

## Unit Introduction



*To get people to do anything at the same time, takes plain and simple planning. Even a crowd in a stadium has to know when to stand up, what placard to display and when to sit down.*

***“STAND UP, SIT DOWN, FIGHT, FIGHT, FIGHT!”***

This unit will discuss a public affairs planning document called the **Annex F**. Its name, and its makeup can vary according to your service. Even the designation of "F" varies according to the spot reserved for it in the operations plan of your organization.

As a PAO, especially when you move up in rank and responsibility, you will see this document, and at some point be required to write one.

In addition, as a PAO in a joint environment, knowing how to read and understand this document will provide you with important planning knowledge for a successful public affairs operations.

## Objective

- Explain the various services' public affairs annexes

## Unit Overview

In this lesson we will review the various public affairs planning documents for the services.

Pages 1 - 18 cover a general description of the Annex F. To see documents that are service specific go to the following pages:

Army - pg. 19

Navy - pg. 20

Marines - pg. 21

Air Force - pg. 22

## In the beginning

During Operation Just Cause [Panama], PA planning and integration was inadequate. Commanders at all levels failed to involve public affairs officers in planning from fear of OPSEC leaks. The results were insufficient PA guidance provided to soldiers, family members and commanders; sometimes miscommunication to and confusion with Army Family elements and misuse of PA assets. A matter of urgent concern was the failure to for and use Reserve Component PA assets to relieve the pressure on an already small active PA force so that it could better handle both internal and external information.



-- Public Affairs After Action Report, TRADOC LLC, Phase II, September

As PAOs, we are part of the team, and more importantly since Operation Just Cause our efforts have become part of military operations. To have a place at the table, we have to offer value and expertise to the command as an integral part of operational planning.

As you know, the basic document used by military commands to plan and execute operations is the Operations Order (OPLAN) or Operations Order (OPORD). It is critical that the OPLAN have a PA annex.

***The section reserved for Public Affairs planning is often titled Annex F. It can have designations.***

A team works on a plan



Just as a pit crew plans out everyone's role during a pit stop, a properly prepared, coordinated and executed Annex F is essential to a successful public affairs operation.

**In the immortal words of General George S. Patton...**

Annex F



**“A good plan violently  
executed today is better than  
a great plan executed next  
week.”**

## What is an Annex F?

Annex F is the operational public affairs plan included in the overall operations plan. This annex not only outlines public affairs policies and objectives for an operation, but is also the public affairs plan of action.

The annex addresses both scheduled and anticipated events, as well as responses to mishaps and contingencies.

In essence, Annex F is the blueprint for executing public affairs for an operation.

This unit will concentrate on the five-paragraph Annex F (left, below). It is to your advantage to at least be familiar with the Joint Chief's of Staff variation (right, below), but our efforts will concentrate on the 5-paragraph type.



Paragraph 1. **SITUATION**

Paragraph 2. **MISSION**

Paragraph 3. **EXECUTION**

Paragraph 4. **SERVICE SUPPORT**

Paragraph 5. **COMMAND & SIGNAL**



Scheduled Event



**An Annex can help with setting up a Joint Information Bureau.**

## Scheduled Event



**An Annex F can set the plans for a satellite transceiver (DVID).**

*Spc. Michael Carden, with the 196th Mobile Public Affairs Detachment, Ohio National Guard, connects cables to a satellite transceiver that will be used to send a live feed of an interview conducted at Forward Operating Base Brassfield-Mora, Sept. 13, 2004. (U.S. Army photo by Spc. Algernon E. Crawley Jr.) (Released)*

## Anticipated Event



**An Annex F can set the plans for a ground breaking.**

*International media gather to witness the official ground breaking of a multi-million dollar road project at Forward Operating Base Tiger, Afghanistan, Sept. 9, 2004. 528th Engineer Battalion (Louisiana National Guard) is heading up the project that will improve commerce between the cities of Kandahar and Tarin Kowt. (U.S. Army photo by Staff Sgt. Joseph P. Collins, Jr.) (Released)*

What Tasks should be reflected in an Annex F?

Provide Maximum Information	Initiate Good Relations	Train	
<b>...about the command to the American people, consistent with OPSEC and established directives.</b>	<b>...towards the public, both foreign and domestic. While overseas these activities will be conducted in conjunction with U.S. ambassadors and USIS posts.</b>	<b>...to staff and equip public affairs teams to respond to an initial crisis leading to a declared emergency.</b>	<b>...t tha pla op pla co co du the and pla en</b>

Definition

Annex F is...	Annex F	A
<p>the operational public affairs plan included in the overall operations plan. This annex not only outlines the public affairs policies and objectives for an operation, but is also the <u>public affairs plan of action</u>.</p>	<p>addresses both scheduled and anticipated events, as well as responses to mishaps and contingency operations.</p>	<p>the bl execu affair opera</p>

## Mission Analysis

Before you start your Annex, it is highly recommended that you perform a Mission Analysis.

### **SPECIFIED TASKS**

Those tasks that higher headquarters TELLS you to do.

### **IMPLIED TASKS**

Those tasks not specifically pointed out by higher headquarters  
YOU NEED TO DO TO ACCOMPLISH THE MISSION.

### **FACTS**

The information that you know is TRUE.

### **ASSUMPTIONS**

Your best guess. For instance: *the type of support from headquarters, the type of media interest*

### **REQUESTS FOR INFORMATION**

What YOU NEED TO KNOW to accomplish the mission.

Arming yourself with this information will make writing the Annex F, or any public affairs planning document, a whole lot easier.

## Annex F / 5-Paragraph Order

After you do the mission analysis, it's time to start on the Annex F. The following three pages provide an outline for you to follow.

### Paragraph 1. SITUATION.

- a. Enemy
- b. Friendly
- c. Attachments / Detachments
- d. Assumptions
- e. Media

Let's go over the five subparagraphs above:

#### a. Enemy

In this section list information not included in the OPLAN / OPORD that may impact the PA mission. This could be disinformation, rumors, propaganda and OPSEC. Describe the capabilities of the enemy to counteract friendly

#### b. Friendly

Outline the higher headquarters' plan (and their PA annex) and the adjacent unit PA plan. Provide information on friendly forces that may have impact on the PA mission.

Delineate the mission for the following PA assets and their locations: higher, adjacent, lower.

#### c. Attachments

Identify all augmented PA units and all attached / assigned subordinate units. Include any effective dates if the

#### d. Assumptions

What can you assume will be awaiting for you and the conditions under which you'll operate?

#### e. Media

Identify the media in the area. This includes local, regional, international, and assorted media pools.

1. SITUATION
2. MISSION
3. EXECUTION
4. SERVICE SUPPORT
5. COMMAND AND SIGNAL

The 5-paragraph Order is a user-friendly format that is widely recognized as the standard for tactical operations.



Many U.S. and international companies have adopted the 5-paragraph field order to run their businesses.



The SMEAC

The Marines call it the  
*Situation*  
*Mission*  
*Execution*  
*Administration & Logistics*  
*Command and Control order.*

Now let us go through each paragraph and provide you with suggestions on what to include in each paragraph

## 5-Paragraph Order

### **Paragraph 2. MISSION.**

A clear precise statement of the public affairs mission.

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

#### **a. Commander's intent**

The commander's vision of how public affairs will contribute to overall mission success. What is the expression of intent to be achieved?

#### **b. Concept of the Operation**

- Phases
- Priority of effort
- Stakeholders and Publics
- Messages (PAG)

#### **c. Tasks to subordinate units**

#### **d. Coordinating instructions**

#### **e. Additional paragraphs**

- Accreditation
- Media Procedures
- Internal Information
- Embedded media
- AFRTS

## 5-Paragraph Order

### **Paragraph 4. SERVICE SUPPORT**

- a. Transportation
- b. JIB facility requirements
- c. Contracting requirements (\$)
- d. Logistical support to media
- e. Medical support

### **Paragraph 5. COMMAND AND SIGNAL**

- a. Chain of command
- b. Succession of command
- c. Location of command posts / facilities
- d. Communication requirements
- e. Media use of military communications

*This covers the five-paragraph Annex, but you can add a sixth paragraph to your Annex F.*

### **Paragraph 6. APPENDICES AND ATTACHMENTS**

- a. Embedded media plans
- b. PAG
- c. PA Estimate of the situation
- d. JIB manning/equipment
- e. Sketches and diagrams
- f. Talking points and command messages

# Army and Annex F



**Major  
Bob Tallman, DINFOS  
Instructor**



"From an Army perspective it is essential that PAOs speak in terms operators understand annexes. That is where they will look for information, job, or worse yet, don't produce anything at all, you won't have a dog in the all other annexes, once approved, your annex takes on the weight of being you do it any other way it is simply a suggestion and you should not be doing what you think needs to be done.

"Take care when drafting the Commander's Intent For Public Affairs. This is something and get the S-3 or CoS/XO to bless it.

"The last thing I would say is coordination is vital. Do not say in your annex transported using UH-60 Helicopters before you talk to the S-3 of the aviation you with this thought.

"You'll never get invited back to the orders process if you can't demonstrate your product is clear and executable"

**Hey, folks. Here are some products I pulled out of my back of tricks. Email me at [Robert.Tallman@](mailto:Robert.Tallman@) what you think.**

[Tallman's Mission Analysis](#)

[Tallman's Helpful PA Matrix](#)

[Tallman's Annex F](#)

# Marines and the Annex F



**Captain  
James D. Jarvis  
Commander, Marine  
Detachment, Fort Meade, MD**



“As public affairs officers, we must be technically and tactically proficient in the essentials elements of public affairs but also in the intricacies of operations. When the time comes to rapidly develop an operational plan for ‘v’ we must be prepared to contribute our expertise.

“For example, before a Marine unit or U.S. Navy Seals Team can conduct an assault over a designated beach, an implied task would be to conduct a hydrographic survey to ensure the waterways are navigable and are free of underwater obstacles. If a survey is not conducted it could doom the mission just yards from the beach. THE SAME IS TRUE FOR PA PLANNING.

“What other assets (personnel & equipment) exist within the theater of operations that may be able to tap into? Are there Combat Camera Teams under your command? Do you have sufficient night vision capability? Does your roster have assets that you can activate (PA Assets) to support your efforts on the ground?”

**Hey, PA Marines! I took a little trip down to Haiti and had to write an Annex F. Put it in your kit.**

[Jarvis Handy Annex F](#)

# Navy and Annex F



## **LCDR Christy Hagen**

*Public Affairs Operations/Plans  
Officer, Commander Pacific  
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"We use the standard format identified in the JP 3-61 (Appendix A Annex Development) for Annex F for all operational plans. This is the same for all services. The only Annex F that we have that doesn't use the JP template is our OPORD 201 Annex F, which is much more all-encompassing."

"For PAG, we generally use the template (with revisions as needed) from the OASD-PA message 211700Z OCT 02. It should be the same as what you can find on the Chartroom PAG page."

"For PA plans (event or issue specific) we use the CHINFO format in the Chartroom with the Marine Mammal Plan (See below)."

"What I can't stress enough is the coordination and staffing process. What PA is developing fits in with the overall picture. For example, I've seen Annex Fs that include personnel who are not accounted for in a plan (TPFDD), or include communications equipment requirements that are not staffed with the N6. If I could add my two cents to any training needs, it would be to ensure they are fully integrated into every step of the operational plan in order to ensure we are postured to accomplish our mission within the overall operation."

*Hey Sailors! See if any of the planning documents help below. If you have any questions, please mail me at [christina.hagen@navy.mil](mailto:christina.hagen@navy.mil).*

[Navy PA Plan 1](#)

[Navy Playbook](#)

# Air Force and Annex F



**Captain  
Jeremy Eggers,  
DINFOS Instructor**



"I think a lot of momentum has built up in the last five years or so regarding public affairs. If that's to continue-and it needs to continue-then PAOs need to operators. Annex F is a key part of that. Furthermore, Air Force Instruction 35-Readiness,' contains a sample outline of an Annex F.

"It is vitally important that all Public Affairs Officers understand the outline and For starters, only a combatant commander can write an Operations Plan (OPLAN of Staff can publish this OPLAN. Whereas only OASD(PA) can publish Public Affairs ensures the forces follow the operation conditions and requirements set forth by commander. The combatant commander has a PA on staff who writes the Annex plan to support the operational conditions set forth in the OPLAN.

"If the OPLAN attacks/defends in stages, then the Annex F must mirror the plan similar format. Also, the Annex F spells out what needs to be established in PA Bureau, a Press Information Center, and/or a credentialing center) as well as a operational PA forces. Furthermore, Annex F explains the coordinating instruction process for media, logistics and personnel (where they are coming from, how

**Aim High.** I've included an Annex F in case you need it. If you have any questions, feel free to e-mail [EggersJ@dinfos.osd.mil](mailto:EggersJ@dinfos.osd.mil).

[Air Force Annex F](#)



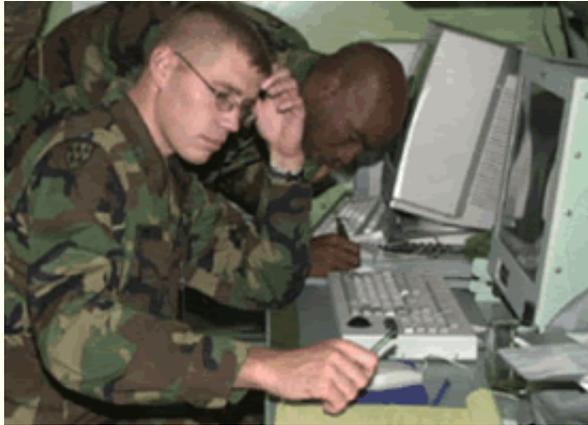
Do you want a fill-in-the-blanks Annex F?

Click on attached pdf file. [Annex F Template 1](#)

Click on attached Word document. [Annex F Template 1](#)

Want to Impress Your Boss?

*See if you can incorporate an Annex F into your next OPLAN!*



Of course the value of it depends on the need, operation and the size of your command.

What it will prove to your boss is that you are a team player and you're THINKING! The worse that will happen is that he will thank you for the input but tell you that it is not needed.

*It is easy to do.* Remember most times the Annex F comes down from higher headquarters. Use the information that is provided. The information you get from higher command can possibly be cut and pasted into your own annex with a few minor modifications that deal specifically with your own command.

**"I plan therefore I think"**

## Unit Summary



As a PAO you have to look down the road, you have to *think tactically*. As a PAO you have to sweat the details, and the Annex F is a tool that you can employ to take care of the details of an operation.

If the infantry and artillery think in this vein, not you?

If you have yet to see an Annex F at your command, you will eventually. If you have not written one, as you rise in rank there will be a time that an Annex F will be your responsibility.

It's worth your time to become familiar with a systematic approach to planning.

There is nothing worse than to be at your J location and find that you have NO communication support or you forgot to coordinate the facilities that were to house + reporters.

*The Annex F helps you think logically.*

*The Annex F provides the details.*

*The Annex F is a valuable tool to help you succeed in public affairs operations.*