities**

The National Guard supports the right of the American People to be informed of the capabilities and performance of their military forces. Therefore, it is important that all military personnel understand their rights and responsibilities when talking to members of the press and public.

1. Take care to safeguard classified information (OPSEC/COMSEC).
2. Avoid commenting or speculating about things you have no direct knowledge of; avoid answering “what if” questions.
3. Do not discuss political or foreign policy matters.
4. Do not discuss specific operational capabilities or future plans of the military force.
5. Do not use the expression “no comment.”
6. Personnel should be truthful with their answers.
7. Guard members have the right to confer with their Commander or Public Affairs Officer before answering questions and may stop an interview at any time.
8. Personnel have the right to politely refuse to be interviewed.
9. Do not make “off the record” comments; if you do not want something to be printed or recorded, don’t say it.
10. Be brief and clear in your answers; avoid military jargon.
11. Answer only one question at a time. Take time to formulate your answers.
12. If you don’t know an answer, say so. Try to direct the reporter to someone who may know the answer.
14. If you accidentally say something inappropriate, say so and ask the reporter to please not use that comment. Inform your commander.
15. Do not allow yourself to be badgered or harassed.
16. Be polite. Courtesy will smooth over many minor problems. Always say Sir or Ma’am when addressing reporters or members of the public.

The National Guard operates under the direction of civil authorities: the Governor on State Active Duty and the President on Federal Active Duty. The Guard supports local, state, and federal agencies in emergency areas of operation.

## Operation / Exercise Unique Information

### Operation Cell

CMCL Phone \_\_\_\_\_

DSN Phone \_\_\_\_\_

FAX \_\_\_\_\_

Secure Line \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### Chain of Command (and/or Key and Essential Personnel)

**Position**

**Name**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



Office Symbol  
Return Address

1 April 2011

MEMORANDUM FOR NGB-PAP, Attn: MAJ Dan Stoneking, 1411 Jefferson Davis Highway, Arlington, VA 22202-3231, [stonekingd@ngb.ang.af.mil](mailto:stonekingd@ngb.ang.af.mil) FAX (703) 607-3680, DSN 327

**SUBJECT: Public Affairs Deployment After Action Report / Lessons Learned (AAR/LL)**

PURPOSE: To provide NGB-PAP with AAR/LLs that enable the staff to evaluate trends, obstacles, and opportunities that may be consolidated and shared with the National Guard Public Affairs community in order to better prepare for future deployments and assignments. This AAR/LL should be submitted shortly after the unit or individual is deployed (in order to retain recall of significant issues and provide for timely corrective action if necessary), and once again after redeploying to home station at the conclusion of the mission. It can also be submitted following a significant event during deployment.

**General Information**

Unit POC Name / Phone / FAX / Email:

Deployment/Assignment:

Host Location or helpful Operation POCs Names / Phones / FAXs / Emails:

Mission:

Dates.                      From:                      To:

Unit Strength:

MOS                      AUTH                      ASSD                      MOSQ                      Deployed

**Operations/Execution**

How did your expectations, and those of your host unit, compare with each other and the mission?

What do you wish you had taken? What do you wish you had known prior?

How was the support you received from Home station? Mobilization station? Host?

How well did unit training prepare you for this environment?

What are your General Comments or Lessons Learned?

1SG / NCOIC Evaluation.

**News Media**

What problems did you encounter marketing and distributing news media products?

What success stories can you share?

List some “friendly” publishers/markets for your products.

<u>News Media Products</u>	<u># Released</u>	<u># Published</u>	<u>Who</u>	<u>Where</u>	<u>When</u>
----------------------------	-------------------	--------------------	------------	--------------	-------------

Press Releases

Photos

Videos

Newspapers

Hometown News Releases

Other (Specify)

**\*Please provide copies and samples to NGB-PA (Electronically and Hard Copy)**

## **Equipment**

How did equipment compatibility and reliability respond to mission and task requirements?

List all gains of equipment as a result of deployment (explain).

List all losses of equipment as a result of deployment (explain).

How did maintenance support function during deployment?

## **Other Issues**

SIG BLOCK  
RANK, BRANCH  
TITLE

## References

Most of the following documents are available through either the NGB-PA Workshop Program CD or various World Wide Web Sites listed in Section Four of this BattleBook.

1. NGB PAM 360-5, Public Affairs Guidance
2. AR 360-XX, Army Public Affairs
3. AFI 35-101, Air Force Public Affairs (An entire AFI 35-10X series)
4. FM 46-1, Public Affairs Operations
5. FM 100-23, Peace Operations
6. FM 101-5, Staff Organization
7. FM 101-5-1, Operational Terms and Symbols
8. FORMDEPS, FORSCOM Mobilization Plan
9. Joint Pub 3-61, Doctrine for Public Affairs in Joint Operations
10. Joint Pub 3-07.3, Joint Peacekeeping Tactics
11. Joint Pub 1-02, DOD Dictionary of Military Terms
12. ARTEP 45-326-50-MTP, PA Operations Center
13. ARTEP 45-413-30-MTP, MPAD
14. DODD 3025.12, Military Assistance for Civil Disturbances
15. DODD 3025.15, Military Assistance to Civil Authorities
16. DODD 3020.36, National Security Emergency Preparedness
17. DODD 4500.43, Operational Support Airlift (OSA)

18. DODD 4500.56, DOD Policy on Use of Government Aircraft
19. DODD 5122.8 Use of Military Carriers for Public Affairs
20. DODD 5230.9, DoD Information for Public Release
21. DODD 5400.13 Joint Public Affairs Operations
22. DODD 5410.01, Release of Information Concerning Casualties
23. STP 46-46R14-SM-TG, PA Soldier's Manual
24. National Guard UPAR Handbook
25. Associated Press (AP) Style Book (current year)