BY ORDER OF THE
SECRETARY OF THE AIR FORCE

AIR FORCE MANUAL

35-101

7 DECEMBER 2020

Public Affairs

PUBLIC AFFAIRS PROCEDURES

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This manual implements Air Force Policy Directive (AFPD) 35-1, *Public Affairs Management*, and Department of the Air Force Instruction (DAFI) 35-101, *Public Affairs Operations*, AFI 35-102, *Security and Policy Reviews*, AFI 35-105, *Community Engagement*, AFI 35-108, Environmental Public Affairs and provides guidance pertaining to general Public Affairs duties, responsibilities, and organization. It also provides guidance pertaining to: the release of an accurate and continuous flow of information to the public and the media that does not contain classified information; procedures for planning and executing community relations and civic outreach programs; establishing responsibilities and procedures for organizing and administering an effective and legally sufficient environmental Public Affairs program; and travel for public affairs purposes. This manual applies to all civilian employees and uniformed members of the Regular Air Force (RegAF), Air Force Reserve (AFR), and Air National Guard (ANG) as well as public affairs personnel assigned to the Space Force as well as contractor employees supporting PA functions. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with in accordance with AFI 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with the Air Force Records Disposition Schedule located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. This publication may be supplemented at any level, but all direct supplements are routed to Secretary of the Air Force, Public Affairs (SAF/PA) for coordination prior to certification and approval. The authorities to waive wing- or unit-level requirements are identified with a tier number ("T-0, T-1,

T-2, T-3") following the compliance statement. See DAFI (Department of the Air Force Instruction) 33-360, *Publications and Forms Management*, for a description of the authorities associated with tier numbers. Submit requests for waivers through the chain of command to the appropriate tier waiver approval authority, or to the requestor's commander for non-tiered compliance items. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force or Space Force. This Instruction requires the collection and or maintenance of information protected by the Privacy Act of 1974 authorized by protected by Department of Defense Directive (DoDD) 5400.11, DoD Privacy Program. The applicable SORN(s) [number and title] is (are) available at: **http://dpclo.defense.gov/Privacy/SORNs.aspx**. Compliance with **attachments 1** and **4** in this publication is mandatory.

Chapter 1

PUBLIC AFFAIRS MANAGEMENT RESPONSIBILITIES

Section 1A—Resource Management

1.1. Resources Management Purpose. PA requires funding, manpower, training, supplies, and equipment to effectively support the Air Force and Space Force missions. Resource management is the process of determining requirements, and obtaining and allocating resources to meet the direct mission and support duties.

1.2. Budget. In coordination with the unit resource advisor (RA), Public Affairs must actively monitor execution year expenditures, plan for known requirements in the next Fiscal Year (FY), and project requirements for future years (see **Attachment 2** for a sample execution plan development cycle and **Attachment 3** for a sample budget). **(T-1).** Working closely with the unit RA throughout the year ensures PA understands the resource request and allocation process, and helps the RA understand PA resource requirements.

   1.2.1. Planning. Planning the next FY's budget includes reviewing past expenditures (equipment, training, travel, subscriptions, supplies, etc.) and forecasting future expenses. Research expected changes in PA programs, identify the cost of those changes, annotate them, and justify projections. Include any new activities and annual cost increases. Plan for both peacetime and wartime requirements, with wartime requirements as the highest priority. Major Command Public Affairs (MAJCOM/PA) and/or Field Command PA offices can assist with identifying likely forward-area wartime taskings and the local logistics plans office can assist with identifying associated equipment requirements. Wing or garrison PA budget forecasts are typically forwarded to the unit RA or comptroller for consolidation and approval at the wing or garrison prior to being submitted to the Major Command (MAJCOM) or Field Command. MAJCOM/PA or Field Command PA offices may ask wing or garrison PA offices to forecast equipment needs, which MAJCOMs or Field Commands may be able to help purchase.

   1.2.2. Execution. PA's budget forecast is compared against the execution plan to identify any unfunded requirements. Any identified shortfalls should be submitted to the unit RA during initial funds distribution (October-December) and budget reviews. By July 30, offices should have spent at least 80 percent of the budget. PA resource managers must provide input to the wing comptroller for periodic budget reviews and any calls for end-of-year requirements. **(T-1).** End-of-year requirement calls inform the wing or garrison commander's unfunded priority execution list, if funding becomes available, and are an excellent opportunity for PA offices to refresh supplies and equipment.

   1.2.3. Operations and Maintenance Funds. The majority of PA activities are Operations and Maintenance funded and PA should work with the unit RA to become familiar with PA-specific program elements, responsibility center/cost center codes, and budget program activity codes.

   1.2.4. Environmental Funds. Resourcing related to environmental management is distributed through the civil engineer, and supports strategic and tactical planning of environmental

issues and community involvement. For more information on the role of PA in the environmental planning process, refer to **Chapter 6**, and DAFI 35-101.

1.2.5. Budget Training. The PA chief, in close coordination with the PA superintendent, manages and controls the resources allocated to the PA office by the unit commander. Required skills include effectively identifying and justifying requirements, obtaining timely obligation records from the unit RA, analyzing expenditures, and projecting excess or shortages. The wing or garrison comptroller can provide additional resource management training.

1.2.6. Equipment. PA equipment management requires a budget built from deployment requirements (unit type codes), the mission description (including designated production studios), and the unit manpower document (UMD), while also incorporating lifecycle replacement of high-value items, such as cameras. Accounting for equipment also requires considerations such as vehicle needs, office operating costs for expendables, and other supporting equipment, to include computers and phones.

1.2.7. Vehicles. Most installation PA offices require access to a government vehicle to fulfill the legal visual information (VI) documentation requirement, especially for access to restricted areas, including airfields. PA should coordinate with the local vehicle operations unit to ensure immediate access to a government vehicle if needed, and submit new vehicle requests in accordance with AFI 24-302, *Vehicle Management*.

Section 1B—Manpower Management

1.3. Manpower Overview. Manpower and personnel are related, but the terms are not interchangeable. *Department of Defense Dictionary of Military and Associated Terms,* defines manpower requirements as the human resources needed to accomplish a specified job, workload, mission, or program, and personnel are the people who fill those positions. Manpower influences the amount and type of people assigned to an office to accomplish its mission; therefore, understanding and monitoring manpower is a primary management responsibility and should be done in accordance with AFI 38-101, *Manpower and Organization.*

1.4. Positions. An office's manpower positions are largely determined by independent processes. Periodically, manpower offices conduct studies to determine the number and grade of people required to perform the mission. The study results are published in a manpower standard which is available through wing manpower offices and on the Air Force Manpower Determinant and Air Force Manpower Standard Library on the Air Force Manpower Analysis Agency site on the Air Force Portal. Separately, Congress determines annually the maximum number of officer and enlisted authorizations for each military service. Requirements and authorizations do not always match, resulting in some requirements that remain unfunded. Funded positions are called authorizations and are the positions that Air Force Personnel Center assignment teams attempt to fill. For civilian positions, the budget and civilian work years determine which authorizations are funded and filled, and a position's core document determines its occupational series and grade.

1.5. Military Grades. Air Force headquarters allocates grades via a programming model to determine a fair share grades distribution. MAJCOMs and Field Commands distribute grades to their units, and the units, in turn, distribute them accordingly to their offices. A shortage of

available grades sometimes occurs, so the required grade is not always the authorized grade. Assignment teams attempt to fill positions at the authorized grade, not the required grade.

1.6. Unit Manpower Document. The UMD, a computer-generated report from the Manpower Programming and Execution System (MPES), lists the unit's positions, as well as the characteristics associated with each position such as grade and Air Force Specialty Code. Installation manpower points of contact provide UMDs to units periodically and can adjust the information in and format of the reports, as well as arrange automated delivery to suit a PA office's needs. UMD key terms include:

1.6.1. Air Force Specialty Code (AFSC). Represents a specific military occupational specialty, skill, or qualification. Civilian positions list the occupational series and the corresponding military AFSC on the UMD. Refer to the Air Force Enlisted Classification Directory and Air Force Officer Classification Directory available through myPers for further information to include specialty summaries, duties and responsibilities, and specialty qualifications. See **Table 1.1** for a list of Public Affairs and Band AFSCs.

Table 1.1. Public Affairs and Band AFSCs.

AFSC	Utilization/Career Field
35BX	Band Officer
35PX	Public Affairs Officer
3N000	Public Affairs Chief Enlisted Manager
3N090	Public Affairs Superintendent
3N0X6	Public Affairs
3N100	Regional Band Chief Enlisted Manager
3N1X1	Regional Band
3N300	Premier Band Chief Enlisted Manager
3N2X1	Premier Band (The USAF Band)
3N3X1	Premier Band (The USAF Academy Band)
Note: "X" describes the command level for officers or the skill-level for enlisted personnel.	

1.6.2. Authorized Grade. The grade personnel systems use to assign personnel. The authorized grade may be different from the required grade described in **paragraph 1.6.8** Civilian grades are determined by the grade classification assigned to a position's core personnel document, and it is this grade that is reflected on the UMD. If the position description changes and is classified at a different grade, the grade on the UMD changes accordingly. If a civilian grade has not yet been determined, it appears as to be determined.

1.6.3. Effective and Through Dates. These indicate when a change takes effect. The standard through date is 31 Dec 4712. Positions with pending changes are listed twice—once denoting the position's current elements and once denoting elements after the change takes effect.

1.6.4. Functional Account Codes (FAC). This six-digit alphanumeric code identifies each function and facilitates the analysis and accounting of manpower requirements. It identifies the functions or activities performed by the position. Only PA manpower or PA offices will be associated with PA FACs. See **Table 1.2** for a list of Public Affairs and Band FACs. Contact the installation manpower office, MAJCOM/PA, or Field Command PA for current PA FACs and guidance on their use.

Table 1.2. Public Affairs FACs.

FAC	Title	Description
11D100	Wing and garrison Public Affairs	Provides communication advice and counsel to host and tenant commanders, senior leaders and staff and serves as the focal point for releases of official Air Force and/or Space Force information. Plans, develops, coordinates, integrates, synchronizes, executes, supervises and assesses PA programs, products and activities, including communication planning, command information, community engagement, and media operations in order to achieve mission objectives. Achieves desired communication effects through the integration of all public affairs capabilities. This function intended for use at wing/base group level equivalents or below.
11D200	Air Force Bands	Responsible for a wide spectrum of musical support for events which enhance the morale, motivation, and esprit de corps of Airmen and Space Professionals, foster public trust and support, aid recruiting initiatives, and promote national interests at home and abroad.

| 11D000 | Air Force Public Affairs Agency | Responsible for Air Force Combat Camera operational program management, including oversight of subordinate combat camera/audiovisual squadrons and operating locations as well as visual documentation of Air Force, Space Force and joint warfighter crisis and humanitarian relief missions. Responsible for Air Force and Space Force audiovisual production, visual information equipment lifecycle, public web, and intellectual property (branding, trademarking and licensing program management/support).

Primary Air Force and Space Force liaison to Defense Media Activity for the Defense Video and Imagery Distribution System and the American Forces Public Information Management System. |

1.6.5. Personnel Accounting Symbol. A unique eight-digit alphanumeric code that identifies a specific unit, owning command and servicing military personnel office.

1.6.6. Position Number (POS). The ten-digit number (also called the manpower position control number in personnel data systems) that identifies a particular position. A two-digit MAJCOM code is included at the end of each position number; therefore, all position numbers from the same unit end with the same alphanumeric code.

1.6.7. Program Element Code (PEC). Represents the budget source for the position. The PEC for PA positions are 91214. Contact the MAJCOM/PA or Field Command PA office if there are any questions.

1.6.8. Required Grade. The grade for a particular position as earned by a manpower standard. Differences between the required grade and the authorized grade may be due to funding constraints, career progression grades, or grade ceiling limitations.

1.6.9. Security Access Requirement. Identifies the security clearance level required for the position. Refer to AFI 16-1404, *Air Force Information Security Program*, for a complete list of security access requirement codes.

1.7. Office Symbol Code (OSC). This code indicates command structure of the unit. The fewer characters there are in an OSC, the higher the echelon placement in the unit (e.g., SAF/PAR is subordinate to SAF/PA). **Table 1.3** provides a list of approved PA OSCs. The only approved office symbol for PA offices below MAJCOM or Field Command level is the two-letter PA.

With the exception of the Air Force Academy and Air Force Public Affairs Agency, only MAJCOM-level or Field Command-level and higher PA offices are authorized to add a third letter, such as PAO, PAR, PAX, or PAY, to denote a specific sub-section. BA is the traditional OSC for Air Force Bands (e.g., band units) while PAB is used to denote a Bands division on a headquarters staff (e.g., SAF/PAB is the Bands division subordinate to SAF/PA). MAJCOM-level or Field Command-level and higher PA offices may use command-unique OSCs in accordance with AFI 38-101.

Table 1.3. Public Affairs OSCs.

OSC	OSC Title	Notes
PA	Public Affairs	Available at all echelons
PAB	Bands	Restricted to MAJCOM-level or Field Command-level and above, with the exception of the Air Force Academy and Air Force Public Affairs Agency
PAI	Command Information	
PAO	Media Operations	
PAR	Requirements and Development	
PAX	Strategy and Assessments	
PAY	Community Engagement	

1.8. Authorization Change Request. It is used to request an addition, change, realignment, or deletion of an authorization on the UMD. PA offices requesting changes to manpower authorizations, such as AFSC, civilian occupational series, or grade or skill level adjustments, must coordinate with the local manpower and higher headquarters PA offices. **(T-2).** Format of an authorization change request varies by base. The installation manpower point(s) of contact can provide examples.

1.8.1. Wing or garrison PA will coordinate proposed manpower changes with the installation manpower point(s) of contact and MAJCOM/PA or Field Command PA. **(T-2).**

1.8.2. MAJCOM or Field Command, Field Operating Agency and Direct Reporting Unit PAs will coordinate proposed manpower changes with the Air Force Installation and Mission Support Center, Major Command Manpower, Personnel and Services and SAF/PAR. **(T-2).1.9 Types of Manpower**. The Department of the Air Force uses three types of manpower to perform required work: military (e.g., RegAF, AFR, ANG); civilian; and contractors.

1.9. Military Manpower.

1.9.1. In accordance with AFI 38-101, the services assign only military personnel to positions that:

1.9.1.1. Require military-unique knowledge and skills needed for the performance of duties **(T-0)**

1.9.1.2. Require military incumbency by operation of law **(T-0)**

1.9.1.3. Require military performance for command and control, risk mitigation, or esprit de corps **(T-0)**

1.9.1.4. Provide overseas rotation for career development **(T-0)**

1.9.1.5. Are wartime assignments **(T-0)**

1.9.1.6. Mitigate unusual working conditions or costs which are not conducive to civilian employment **(T-0)**

1.9.2. Civilian Manpower. Civilian employees are hired to perform work in an occupational series at a specific level of expertise and responsibility. Civilian Personnel is responsible for the accurate classification of positions, including the establishment of title, series, and grade. PA should contact the PA career field team at the Air Force Personnel Center for information and guidance regarding hiring actions, developmental opportunities, and other civilian personnel actions.

1.9.2.1. Standard Core Personnel Document (SCPD). SCPDs are a combination of what were once known as position descriptions and performance management plans. The use of SCPDs is mandatory for civilian positions when they apply to a position that is covered by one. Most PA SCPDs do not include specific duty titles, giving PA greater flexibility to realign qualified civilians. **(T-1)**. The SCPD Library is located on the myPers website (**https://mypers.af.mil/app/login/redirect/home**)

1.9.2.2. Core Personnel Document (CPD). If an SCPD does not apply, a CPD is used. CPDs are identical to SCPDs except they are used for one position only. Therefore, managers have less flexibility on project assignments, and periodic career field requirements and updates are not automatic.

1.9.2.3. Connection to AFSC. Assigned duties generally conform to a corresponding AFSC on manpower documents. Civilian occupational series and AFSCs are assigned based on position duties and responsibilities.

1.9.2.4. Centrally Managed Positions. The Department of the Air Force deliberately develops civilian employees for positions of increased responsibility through central management, in accordance with Air Force Manual (AFMAN 36-606), *Civilian Career Field Management and Force Development*. Generally, centrally managed positions are eligible to receive centrally funded moves (e.g., permanent change of station) and other developmental opportunities to include short-term management and leadership training, Civilian Developmental Education, and tuition assistance, when available. In addition to the civilian positions described in the Public Affairs chapter of AFMAN 36-606; the Air Force, through the PA career field team at Air Force Personnel Center, centrally manages:

1.9.2.4.1. Career Broadening positions. The Career Broadening program provides unique developmental experiences at various levels of organization, to include overseas locations. These assignments typically last up to 36 months and require geographic mobility agreements.

1.9.2.4.2. PALACE Acquire training positions. PALACE Acquire interns complete a two- to three-year development program with a formal training plan that includes assignment at both wing and major command levels, in-residence completion of the

joint public affairs qualification course, and other training opportunities, with outplacement into a permanent position upon successful program completion.

1.9.3. Contracted Services. At some locations, the office manpower mix includes contracted services which are referred to as contract full time equivalents. These earned manpower authorizations have been outsourced to accomplish specified workload associated with a manpower standard. Contract full time equivalent positions, tracked through the Enterprise-wide Contracting Manpower Reporting Application, are expressions of in-house manpower requirements at the same level of service specified in the contract.

Section 1C—Wing and Garrison Employment/Prioritization Plan

1.10. In order to maximize both resources and manpower, installation-level public affairs will develop an employment/prioritization plan, signed by the commander, to prioritize office communication activities and workflow focusing on the commander's priorities, operational core tasks, urgency, mission impact, agencies supported, and resources available. (T-1). The plan should account for recurring resource constraints, such as deployment vulnerability periods, and be signed by the commander within 90 days following a change in organizational leadership (e.g., change of command), as well as when factors such as manpower or mission requirements drive a change in activity prioritization. See **Attachment 4** for a sample employment/prioritization plan, which should be modified and/or expanded as necessary to meet local needs and priorities.

Section 1D—Workload Documentation

1.11. PA manpower is earned, in part, based on an evaluation of workload. As such, installation-level PA will record relevant workload data using the approved PA management tool in accordance with current guidance or playbook. Inaccurate data can understate PA workload, ultimately leading to potential manpower cuts. Conversely, accurate data supports MAJCOM and Field Command efforts to ensure sufficient manpower to meet requirements, to include growth. Finally, this data serves to assist PA leaders in understanding and adjusting their weight of effort to support commanders' objectives, defending resource requests, and aiding commanders in making risk assessments with respect to the PA program.

Chapter 2

COMMUNICATION PLANNING

2.1. Purpose. Communication planning is important to link unit priorities or objectives to the communication effects sought and achieved by PA operations. This chapter outlines the basic approach to communication planning that unit communication plans should reflect. PA should develop plans using all four phases of the communication planning process: research, plan, execute, and assess. While the design process for all communication plans is similar, the format and level of detail and background analysis varies across planning efforts and should be tailored to fit the organization and circumstances.

2.2. Research. The first phase of effective communication is research. The goal of this phase is a comprehensive list of factors that will inform and impact communication efforts. A strategic and analytic mindset is essential in this phase.

2.2.1. Intent. When developing a general communication plan, the research phase should start with identifying commander's intent for communication programs or priorities associated with unit mission accomplishment that require communication support.

2.2.2. Desired Outcomes. Planners should describe in the best detail possible what success in meeting intent looks like. In some cases, intent may equal outcome, as when a leader wants to generate sufficient political support for a specific piece of legislation to pass. In other cases, outcomes may need to be intuited from intent. For example, an expressed desire to host "the best open house ever" could be defined by outcomes such as attendance, the volume and reach of traditional and social media content generated by the event, new contacts or relationships made with influencers and decision-makers invited to the event, or a combination of these or several other things.

2.2.3. Environmental Scanning. Planners should determine communication opportunities and challenges by scanning the information environment. Consider the strengths, weaknesses, opportunities, and threats that ensure or inhibit successful communication toward desired outcomes. Identify key facts and points of agreement or contention on an issue that will help define the plan's messaging focus. Although a comprehensive environmental scan is necessary in the initial research phase, this is an on-going process that planners should revisit in subsequent phases to ensure plans stay relevant.

2.2.4. Information Sources. Planners must identify sources of information available for environmental scanning and the planning and assessment phases of the plan. **(T-1)**. There are two basic types of information sources: primary and secondary.

2.2.4.1. Primary research involves gathering new information firsthand for a specifically identified purpose. Time and resource constraints may limit a planner's ability to collect primary research. There are two broad categories of primary research: quantitative and qualitative.

2.2.4.1.1. Quantitative research, such as scientific surveys, relies on numerical assessment of hard data and requires specialized skills to perform and analyze correctly. The Air Force Survey Office is the point of contact for all attitude and opinion surveys, polls, questionnaires, and telephone interviews to Air Force and/or

Space Force members, according to AFMAN 36-2664, *Personnel Assessment Program*. A list of surveys currently approved by the Air Force Survey Office is on the AF Portal. Review AFMAN 36-2664 and coordinate with the Air Force Survey Office (**af.surveys@us.af.mil**) before conducting surveys. SAF/PA also sponsors periodic Air Force and/or Space Force surveys, which may be helpful in communication planning. SAF/PA survey and communication products are posted on the "Tell Our Story" page of the AF Portal. (**www.my.af.mil**)

2.2.4.1.2. Qualitative measures, such as personal interviews, focus groups, written comments, and observed behaviors, yield less statistical data but can provide a deeper understanding of a topic. Information gathered from qualitative research can help explain what stakeholders think. Qualitative measures also can be applied to the survey development process to improve the quantitative measures described above.

2.2.4.2. Secondary research uses outside information previously assembled by other organizations such as government agencies, industry and trade associations, educational institutions, and media sources. Typically, it is cheaper and faster to use secondary research. Online databases maintain a large amount of research information.

2.3. Plan. In the planning phase, the goal is to link desired outcomes to necessary changes in the awareness, knowledge, or behaviors of key population or stakeholders, then determine the sequence of activities (or set of continuous activities) required to produce the changes. At the end of this phase, the communication plan includes an engagement matrix that translates strategic intent to specific, scheduled events or products. The following steps contribute to effective planning.

2.3.1. Define Decision-Makers and Influencers. Planners should move through a process of identifying audiences, populations, and, when possible, individual stakeholders who can have a positive or negative impact on desired outcomes. Each type of group is defined below.

2.3.1.1. Audience. A broad, roughly defined group that gives a general concept of a population. Planners should avoid formulating a communication approach on an audience-level analysis. Instead, an audience definition is used to segment very large populations into smaller groups for further analysis. Examples of audience definitions include internal or external, domestic or international, friendly or adversary.

2.3.1.2. Population. A clearly defined group of people with common characteristics that the unit needs to listen to and communicate with. Populations can be segmented from audiences in a variety of ways, to include geography, demographics, psychographics, position, membership, role in decision making, etc. The more defined the public, the better PA can tailor communication plans and products. Examples of populations include first sergeants, maintenance squadron personnel, Air Force or Space Force spouses seeking employment, regional television reporters, or local small business owners.

2.3.1.3. Stakeholders. Individuals or groups within a public that are directly impacted by or have the ability to shape or determine the outcome of an Air Force or Space Force operation, activity, or decision. The prioritization of stakeholders for communication purposes can be determined by subjective evaluation or by a more structured process like influence mapping, which scores stakeholders based on their ability to affect an outcome or issue (low level of influence to needing their decision or active support to succeed) and

their position on the outcome or issue (positive, neutral, or negative). In some cases, small populations may be the same as stakeholders—for example, unit first sergeants. In other cases, stakeholders may be a relatively small group within a public—for example, individual business owners or educators who can set trends in local hiring practices or vocational training opportunities that the unit would like to see implemented across a larger group of regional businesses and educational institutions.

2.3.2. Define Public or Stakeholder Objectives. Objectives articulate what awareness, knowledge, or behavior changes units desire from a specific public or stakeholder group; the nature or magnitude of those changes in comparison to conditions at the start of the plan; and the timeframe in which units need to see the change take place. Objectives identify what needs to happen with each public or stakeholder group to meet the intent and desired outcome(s) identified in the research phase, but they do not describe how units will make that happen.

2.3.2.1. Management theories that still retain currency among leaders have strongly emphasized the need for quantifiable objectives—for example, so-called specific, measurable, attainable, relevant, and time bound objectives. Other theories have questioned the value of a predominantly quantitative approach, which ignores the qualitative context of complex situations.

2.3.2.2. In some cases, purely quantifiable objectives may be appropriate. For example, units establishing a new social media platform may want to benchmark the size of the populations in a certain age range or geographic area who are following similar accounts, and establish the objective of meeting or exceeding that number of followers within a certain number of years.

2.3.2.3. In other cases, more qualitative objectives are fine if planners have defined those objectives in a way that allows assessment against the same criteria each time. For example: "Consult Retiree Advisory Committee members in advance of all appropriate decisions affecting base community services and hours." This objective requires a relatively objective definition (is the upcoming decision one that affects base community services and hours?), a more subjective definition (is it appropriate to discuss this particular decision with retired advisors?), and a standard of performance (did we consult committee members on all appropriate decisions?) that can be applied against all future cases.

2.3.2.4. Whenever possible, planners should avoid using only pass/fail criteria that cannot be measured at various stages during the execution of the plan. For example, an objective associated with a particular initiative being funded does not provide any criteria to assess whether influencers or decision-makers are lining up in support of the initiative before the decision is made.

2.3.3. Identify Public or Stakeholder Communication Strategies. Although the word "strategy" is often used to mean the same thing as "plan," a communication strategy properly defined is a concept or theory about how engagements or products will achieve desired outcomes or maintain an advantage in an enduring situation. There are generally four types of communication strategies.

2.3.3.1. Linear strategies generally apply to a set number of activities or products that must be executed in a certain sequence over a limited period of time. The goal of communication strategy is to walk a public or stakeholder through a series of engagements that positively shape their reception of an outcome. For example, communication involving a particularly controversial decision might involve the following steps: bringing a stakeholder in for advice, explain a decision to them prior to an announcement, acknowledging their assistance or unanswered concerns during a public announcement, collect feedback from them at a later date on the impact of the decision and potential ways ahead.

2.3.3.2. Cumulative strategies generally apply to a larger number of communication activities or products relevant to stakeholders that take place over a longer period of time. The goal of a cumulative strategy is to have more positive or less negative reactions or interactions with stakeholders for the duration of communication. Social media campaigns often employ a cumulative strategy by seeking to maintain an average standard of audience reach or interactions across all posts.

2.3.3.3. Normative strategies set standards of performance or behavior toward populations or stakeholders in order to create or sustain a mutually beneficial relationship. For example, deciding to notify local elected officials or their staffs before implementing decisions that will generate feedback from their constituents sets a standard for information flow that sustains trust, since officials know they will not be surprised by unit activities in a way that makes them seem disconnected or unconcerned.

2.3.3.4. Hybrid strategies rely on some combination of the other three strategies. For example, a plan could be a two-phase linear strategy where planners employ a cumulative strategy in the first phase to grow the group of stakeholders receiving information, then sustains communication in the second stage by applying a normative standard to the quality or timeliness of information flow.

2.3.4. Develop Tactics. Tactics are the actions units will implement to put the theory of strategy into practice. Communication tactics that derive from linear or hybrid strategies are typically presented as an engagement matrix that lists tactics in the order in which they will be executed. Communication tactics are defined by the following elements:

2.3.4.1. A specific public or stakeholder.

2.3.4.2. Spokespeople. To whom does the public or stakeholder listen? Who has the right knowledge, authority, and delivery style to effectively carry the message? Answers to these questions can provide planners with potential spokespersons. There can be more than one effective spokesperson on an issue, based on who they are talking or listening to. For example, the Air Force or Space Force may choose to send a senior leader to testify to Congress on an issue, while squadron commanders or first sergeants discuss it with Airmen or Space Professionals.

2.3.4.3. Themes and Messages. Develop logical, convincing, truthful statements and supporting information that increases the public's or stakeholder's ability to move toward the objective. Write themes and messages in clear and concise English. Avoid technical jargon, acronyms, or complicated wording. In many cases, themes and messages need to be specific to the group or individual, since those people are defined in part by their

different interests in and perceptions of issues. However, themes and messages need to remain broadly consistent across audiences. Planners therefore may find it useful to develop strategic themes for an entire plan, supported by tactical messages for specific engagements.

2.3.4.3.1. A theme is generally a short, memorable statement that encapsulates a core component or central feature of a more complex idea—e.g., the takeaway of any engagement or product. Examples: "We are the best in the world at this mission" or "We're committed to innovation."

2.3.4.3.2. Messages support themes by delivering more tailored and detailed information to a specific public. Examples: "In order to remain the best, we need to keep investing in our training ranges and simulators" or "By investing in our Airmen's ideas, we've been able to save more than $7 million and 40,000 hours of work per year across the base."

2.3.4.4. Channel or Format. To determine the best channel or format for facilitating conversations or delivering messages and supporting information, consider the following questions. Where or from whom do populations prefer to get their information? How can populations best receive and understand the message being conveyed? How can spokespeople best connect with stakeholders to provide information, gather feedback, or establish and maintain good relationships?

2.3.4.4.1. Some common command (internal) communication channels and formats include commander's calls, leader speeches and briefings, official websites, email, and unit- or installation-specific social media.

2.3.4.4.2. Some common external channels and formats include official websites, social media, engagements with traditional news media (e.g., interviews, media roundtables, press releases, press conferences), meetings, individual conversations, and public appearances, ceremonies, or events.

2.3.4.5. Data Collection and Evaluation. Most plans will require interim evaluations, so whenever feasible, planners should identify what information needs to be collected during execution, and when units need assessments of that information in order to evaluate progress. Planned interim evaluations help ensure units devote the proper time, personnel, and resources to assessments that will keep the plan on track or identify necessary adjustments before it is too late.

2.4. Execute. The execution or implementation phase of communication planning involves completing the tactics in the plan. The communication plan and engagement matrix, when used, are dynamic documents. Individual elements, such as populations, objectives, or tactics, may be updated as needed. Communication documents should be distributed to all supporting units and personnel to ensure unity of effort and message synchronization.

2.5. Assess. Proper assessment considers the preparation, execution, and impact of communication efforts. It requires sustained efforts to monitor, measure, and analyze relevant information before, during, and after execution to evaluate the success of communication activities.

2.5.1. Evaluating the preparation of the plan consists of assessing the quality and adequacy of the process and information used for determining intent and developing an audience analysis, objectives, strategies, tactics, and a method of data collection and evaluation.

2.5.2. During the research or planning phase before execution, planners often need to conduct assessments to establish baseline measures that inform whether execution produces a change in the status quo. Planners may be able to save time and resources by drawing on assessments conducted after the execution of a previous plan. Use of previous results as baselines requires careful consideration of the similarity and differences between the two situations in order to avoid faulty assumptions or comparisons.

2.5.3. During execution, monitoring progress of communication efforts assists communicators and leaders with decision-making that adjusts operations, if necessary, to achieve objectives.

2.5.4. Analyzing the impact of communication efforts provides insights on how the communication plan was executed and whether or not communication tactics achieved objectives and met intent.

2.5.5. Assessment methods and tools are similar to those used during initial research. Assessing communication effects can be extremely complex and may require skills or resources that units lack. Units should review resources available on the Tell the Air Force Story site (**www.my.af.mil**) and consult SAF/PAX or other experts if they require assistance with developing a good set of practical assessments.

2.5.6. Sharing communication assessments with leaders and unit members is an important part of maintaining strong working relationships and closing the loop on the research-plan-execute-assess planning process.

2.6. Plan Formats. Communication plans contain all of the elements identified above, but formats can vary widely. Until assessments are in, the measures of a good plan are whether leaders understand and support the approach and whether those who execute the plan know what they need to do. Planners can access sample plans and templates that units have used successfully in the past through the Communication Planning link on the "Tell Our Story" (**www.my.af.mil**) section of the Air Force Portal.

Chapter 3

MEDIA OPERATIONS PROCEDURES

Section 3A—General Purpose and Guidelines

3.1. Purpose. All military and civilian personnel must comply with the Secretary of Defense's (SECDEF) *Principles of Information* mandate of "maximum disclosure, minimum delay." **(T-0).** The following are guidelines Air Force and Space Force PA offices can use to effectively implement this mandate:

3.1.1. Present Air Force and Space Force information professionally, simply, and honestly.

3.1.2. Be accurate, prompt, and factual.

3.1.3. Confine the information to field of expertise.

3.1.4. Avoid the hypothetical and speculative.

3.1.5. Reflect Department of the Air Force policy.

Section 3B—Working with the Media

3.2. General. The media's need for rapid, accurate information requires immediate response by Air Force and/or Space Force officials. It is important to understand media capabilities, organization, technology, and deadlines. Competition between news media agencies is intense and may drive requests for detailed information to meet very short publication deadlines. PA should work to expeditiously respond to requests, while still taking proper staff actions to coordinate release of information with relevant agencies. This ensures accuracy and affords leaders an awareness of any impending coverage.

3.3. Access to Sensitive Information . If a unit commander determines coverage of a story is in the best interest of the commander despite exposure to sensitive or classified information, ground rules can be established to restrict publishing classified information.

3.3.1. The primary safeguard is to brief the reporter in advance about what information is sensitive and what the parameters are for covering this type of information. The commander may grant access if the reporter agrees to a security and policy review of the communication product.

3.3.2. Agreement to a security and policy review in exchange for this type of access is strictly voluntary; however, if a reporter does not agree, then access to sensitive information may be denied. If a reporter agrees to a security and policy review, it is conducted solely to ensure that sensitive or classified information is not included in the product.

3.4. Exclusive Requests. An exclusive is a reporter's request for information that no other reporter has previously sought. It can involve a minor or major news story. The Air Force and Space Force allows reporters to work on exclusives, but it is obligated to provide the same information to other reporters. Reporters should be made aware of this policy to avoid misunderstandings. Interviews, by their nature, are exclusive in terminology, e.g., quotes and statements, but not in subject if another reporter requests it.

3.4.1. Minor News Story. This news is not particularly significant. Protect the reporter's story until a similar request comes from another reporter. If this happens, tell the second reporter that another media representative is already working on it. The second reporter probably won't press the issue. If pressed, provide the same material to the second reporter and inform the first reporter that another individual is also working the story.

3.4.2. Major News Story. Do not honor any request for exclusive information on a major story. Public Affairs must release information on major stories to all media equally. **(T-0).** The public's right to significant news transcends the right of a single reporter who first asked for the information. In-depth feature stories on major issues may be treated exclusively until similar queries come from other reporters or major developments require a general release.

3.5. Air Force and Space Force Reports on News Programs. Air Force and Space Force members may do regular reports of installation news on local radio or television stations, if the subject matter pertains exclusively to Air Force and/or Space Force life and activities. Members will coordinate with the local PA office prior to engaging with the media. **(T-1).**

3.6. Review of Material. Air Force and Space Force members will not ask a reporter to send material for review unless security considerations are involved. **(T-1)** The primary responsibility for protecting classified information lies with the Air Force and Space Force, not the reporter, and the reporter can justifiably refuse any requests for prior review. The primary safeguard should be to brief the reporter in advance about what information is sensitive and what the parameters are for covering this type of information.

3.7. Duty Officer. PA offices should brief security forces, operations centers, and telephone personnel on the procedures for contacting the off-duty PA representative, who is distinct from PA alert personnel. An instruction book should be prepared for the off-duty representative's use. At a minimum, it should contain emergency checklists and off-duty telephone numbers of PA staff members and key unit installation officials. Instruction books should be checked frequently to ensure instructions and officials' names and telephone numbers are current.

3.8. News Releases. News releases via email, social media, website or other form is the most common way to deliver information to the media. It may announce news or answer anticipated queries. The news release varies in length, but most often is a page of newsworthy information. However, news releases may not be the most effective mechanism for information release. The mechanism for any release of information should be based on specific objectives and key populations.

3.9. Classified Answers. If an answer is classified, tell the reporter PA cannot provide the information because it is classified. If possible, explain why it's classified.

3.10. Pooling Media. Consider pooling when circumstances such as limited space preclude accommodating all the media wanting to cover a story. Keep in mind most media dislike pool arrangements and prefer to do their own reporting. A news pool involves having a representative from the media (or one representative from the various media, such as print, television, and radio) cover the story and then feed reports to all media taking part in the pool. Use pools only when circumstances absolutely preclude accommodating all interested media. Always let media decide procedures on how representatives are selected and how stories are distributed.

3.11. Air Force Visual Information (VI) Support for Media. The Air Force supports all credentialed and/or authenticated print and electronic media (including traditional and

nontraditional media organizations and their accredited representatives) requests to release visual information (including combat camera) products when such release meets the responsibility to inform the public and it does not compromise national security. Releasable materials are equally available to all interested media. Previously cleared Air Force and Space Force stock audiovisual materials or location photography on Air Force and/or Space Force facilities are provided to media without charge (Defense Imagery Management Operations Center, Defense Visual Information Distribution Service, etc.) when used for news projects.

Section 3C—Support Procedures for Non-Government, Non-Entertainment VI Productions Other Than News

3.12. General. Non-government, non-entertainment VI productions other than news are productions done by organizations outside the federal government which are primarily intended to inform. SAF/PA approves support to national-level, non-government, and non-entertainment visual information productions other than news media. MAJCOMs and/or Field Commands approve support on the local and regional level. Requesters should submit requests in writing as outlined below:

3.12.1. Include detailed description of the desired material stock footage or photography (footage format, amount, etc.) and desired receipt date (two to four weeks is normal processing time).

3.12.2. If production support is requested, include anticipated specific support requirements, such as military manpower and equipment and projected production schedule, including filming dates and proposed filming locations.

3.12.3. Provide a synopsis or explanation of the product in which the Air Force VI material is going to be used. Include a treatment, outline, script, or storyboard for the project.

3.12.4. Describe the use of the product to include distribution mode and target audience (e.g., national TV advertisement; 30-minute TV documentary to air nationally on PBS™; etc.).

3.12.5. Include a statement that the requested VI support cannot be reasonably obtained from commercial or private sources.

3.12.6. Provide a statement that the finished product does not imply Air Force or DoD sponsorship, approval, or endorsement of the organization or company, its products or services, nor does it state or imply Air Force or DoD support of any viewpoint expressed in the product.

3.12.7. Ensure that SAF/PA (or appropriate level) is given the opportunity to review the final product before release.

Chapter 4

CRISIS COMMUNICATION PROCEDURES

4.1. Purpose. Clear, concise, accurate and timely communication is critical during a crisis. A crisis is a rapidly developing situation ranging from natural disasters and aircraft accidents, to hostile activities posing a threat to U.S. interests. PA requires its trained professionals to have the skills to engage the media and to keep a wide range of populations informed during crises.

4.2. Considerations. It is essential that planning for crisis communication begins well before an actual crisis. See DAFI 35-101, Chapter 3, for specific considerations in event of a crisis. Many of the requirements outlined there are intertwined as part of the procedures listed in **paragraph 4.3** of this manual, and guidance is provided to ensure units plan effectively.

4.3. Crisis Procedures. A crisis situation may range from a significant weapon system mishap or ground accident, to an active-shooter or on-base protest. Regardless of the nature of a crisis, commanders and PA personnel need to be able to provide relevant audiences with accurate, timely, and essential information.

4.3.1. Commanders will:

4.3.1.1. Adequately resource the PA office to provide required support during a crisis, including authorizing augmentation when needed. **(T-3).**

4.3.1.2. Engage with internal and external media as needed, to ensure accurate, timely, and essential information is provided to affected or interested populations. **(T-3).**

4.3.1.3. Approve a message to be used for organizational social media accounts and the public web, as applicable. **(T-3).**

4.3.1.4. Participate in a command information effort to help stabilize the situation and address the fears and concerns of relevant audiences. **(T-3).**

4.3.2. Public Affairs will:

4.3.2.1. Ensure there is a PA presence at the public affairs office, the incident scene, and the installation command post. **(T-3).** PA may also be required to provide support to the crisis action team, incident and emergency operations center, as needed.

4.3.2.2. Deploy with the incident response force and provide support to the incident commander, while ensuring PA maintains continual situational awareness in order to coordinate timely release of information. **(T-3).** This includes ensuring the alert photographer is notified and able to deploy on-scene.

4.3.2.3. Transportation. Mobility is vital during an incident. The PA office must request sufficient number of government vehicles and land mobile radios for on-base command information program support, as well as for media escort and support. **(T- 1).** PA must ensure unit contingency plans include transportation to the incident site. **(T-3).**

4.3.2.4. Regardless of location, immediately establish communication between the on-scene PA representative and public affairs office at the installation. **(T-3).** This permits PA at the site and those at the PA office to coordinate information for release on a timely basis.

4.3.2.5. The installation PA office must establish procedures to notify a tenant unit commander of any follow-on PA actions in incidents involving that commander's resources. **(T-1).**

4.3.2.6. In incidents likely to require PA support for extended periods of time, or likely to exceed the capabilities of the responsible PA office, PA will:

4.3.2.6.1. Ask the next higher PA echelon for additional personnel and equipment, if needed. **(T-1).**

4.3.2.6.2. Set up a 24-hour news Media Operations Center, in coordination with representatives from all relevant federal, state, and local offices. **(T-1).** The Media Operations Center should have the appropriate infrastructure to support anticipated media representatives, including commercial internet and at least one commercial telephone line for PA personnel only. Consider having an additional telephone line to accommodate media requirements in the event cell phone use is limited.

4.3.2.6.3. Provide Air Force or Space Force news releases about the incident to state, local, or other officials responsible for informing the public and media, or who need the releases for any other purpose. **(T-1).**

4.3.2.6.3.1. See DAFI 35-101, Chapter 3, for information that should be included in the initial news release.

4.3.2.6.3.2. Ensure the relevant MAJCOM/PA or Field Command PA and the Defense Media Activity are included as addressees on initial information release and other publicly releasable information and images. **(T-1).**

4.3.2.6.4. Anticipate public concerns and issues and produce news releases before such concerns distort public perceptions. **(T-1).**

4.3.2.6.5. Will record media and public queries as they are received. **(T-1).** Use AF Form 39, *Response to Query*, as time permits.

4.3.2.6.6. Use a central events log to record: Time of incident, important developments, time of releases, guidance received from higher PA echelons and how or when it was implemented, and thumbnail sketches of most significant queries and events. **(T-1).**

4.3.2.6.7. Alert base telephone operators to direct all news media and public calls to the installation PA phone line in the media operations center. **(T-1).**

4.3.2.6.8. Escort media, as needed.

4.3.2.6.8.1. Before taking media representatives to the incident area, brief them on the current situation, base organizations involved, and any possible risks of personal harm.

4.3.2.6.8.2. Issue a Media Badge. Coordinate with the security forces to ensure they recognize the badge. Note that media representatives are not allowed beyond the incident cordon perimeter, if established, or the edge of the incident.

4.3.2.7. Activate, operate and update organizational social media accounts, mobile apps, and official public websites, as applicable.

4.3.2.7.1. Social Media, Mobile Apps, and Official Websites. Organizational social media platforms (such as Twitter™, Facebook™, Instagram™, or any applicable mobile apps) simultaneously provide base personnel and media representatives with an authoritative point of contact for current, accurate information about the status of any incident, and the command's actions. Utilizing these platforms allows PA offices to more effectively manage resources when time is limited. Consider using the installation public website to communicate lengthier messages. Prepare messages for commander's approval that can be released on all available platforms.

4.3.2.7.2. The PA office should publicize the existence of organizational social media accounts and mobile apps both before and during an on-base incident through the command information program. These accounts should be promoted as sources of credible information during a crisis.

4.3.2.8. Develop situation reports (SITREPs), if the crisis warrants. **(T-3).** See AFMAN 10-206, *Operational Reporting (OPREP)*, for more information about SITREPs. Especially consider using these during an on-base incident. Send SITREPs to MAJCOM/PA and/or Field Command PA as required. MAJCOM/PAs and Field Command PAs must forward to Higher Headquarters. PA will continue reporting during emergency conditions using priority precedence. **(T-3).** SITREPs include:

4.3.2.8.1. Base facilities involved and how affected.

4.3.2.8.2. Number of military personnel involved, both as participants in the incident and as members of the control force or in support of the control forces.

4.3.2.8.3. Number of PA augmentation personnel requested or in place.

4.3.2.8.4. Assessment of impact to on-base personnel, including information about previous similar incidents.

4.3.2.8.5. PA actions already taken, and known or anticipated media interest.

4.3.2.9. After-Action Report. Provide an after-action report to MAJCOM/PA or Field Command PA within 7 days after the end of an incident. **(T-3).** Report should contain a chronology of PA actions, problems encountered, community and media relations activities, and lessons learned.

4.4. Controlling Photography on U.S. Military Installations During Crisis.

4.4.1. If classified material is exposed, the incident commander and PA will not allow media or visitors to photograph or record in the area. **(T-2).** PA will not release official Air Force or Space Force incident photographs that show classified information, human remains, or blood. **(T-1)**. See AFI 51-307, *Aerospace and Ground Accident Investigations*, for guidance on release of official Air Force photographs prior to release of the investigation report. It does not mean the presence of humans or blood is in itself a reason to prohibit all media photography.

4.4.2. Classified Material. If classified information or materials are exposed and cannot be covered or removed immediately, media or visitors are not allowed to photograph or record in the area. As soon as reasonably possible, the appropriate agency will cover exposed classified objects and information in order to allow escorted media to photograph or record the site. **(T-1).** The commander and PA will:

4.4.2.1. Notify media or visitors of any restrictions with regard to what can and cannot be filmed in a given area or activity. **(T-1)**. The commander and PA will bar or restrict media and visitors from sensitive sites or activities. **(T-1).**

4.4.2.2. Immediately notify Security Forces of suspected photography of classified material by media or visitors. **(T-2).** Security Forces will most likely confiscate the equipment, complete an AF Form 52, *Evidence Tag*, and relinquish to Air Force Office of Special Investigations (AFOSI) for further processing. PA should not hold the media or visitor, unless directed to by SFS for safety reasons. Security Forces should coordinate closely with command officials to confirm the existence of classified information on the seized materials, review the coverage, and return all portions that do not contain classified information.

4.4.2.3. Immediately notify the local AFOSI for its determination as to whether an AFOSI investigation is warranted if it is determined that:

4.4.2.3.1. The coverage contains classified information and in some cases, AFOSI should develop and review the content and will handle further necessary coordination on processing classified information. AFOSI will most likely review and electronically edit classified information from the media coverage.

4.4.2.3.2. If it appears there was intent to deliberately obtain coverage of classified information for purposes of profit, espionage or to have any other significant adverse impact on national security, the Air Force, base, or command, officials must immediately report the above actions through command channels as well as to Office of the Secretary of Defense, Public Affairs (OSD/PA) through PA channels.

4.5. Control of Photography at an Off-Base Location in the United States and its Territories. The authority of PA personnel, incident commanders, incident boards, and security forces is limited in dealing with media, particularly at an accident site outside an installation, unless it is declared a national defense area (NDA). In order to control the scene, the following must occur:

4.5.1. The senior Air Force or Space Force representative at the scene finds out, as soon as possible, if there is any identifiable classified information present. **(T-1)**

4.5.2. If no classified information is exposed, or if it has been covered or removed, the senior Air Force or Space Force representative authorizes media photography. PA representatives will use identified safe routes to escort media to a safe viewpoint of the scene, allow photography, provide statements to media from cleared press releases, and coordinate all media queries, to include interview requests. **(T-1).** If photography of the incident scene is not initially an option, consider as an interim solution allowing media to photograph and report from a checkpoint where emergency responders are entering.

4.5.3. If undetermined whether classified information is exposed, explain that fact to any media photographers at the scene and advise them no photography is authorized. Warn that taking pictures without permission may violate federal law, and if they persist, may identify them for future investigative purposes.

4.5.4. If classified information is exposed and cannot be covered or removed, the senior Air Force representative must:

4.5.4.1. Explain the situation and ask the media to cooperate. **(T-1).**

4.5.4.2. Explain federal law prohibits photography when official permission is expressly withheld (Title 18, United States Code (U.S.C.), § 795 and § 797). **(T-0).**

4.5.4.3. Not use force if media representatives refuse to cooperate unless declared an NDA. **(T-1).** If photographs are taken after a warning is issued, Air Force officials ask civilian law enforcement authorities to stop further photography of the exposed classified information and to collect all materials with that coverage.

4.5.4.3.1. If no civilian law enforcement authorities are on the scene and media representatives take unauthorized pictures, do not seize the materials or hold the photographer. Instead, the senior Air Force or Space Force official at the scene or the responsible Air Force or Space Force installation commander must:

4.5.4.3.1.1. Immediately contact the managing editor or news director of the newspaper, magazine, or television station employing the photographer. **(T-2).**

4.5.4.3.1.2. Explain the situation. **(T-2).**

4.5.4.3.1.3. Request the return of media coverage having suspected classified information. **(T-1).**

4.5.4.3.1.4. Explain failure to return the material to military authorities violates federal law (Title 18, U.S.C., § 793(e), § 795 and § 797). **(T-0).**

4.5.4.3.1.5. Review media coverage turned over to the Air Force **(T-1).**

4.5.4.3.1.6. Report the action by telephone and follow-up message, when such contact is made, through PA channels to OSD/PA. **(T-1).**

4.5.5. Liaison with Media. Incident occurring off an installation are under state and local authorities' control. Officials often rope off an area to protect the public from injury or to protect government property from further incident. When this is done, the on-site commander must coordinate media access to the accident site with civilian officials. **(T-2).** If possible, brief the media on safety hazards in the area and the need for preserving the site for investigation and consider escorting media representatives. Air Force and Space Force personnel do not have authority to physically restrict movement of media representatives.

4.6. Control of Photography Off-Base in a Foreign Country. Air Force and Space Force officials at the scene must comply with status of forces agreements, the laws of the host nation, and other instructions of the combatant commander responsible for that area. **(T-0).** Overseas MAJCOM commanders publish supplements to this manual that state guidance on relations with media at incident sites.

Chapter 5

COMMUNITY ENGAGEMENT PROCEDURES

Section 5A—Purpose

5.1. Purpose. Community engagement encompasses activities of interest to the general public, businesses, academia, veterans, service organizations, military-related associations, and other non-news media entities. Targeted engagements with and through various groups enhance mutual understanding, cooperation, and support necessary to create desired effects that support the Air Force's communications objectives.

Sections 5B—*Civic Leader Tours, Program Execution, and Selection*

5.2. Civic Leader Tour Guidance. The target audience is stakeholders connected to a local issue or where general civic education can be justified. Civic Leader Tours are more than one day and involve travel away from the local installation. The following guidance will be implemented when planning any Civic Leader Tour.

5.2.1. For all tours, specific communication objectives are developed by the unit and forwarded for approval via the tour plan to the MAJCOM/PA or Field Command PA and SAF/PAY. Consider theme-based tours, such as environmental, small business, personnel, education, warrior care and others.

5.2.2. The PA sponsor must indicate special aircraft configuration, including seating, comfort pallets, etc., with the appropriate supporting airlift unit scheduler when arranging airlift support. **(T-1).**

5.2.3. All group lodging reservations are made through the base lodging office. Under no circumstances may government credit cards, personal credit cards, or personal checking accounts be used to hold group reservations. If only off-base non-contract lodging is available, recommend the fund established for collectively managing guests' expenses be used for any lodging deposit normally associated with commercial hotels, or work with the hotel to waive the requirement.

5.2.4. Continental United States (CONUS) units must conduct tours within the CONUS. **(T-1).** Exceptions will be rare. Visits to Alaska bases are considered for CONUS unit tour requests on a case-by-case basis by SAF/PAY.

5.2.5. Group should be composed of no more than 40 participants and should not be less than 25, including escorts. Include a senior Air Force representative and a public affairs officer at the point of origin as military escorts on flight. Air Force escorts, including the host and executive officers, should not exceed 20 percent of the total number of guests.

5.2.6. SAF/PAY will be the approving authority for waivers to the above requirements. Prior to delivering invitations, submit requests for waivers to SAF/PAY through the MAJCOM/PA or Field Command PA and include an itinerary and letter of justification. Due to the longer flying times for Pacific Air Force (PACAF) and United States Air Force in Europe (USAFE) tours, PACAF is allowed four-day tours and USAFE three-day tours, if approved by MAJCOM/PA. **(T-1)**. SAF/PAY must approve waivers for tour durations that exceed any of

these limits.**(T-1**) SAF/PAY must approve waivers for tour durations that exceed any of these limits for both CONUS or Outside of the Continental United States (OCONUS). **(T-1).**

5.2.7. Local PA offices are responsible for ensuring that all briefings, demonstrations, and orientations are cleared for presentation to the general public. See DAFI 35-101, Chapter 9, for more information. Local PA will schedule orientations, demonstrations, and briefings during normal duty hours. **(T-3).**

5.2.8. Limit time spent in briefings and increase contact with Airmen, Space Professionals and operations. Present a balanced view of conditions and issues, including areas for improvement as well as successes.

5.2.9. Retain emergency information on each participant until the end of the tour.

5.2.10. Tours will not be composed of members from predominantly one organization (e.g., military affairs committee, or base support team).

5.2.11. Include participants from a cross-section of the community or business leadership (consider age, gender, race, ethnic, and occupational backgrounds). Opinion leaders who can influence public opinion for the theme/objective selected for the tour, or inform and educate their communities and peers should be considered. Flights involving foreign nationals must be reviewed for foreign disclosure requirements and political concerns, to include compliance with AFI 16-201, *Air Force Foreign Disclosure and Technology Transfer Program* and must include Deputy Undersecretary of the Air Force for International Affairs (SAF/IA) regional division coordination. **(T-1).**

5.2.12. Invitations should only be issued on a by-name, by-tour basis with last-minute fills for cancellations done in the same manner. Do not send tour invitations prior to MAJCOM/PA or Field Command PA and SAF/PA approval. **(T-1).**

5.2.13. Provide tour participants with biographies of tour senior hosts/escorts, fact sheets, and other materials on units to be visited, pertinent weapons systems, force modernization programs, Department of the Air Force Core Values and Competencies, and current Air and Space Forces themes and messages.

5.2.14. Photography on board the aircraft is allowed if cleared by the aircraft commander.

5.2.15. Tours to the Pentagon or the National Capital Region are not authorized.

5.2.16. Tours do not include peripheral activities (such as sight-seeing, golfing, or other athletic events).

5.2.17. Do not provide alcoholic beverages to guests aboard aircraft and buses, or during any business briefings. **(T-1)**. Alcohol may be served at Official Representation Funds-sponsored evening receptions or dinners, in accordance with AFI 65-603, *Emergency and Extraordinary Expense Authority*.

5.2.18. Do not include spouses or retired military members unless they qualify as opinion leaders in their own right. **(T-1)**.

5.2.19. Evening activities should be an integral part of the education process, not purely a social event. Use the time for appropriate speakers and interaction with leadership. If available, include a performance by an element of an Air Force Band.

5.2.20. Limit repeat participants to no more than 20 percent of the group total. Repeat participants are those who have gone on one or more past civic leader tours with the host unit. If repeat participants are included, assign them mentorship responsibilities for new attendees.

5.3. Civic Leader Program Execution. Commanders are encouraged to have civic leader/honorary commander programs. These programs increase the bond between local civic leaders, the Air Force and the Space Force. The following guidance will be implemented when executing installation, MAJCOM or Field Command civic leader programs.

5.3.1. Generally, neither appropriated nor non-appropriated funds are available to fund civic leader programs. Base events for civic leaders, such as luncheons, should be "pay-as-you-go" or funded with official representation funds (ORF) in accordance with AFI 65-603. This type of event should be held only once a year at locations within the U.S. and its territories. Official representation funds may be used to host distinguished foreign nationals in accordance with AFI 65-103, *Temporary Duty/Special Orders*. Consult the installation legal office before making plans.

5.3.2. Guidelines for event participation and gifts apply to civic leader and advisory group programs. Event participation cannot violate DoD 5500.07-R, *Joint Ethics Regulation* **(T-0).** Avoid anything that could be perceived as impermissible preferential treatment, fraud, waste or abuse. **(T-0).**

5.3.3. When practical, term limits should generally be no more than three years to enhance the program's reach and effectiveness and to avoid program stagnation. If commanders deem longer terms are necessary, extreme care should be taken to avoid the perception that civic leader representation is a closed or stagnant group. If requested, a current civic leader may terminate their term early. Should a civic leader not fulfill their responsibilities (e.g., recurring non-participation) the installation commander may terminate their term early.

5.3.4. Base access for civic leaders is an installation commander's decision and should be worked with guidance provided in Department of Defense Manual (DoDM) 5200.08V3_AFMAN 31-101V3, *Installation Perimeter Access Control (FOUO)*, and local security forces offices.

5.4. Choosing Civic Leaders. The intent of a civic leader program is to educate and increase the knowledge and understanding of key civic leaders about the Air Force and Space Force. Civilian participants are selected from among non-federally elected or appointed officials, mayors, chamber of commerce-type group members, principals of local schools, Military Affairs Committee members and others who, because of their position or influence in the community, can positively impact public support for the base. Public Affairs offices should nominate civic leaders from a diverse cross-section of the entire community and nominees should be approved though local legal offices prior to sending to leadership.

5.4.1. Civic Leaders should:

5.4.1.1. Be a United States citizen of outstanding character, integrity and patriotism.

5.4.1.2. Be a leader in local/regional/national community affairs.

5.4.1.3. Be in a position to provide individual perspectives to senior Air Force and Space Force leaders on Air and Space Forces initiatives, issues and other matters of interest.

5.4.1.4. Be in a position to disseminate information about the Air Force and Space Force to a broad cross section of the public and to other prominent citizens in their area.

5.4.1.5. Be able to interpret and affect public attitude toward the Air Force and Space Force.

5.4.1.6. Be able and willing to devote a reasonable amount of time as a civic leader for the installation.

5.4.2. Civic Leaders will not:

5.4.2.1. Be an employee of the federal government. **(T-0).**

5.4.2.2. Be a federally elected or appointed official. **(T-0)**. Locally elected or appointed officials will be considered on a case-by-case basis.

5.4.2.3. Be an active member of the National Guard or a member of the Ready Reserve (Selected), Individual Ready Reserve, or Standby Reserve. **(T-1).**

5.4.2.4. Be a retired military member of any service. **(T-0)**. Exceptions will be rare and approved at the MAJCOM/PA or Field Command PA level when there is significant justification for inclusion.

5.4.2.5. Be a paid employee of any political party or candidate. **(T-0).**

5.4.2.6. Hold financial interests that conflict with their role as a civic leader, or those who have current, or are bidding on, contracts with the DoD. **(T-0).**

5.4.3. Selection of civic leaders should target engagement of a broad cross-section of area community leaders. Where possible, a single representative to the program from organizations is desirable (for example, from a school or business), taking into account the fact that heavily engaged civic leaders may be members of or participate in multiple local groups or organizations.

5.4.4. Nominees can work in a media-related field, but should not be a newspaper, TV, professional blogger/vlogger, or radio reporter, due to the inherent conflicts of interest that could arise if allowed unescorted access to the installation and/or access to base leadership in situations not intended to be public or to be publicized. Consult with MAJCOM/PA or Field Command PA on establishing guidelines to mitigate potential conflict.

5.4.5. Individuals employed by DoD contractors cannot be nominated, nor may nominees otherwise occupy a position that may create a perception of a conflict of interest between program participation, their private or organizational interests (for example, financial interests in DoD contracts). **(T-0)**. The local legal office should be contacted for assistance in addressing questions in this regard.

Section 5C—Air Force Band Engagements

5.5. Air Force Band Engagements. Air Force bands offer commanders powerful engagement opportunities for connecting and messaging in their local communities. Bands can be used to specifically target a key audience or stakeholders that are important to installation commanders, or can be used as a general opportunity to engage with a collected audience. As a byproduct of the nature of music, bands have the ability to unify a group of disparate people into a similar

state of mind to receive messages about the Air Force and Space Force. Different musical products focus attention of specific audiences. As an Air Force rock band might play better at a motor-racing event, a jazz or concert ensemble might better attract an older influencer audience.

5.5.1. Establish a communication schedule with the nearest band commander to identify local strategies/initiatives including open houses, airshows, community relations events, significant celebrations, and prioritized community involvement.

5.5.2. Incorporate possible band participation in the initial planning. Although an occasional short-notice event can be supported, AF Bands schedule tours and temporary duties 6-12 months from event dates.

5.5.3. Air Force bands provide musical products that can improve messaging to a specific audience type.

5.5.4. Air Force bands are given an area of responsibility for outreach and engagement of the public as well as support for bases located within their area of responsibility, in accordance with AFI 35-110, *U.S. Air Force Bands* , **Chapter 4**.

5.5.5. Rules for AF Band participation, as well as how to request a performance, can be found in in AFI 35-110, Chapter 5.

Section 5D—Information Requests and General Inquiries

5.6. Responding to Information Requests and General Inquiries. Responding promptly, accurately, and completely to requests for information or complaints is an important part of Public Affairs. People often develop lasting impressions of the Air Force or Space Force and the professionalism of their members based on the quality and timeliness of replies to queries, requests and comments.

5.6.1. General Guidance. Many times, correspondence is the only direct contact a person or organization has with the Air Force or Space Force. To that end, use the following guidelines when responding to requests for information and general inquiries:

5.6.1.1. Responses should be written in a clear, concise style. Avoid Air Force and/or Space Force jargon, technical language, and acronyms.

5.6.1.2. Whenever possible, any current, previously cleared information should be used in responding. However, when requests require more detail or involve sensitive subjects, proper coordination is essential.

5.6.1.3. When appropriate, refer requesters to **www.af.mil/Questions.aspx** or **www.spaceforce.mil/Contact/**, the installation home page or to official social media channels.

5.6.2. Public Inquiries. Refer public inquiries to **www.af.mil/Questions.aspx**   or **www.spaceforce.mil/Contact/**. Public Affairs is not expected to invest excessive time and resources to research and develop materials for student research papers. Provide readily available materials, politely advise requesters their request goes beyond PA's research capability and refer them for further information to other appropriate sources of information, such as specific magazines, books, public or university libraries, industry, or other Air Force units.

5.6.3. Congressional Requests and Inquiries. Handle guidance according to AFI 90-401, *Air Force Relations with Congress*.

5.6.4. Regional, State, and Local Government Officials and Special Interest Group Requests. Special care is taken to get a fully coordinated staff response and concurrence by the commander, and higher headquarters when appropriate, before answering these requests. Coordinate with the legislative liaison representative at the appropriate level in the commander's action group or elsewhere on the commander's staff.

5.6.5. Foreign National Requests. Public Affairs must respond directly to all foreign national requests for unclassified information approved for public release. **(T-1).** All other requests should be sent to the local AFOSI detachment and to the MAJCOM or Field Command foreign disclosure offices for release determination. If release determination cannot be made at MAJCOM or Field Command level, the request is sent to SAF/IA.

5.6.6. Media Queries. Requests for information from members of the news media should be responded to in accordance with DAFI 35-101, Chapter 2, as well as **Chapter 3** of this manual.

Section 5E—Support for Non-Government, Entertainment-Oriented Productions

5.7. Production Companies. The Entertainment Liaison division of SAF/PA (Secretary of the Air Force, Public Affairs, Air Force Entertainment Liaison Office (SAF/PAYL) collaborates and coordinates with production companies to develop a project that will qualify for DoD-approved assistance. See DAFI 35-101, Chapter 1, for more information about SAF/PAYL. Before a production company officially submits a project to Office of Assistance Secretary of Defense, Public Affairs (OASD/PA) for support consideration, SAF/PAYL may provide courtesy assistance, as in project research and development, thereby helping the production company to develop a script that might ultimately qualify for DoD assistance. The following process is recommended to increase chances of support.

5.7.1. The production company submits to OASD/PA, via SAF/PAYL, a formal request for production assistance. To begin the process, refer the production company to the SAF/PAYL office website: **www.airforcehollywood.af.mil**. On this website, the production company will need to complete a "Production Support Request Form." Once completed, the website instructs the production company to email the form to the organizational email box. SAF/PAYL will review the request and coordinate appropriately. **(T-0).**

5.7.2. Production companies will be required to provide complete scripts for review and evaluation upon request of SAF/PAYL. All information provided is considered proprietary and is treated accordingly.

5.7.3. SAF/PAYL reviews the request and determines initial support feasibility and, when necessary, coordinates with appropriate Headquarters Air Force agencies, MAJCOMs and Field Commands. Any comments, changes, or problems are resolved by SAF/PAYL, and recommendation for approval or disapproval is sent to OASD/PA.

5.7.4. Once support approval is granted, if the original request submitted was not complete as far as final scripting or specific support requirements, these are coordinated and approved by SAF/PAYL and OASD/PA as soon as possible thereafter. Support approval or disapproval gets communicated to the producer by OASD/PA or SAF/PAYL.

5.7.5. Once a project is granted OASD/PA approval, SAF/PAYL is authorized to provide official production support through an assigned project officer. SAF/PAYL assists with script review and rewrite, filming location arrangements, stock footage research and acquisition, on-site technical advice, handling of insurance and reimbursement arrangements, and review of completed projects.

5.7.6. On occasion, local PA units will be asked to assist with on-ground support if it's determined to be in the best interests of the Air Force and/or Space Force. A representative from SAF/PAYL will always be on-site. **(T-1).**

Chapter 6

ENVIRONMENTAL PUBLIC AFFAIRS RESPONSIBILITIES

6.1. Purpose. The Department of the Air Force develops and executes public engagement programs to build sustained public understanding, trust and support for Air Force and Space Force people and missions. The focus of PA activities is to inform and involve audiences during critical decision-making windows in various Department of the Air Force Environment, Safety, and Occupational Health programs.

6.2. Public Affairs Responsibilities.

6.2.1. PA will ensure news releases, newspaper display ads, social media material, and media and public responses to queries are properly coordinated with the Environment, Safety and Occupational Health management team and, as needed, operations, legal, security, medical, safety, logistics, and other appropriate agencies or organizations before releasing environmental information. **(T-3).**

6.2.2. Installation PA will prepare public releases regarding local mishaps or negative impacts in coordination with appropriate agencies, such as safety, environmental, legal, civil engineering and installation commanders. **(T-3).** Installation PA will prepare public releases regarding local mishaps or negative impacts in coordination with appropriate agencies, such as safety, environmental, legal, civil engineering and installation commanders. **(T-3).** In additional, installation PA will appoint a representative to the Installation's Cross Functional Team in accordance with AFI 32-7001, *Environmental Management*.

6.2.3. SAF/PAO is the central point for coordinating and communicating environmental successes to national and international audiences, and works with Air Force Installation and Mission Support Center, Public Affairs (AFIMSC/PA) to communicate overarching environmental information for centrally-managed Air Force Installation and Mission Support Center (AFISMC) programs.

6.2.3.1. Installation, MAJCOM/PA, and Field Command PA offices communicate environmental successes to local, state, and regional audiences and forward local news releases and news clippings to SAF/PAO for consideration in the national program.

6.2.4. Air Force Installation and Mission Support Center Public Affairs. AFIMSC/PA can provide technical assistance, training, guidance, products and resources, up to and including PA representation, depending on the scope and duration of the environmental action. See the environmental public affairs page of the Department of the Air Force PA SharePoint® site for more information. AFIMSC/PA can coordinate PA activities and release of information with appropriate subject matter experts, including National Environmental Protection Act (NEPA), Air Installation Compatible Use Zone, tribal relations, natural and cultural resources, wildland fire management, environmental restoration, and other programs.

6.3. Environmental Impact Analysis Process (EIAP). Community involvement is central to meet federal requirements outlined in both National Environmental Protection Act and the President's Council on Environmental Quality regulations. EIAP is the Department of the Air Force's NEPA compliance program, codified in Title32, Code of Federal Regulations, **Part 989**, *Environmental Impact Analysis Process (EIAP),* current edition.

6.3.1. PA Responsibilities. See **Table 6.1**, Public Affairs Activities for EIAP Actions, for guidelines on how to provide specific PA support during each phase of the EIAP.

6.3.2. PA must notify the public on the availability of a Finding of No Significant Impact (FONSI), or with a record of decision for an Environmental Impact Statement (EIS), via display advertisement (not a legal ad) in a local, state, or regional general circulation newspaper. **(T-0).**

6.3.2.1. The ad should be at least one sixteenth of a page (approximately 4x5 inches in size).

6.3.2.2. The display ad is a paid newspaper advertisement, funded by the project's proponent, typically the MAJCOM or Field Command. It should appear in a prominent section of general circulation newspapers rather than legal columns of papers. If there is a specific state requirement to use a legal advertisement for public notification of NEPA activities, then the legal advertisement should be used in conjunction with, not instead of, a public notice display advertisement. When determining how much public information is appropriate (how many news releases, display ads, or meetings should be completed), PA should consider the following:

6.3.2.2.1. The size of the proposal and the degree to which the public may be affected by the action.

6.3.2.3. The anticipated level of public interest or controversy.

6.3.2.4. The size of the area affected (geography and population).

6.3.2.5. Past controversy associated with similar activities (e.g., airspace reconfiguration, forestry management plans or timber cuts, and increased night operations or training).

6.3.2.6. Whether the proposed action is one of national concern, is unprecedented, or normally requires an EIS.

6.3.2.7. The degree of any associated environmental controversy.

Table 6.1. Public Affairs Activities for EIAP Actions.

ENVIRONMENTAL ACTION	PUBLIC AFFAIRS ACTIVITIES
Categorical Exclusion	No PA coordination required.
Environmental Assessment (EA)	PA coordination of publicly releasable information, drafting/sending of news releases, support for briefings and/or public meetings (where applicable, such as serving as interface with community, providing media escort and arranging interviews, and helping develop handout and/or display materials).
FONSI and Final EA	PA coordination of publicly releasable information, review of display ad, and drafting/sending of news release.

Environmental Impact Statements	
Notice of Intent	PA coordination includes assistance with preparation of Q&As; review of notice of intent published in the Federal Register; review of display advertisement announcing notice of intent; support of public meetings (see EA section above for potential activities) and drafting/sending news release.
Scoping	PA coordination of publicly releasable information, review of display ad, support of public scoping meeting(s) (see EA section above for potential activities), and drafting/sending news release.
Draft EIS	PA coordination on information submitted to Federal Register, preparation of Q&As, review of display ad announcing notice of availability, support of public hearing(s) (see EA section above for potential activities and Appendix C of 32 C.F.R. Part 989, and drafting/sending news release).
Final EIS	PA coordination of publicly releasable information, review of display ad, and drafting/sending news release.
Record of Decision	PA coordination of publicly releasable information, review of display ad, and drafting/sending of news release.
Public Records	PA provides security and policy review of publicly releasable documentation.
Community Relations Plan Development	PA coordination of development of community relations plans to support environmental restoration activities with Air Force Civil Engineer Center Environment Directorate (AFCEC/CZ) (installation restoration project manager).
Public Meeting	PA coordination of public meetings to provide information on environmental projects with appropriate agencies, including Air Force Civil Engineer Center (AFCEC);

	advertises meetings via press release, social media, and/or display advertising; supports Air Force subject matter experts and other personnel when engaging media; engages AFIMSC/PA and AFCEC/CZ to develop messaging and guidance.

6.4. Environmental Restoration Program Cleanup. The Environmental Restoration Program (ERP) is a comprehensive effort to identify, investigate, evaluate, and restore contaminated areas (hazardous disposal sites, landfills, storage facilities, and operational areas) on property owned by, leased to, or otherwise possessed by the Air Force within the United States, including sites where contamination has migrated off such property. AFCEC/CZ manages and executes Air Force restoration projects through regional installation support sections and installation restoration project managers.

6.4.1. General ERP Public Affairs Responsibilities. In cases where there may be no PA assigned to an installation, such as a government-owned, contractor-operated (GOCO) facility, the responsible command should provide a PA specialist, or appropriate on-site representative, to support the relevant public participation activities. AFIMSC/PA is available for support in such instances. MAJCOM/PA and Field Command PA should also maintain copies of documents and materials accomplished by the installation-level public affairs officer (or selected on-site representative) in support of the ERP, such as community relations plans, environmental updates, mailing lists, Information Repository indexes, news releases, and fact sheets. As a minimum, PA should:

6.4.1.1. Coordinate, or assist in the coordination of, Restoration Advisory Board (RAB) activities, including the initial community-interest assessment process. Advise the base commander and/or RAB co-chairperson of PA objectives pertaining to development, participation, and support of the Restoration Advisory Board and other required public information activities.

6.4.1.2. The RAB is a community-based advisory body designed to act as a focal point for the exchange of information between the Air Force and/or Space Force and the community regarding environmental restoration (clean-up) activities. Board members include representatives from the community; interest groups; local, state, and federal regulatory agencies; and the Air Force and/or Space Force. RAB meetings are open to the public. **(T-0).**

6.4.1.3. At GOCO facilities, the assigned PA specialist will work with government contracted personnel, regulatory agencies for that region, and community members to support RAB activities and implement PA operations as appropriate and applicable to that community and situation.

6.4.1.4. Establish and maintain liaison with higher headquarters PA offices and concerned base agencies on all ERP PA and/or community involvement matters. Depending on the action itself or the stage of the ERP, PA may elect to coordinate with other agencies, local governments, or special interest groups on news releases, responses to media queries, or briefings. Since demographic conditions vary widely, PA should

fully evaluate their local situations (to include stakeholders surrounding GOCO facilities) to ensure all concerned entities are in the communication channel.

6.4.1.5. Assist restoration personnel in creating a Community Relations Plan. Community Relations Plan goals include identifying issues of possible community concern, providing a basis for communication between the facility and the community, outlining how the public can participate in the decision-making process, and serving as a public record of community involvement during the investigative and remedial programs.

6.4.1.6. Review all ERP reports and other environmental documents intended for public release for effective risk communication language and possible community concerns.

6.4.1.7. Develop products that provide regular updates on ERP activities. These products may include, but are not limited to, progress reports, fact sheets, news releases, and public notices designed to increase the community's understanding and involvement in the ERP.

6.4.1.8. Announce the availability of appropriate documents by display advertisement when they are placed in the Information Repository or Administrative Record. See **paragraph 6.3.1.1** for further guidelines on the advertisement. More than one event can be included in the advertisement. For example, the same advertisement can discuss the contents of the proposed plan, public comment period, and public meeting information. Ads are funded through the Environmental Restoration Account.

6.4.1.9. Support restoration personnel communications to ensure internal/installation audiences are fully informed of IRP progress through websites, social media, commander's calls, staff meetings, town hall meetings, emails, etc.

6.4.1.10. Assist restoration personnel in satisfying Preliminary Investigation guidelines for removal actions. Such actions generally fall within three categories: emergency, time-critical, or non-time-critical, which have different Preliminary Investigation activities.

6.4.1.11. Help program personnel prepare for any public meetings throughout the IRP. Also assist program personnel in obtaining public comments when desired at other stages of the cleanup process. This could involve helping gather comment cards at public meetings, providing an area on the public website that links to the comment page or email, and sending out press releases seeking public comment (or including information in related releases about how the public can comment).

6.4.1.12. Assist in preparing and editing restoration success stories in support of the Defense Environmental Program Annual Report to Congress or any other communications intended for release to the public or to agencies outside of the DoD that is in line with current Public Affairs guidance. This may, at times, include coverage of mishaps or negative indications. PA must disclose issues truthfully and with transparency in accordance with current PA guidance. **T-0** Public responses to potentially negative elements must also be prepared and coordinated through appropriate channels. **T-0**

Chapter 7

TRAVEL PROCEDURES FOR PUBLIC AFFAIRS PURPOSES

Section 7A—General

7.1. Purpose. The purpose of PA travel is to further public understanding of Department of the Air Force missions, people, and weapons systems and to develop Air Force and Space Force advocates to carry the Air and Space Forces story to non-traditional as well as traditional audiences. In accordance with Department of Defense Instruction (DoDI) 4515.13, *Air Transportation Eligibility*, and DoDI 5122.08, *Use of DoD Transportation Assets for Public Affairs Purposes,* the use of DoD assets for public affairs purposes may be provided when travel is determined to be in the best interest of the DoD, and commercial transportation is not available or is otherwise inadequate to fulfill mission objectives. **T-0 D**AFI 35-101, Chapter 8, *Travel for Public Affairs Purposes*, outlines general guidelines, eligibility, and approval level for any PA travel. It is critical to follow the correct procedures when traveling for PA purposes. Contact higher headquarters PA if there are questions.

Section 7B—Guidelines for Hosting Civilian, Non-Media Travel

7.2. Civilian Travel Procedures and Guidelines.

7.2.1. Selecting Invitees. Participants should be selected and invited as part of an overall PA strategy to increase public understanding and support of the roles and missions of the DoD, Department of the Air Force, or a local installation.

7.2.2. Installation PAs will provide a comprehensive list of proposed invitees and submitting it to the wing or garrison commander, MAJCOM/PA or Field Command PA, and SAF/PAY for final approval prior to sending invitations. **(T-1).**

7.2.3. Invitational Travel Orders and Passenger Manifests. When traveling on a local flight, there is no requirement for invitational travel orders; however, installation PAs are responsible for providing required information for the manifest. When the travel is non-local, civilian participants must travel on invitational travel orders but at no cost to the government (no line of accounting required on the orders), unless it is a Civic Leader Tour-funded Special Assignment Airlift Mission.

7.2.4. Reporting Requirements. Installation PAs will provide an after-action report within 30 days of completion to owning MAJCOM/PA or Field Command PA to include date, type of aircraft, itinerary, resulting media and/or follow-on activity and names of participants. **(T-2).**

Section 7C—Submission Guidelines for Hosting Intertheater Media Travel

7.3. General. In accordance with Department of Defense Directive (DoDD) 4500.54E, *DoD Foreign Clearance Program (FCP)* and the DoD Foreign Clearance Guide (FCG) located at **www.fcg.pentagon.mil**, country/theater clearance is needed from and granted by the host nation and the U.S. embassy of the country to be visited. **(T-0).** Theater clearance is needed for visits to overseas military activities on matters pertaining to the mission of the regional/geographic combatant command, and is granted by the regional/geographic combatant command. It

generally requires at least 30 days of advance notice, and travel to some countries may require more time due to host nation process requirements. Many organizations associated with the embassy and combatant command have a vested interest in media travel and will provide clearance input based on real-world events and activities.

7.4. Responsibilities.

7.4.1. Country/theater clearance requirements are defined in the FCG: **www.fcg.pentagon.mil**. Prior to requesting clearances, the requester should check the FCG for the latest requirements, procedures and travel restrictions in effect for the location to be visited, as well as those for transiting locations. The requesting organization will submit a formal request for country/theater clearance through its MAJCOM/PA or Field Command PA using the Aircraft and Personnel Automated Clearance System (APACS) at **https://apacs.milcloud.mil/apacs/**. APACS is mandatory for processing DoD-sponsored official foreign travel in all overseas combatant commands. **(T-0).**

7.4.2. Once final operational and participation approval is received, the organization with operational approval authority will provide invitational travel orders/authorization for media members. **(T-0).**

7.4.3. The requesting organization should obtain current guidance on media ground rules from the destination theater PA.

7.4.4. The requesting organization will ensure travelers obtain passports and visas and sign ground rules and a hold harmless agreement prior to departure. **(T-0).** Media members must travel with the protective equipment required for the destination theater of operations. Protective equipment is NOT provided to news media representatives by the deployed unit once they arrive in theater. Media members are responsible for carrying their own personal, professional and protective equipment.

7.4.5. Failure to have the required documentation or any violation of the ground rules may be a basis for terminating a media representative's travel status.

7.4.6. The unit requesting travel will need to arrange for and fund the PA escort, unless otherwise funded by contingency funds such as those for Overseas Contingency Operations. **(T-1).** Once assigned, the escort serves as the primary liaison between the media representatives and the Air Force for purposes of the travel. Contact theater PA staff for guidance on escort requirements and any training needed before travel. Escorts are normally required on all intertheater media flights by Air Mobility Command aircraft. The destination theater may require that escorts follow certain theater reporting procedures, and can advise escorts on the minimum protective gear required for both the escort and media representatives.

7.5. Request Procedures.

7.5.1. The requesting organization should gather the following information required for the travel request: reason for media travel; names, media affiliations, social security numbers, and passport numbers of each media representative; Personnel Accounting Symbol Code and security clearance level of PA escort; and a proposed itinerary for coverage of theater of operations. Ensure that all personally identifiable information is protected in accordance with

AFI 33-332, *Air Force Privacy and Civil Liberties Program*. The requesting organization forwards this required information to MAJCOM/PA or Field Command PA.

7.5.2. The MAJCOM/PA or Field Command PA of the requesting/hosting unit reviews and submits the country/theater clearance request through the Aircraft and Personnel Automated Clearance System (APACS) in guidance with the DoD *Foreign Clearance Guide*. **T-0**

7.5.3. The MAJCOM/PA or Field Command PA of the requesting/hosting unit submits the participation approval request to OSD/PA (unless delegated) with an information copy to SAF/PAO.

7.5.4. The MAJCOM/PA or Field Command PA of the requesting/hosting unit submits the operational approval request to the MAJCOM or Field Command with Operating Condition of air assets. A copy of OSD/PA participation approval is necessary to accompany all AMC operational approval requests for non-local media travel.

7.5.5. The requester (generally the person on the MAJCOM/PA or Field Command PA staff and APACS account holder who entered the request) monitors the country/theater clearance status in APACS until approved.

Chapter 8

SECURITY AND POLICY REVIEW PROCEDURES

8.1. Purpose of Security and Policy Review Programs. Security and policy review programs enable communicators to inform and increase public understanding of the mission, operations, and programs of the Department of the Air Force, while safeguarding classified and sensitive information and maintaining consistency with Air Force, Space Force, DoD, and U.S. government policy. The Public Affairs officer at the lowest level, where approval authority exists, oversees all aspects of the security and policy review coordination process.

8.2. Submitting Material for Review. For planning purposes, submitters should normally allow a minimum of 10 work days for security and policy review. The 10-day clock begins when the receiving approval authority receives all required documents. Some complex documents, dissertations, manuscripts, theses, videos, etc., may require higher headquarters review, including SAF/PA, Defense Office of Prepublication and Security Review (DOPSR), and other federal agencies, and can take an additional 45-60 days to process. Work days required does not include the date of submission. The length, complexity, and content shall determine the number of reviewing agencies and, consequently, the time required for the complete review process. Drafts, notes, outlines, briefing charts, etc., may not be submitted as a substitute for a complete text. If a submission requires DOPSR clearance, SAF/PA will submit it. **(T-1).**

8.2.1. Submission to SAF/PA. Documents sent directly to SAF/PA should be submitted electronically. All electronically submitted requests must also include a memorandum indicating the submitters name, office symbol (if applicable), type of document, date required, and brief description. See **Attachment 5** for an example memorandum. The document and the memorandum should be submitted via email to: **usaf.pentagon.saf-pa.mbx.saf-pa-security-and-policy-review@mail.mil**.

8.2.1.1. To expedite review and clearance to SAF/PA, each electronically submitted package must include a memo or if elevating from the wing to AFIMSC for review and potentially up to SAF/PA, the AFIMSC Security and Policy Review Worksheet. **(T-1).** The memo must include:

8.2.1.2. Name, title, telephone number, email address and organization of originating unit, author, or speaker. **(T-1).**

8.2.1.3. Title of article or presentation. **(T-1).**

8.2.1.4. Statement on where, when, and how the information is to be released and the sponsoring organization, if appropriate. **(T-1).**

8.2.1.4.1. Required suspense date for release determination. If suspense date is earlier than date of presentation or publication, give reason. **(T-1).**

8.2.1.5. Statement that the information has been reviewed at the appropriate lower level and is recommended for public release. **(T-1).**

8.2.1.6. Signed or initialed notation by author or speaker indicating approval of the text. **(T-1).**

8.2.1.7. When applicable, include a statement on technical material that outlines restrictions and militarily critical technologies as well as a statement that current Air Force and DoD policies have been considered. **(T-1).** Must provide all relevant comments from field unit technical coordinators and attach contractor transmittal letter, if it contains pertinent data. **(T-1).**

8.2.2. Submission to AFIMSC/PA. Material and or cases from installation/unit level that have been elevated to AFIMSC/PA for review, as well as any material and or cases originating at the AFIMSC/PA level, must be uploaded to the AFIMSC/PA Security and Policy Review SharePoint® site. **(T-1).** Any material/case submitted via the SharePoint® site must include the AFIMSC Security and Policy Review worksheet. The submitter/PA representative will complete the SharePoint® online form and upload any relevant material and the worksheet at **https://org2.eis.af.mil/sites/13948/spr/SitePages/Home.aspx**. If documents are too large for SharePoint®, submitters/PA representatives may send the documents via DoD SAFE (Secure Access File Exchange) at **https://safe.apps.mil**. This is the preferred platform for files too large for SharePoint® or email. See **Attachment 6**, *Public Affairs Security and Policy Review Worksheet*, for the worksheet template. The worksheet can be accessed online at: **https://org2.eis.af.mil/sites/13948/spr/Shared%20Documents/PA%20SECURITY%20A ND%20POLICY%20REVIEW%20WORKSHEET.pdf**.

8.2.3. Technical Materials. For technical papers, include an abstract in layman's terms and, if appropriate, tell why releasing the information is important to DoD. An abstract that will be published in advance must also be reviewed for clearance. Clearance of an abstract does not fulfill the requirement to submit the full text for clearance before its publication. If an abstract is cleared in advance, always state the previously cleared abstract case number when requesting review of the full text.

8.2.4. Classified references are not authorized because they provide intelligence "shopping lists".

8.2.5. Generally, previously cleared information does not need to be submitted for review unless it contains substantial changes or it is used in conjunction with other unclassified material. Previously cleared unclassified information may inadvertently be combined in such a manner that, together, the new product becomes classified or raises policy concerns.

8.2.6. Speeches and presentations. Speeches and presentations can be submitted in bullet format if the essence of the information is apparent to the reviewer, (e.g., PowerPoint notes sheet) can be considered. The clearance of bullet- format material will, however, cover only that information presented for review and does not include extemporaneous remarks made during the presentation. Full text and proposed narrative is strongly recommended.

8.2.7. Website publication. Information intended for placement on websites, or other publicly accessible computer servers that are available to anyone, requires review and clearance for public release. Review and clearance for public release is not required for information to be placed on DoD-controlled websites or computer servers that restrict access to authorized users. Ensure all official websites are registered. See DAFI 35-101, Chapter 5*, "Command Information and Distribution"*, for information on the registration process.

8.2.8. Submission of mishap reports or excepts require coordination with the MAJCOM convening authority PA office in accordance with AFI 91-204, Safety Investigations and Reports.

8.2.9. Submission of Government-Produced Videos. Videos that incorporate music, narration, graphics, scripts, special effects, etc., must comply with all regulatory requirements for production videos as outlined in DoDI 5040.02, Visual Information (VI), DoDI 5040.07, *Visual Information (VI) Productions*, and DAFI 35-101, Chapter 7, *Visual Information* **(T-0)**. Video productions that meet the above criteria, but have not been coordinated with or produced by PA personnel, shall be returned with no action taken until all required coordination has been completed **(T-0)**. Videos that document experiments, lectures, briefings, etc., do not require adherence to the above procedures and can be submitted via normal procedures.

8.3. Recommended Program Guidelines. All PA offices will have a security and policy review program, and appoint one security and policy review authority, and at least one alternate, to operate it. PA offices should keep potential submitters informed about review requirements and procedures, and establish working relationships with staff agencies assisting in the review process.

8.3.1. The following are recommended program guidelines at the installation, AFIMSC, NonAppropriated Funds (NAF) and MAJCOM or Field Command level:

8.3.1.1. Keep a status log on information being reviewed consisting of case number, title of product, PA coordination, date completed, Subject Matter Expert (SME) and office review, date of reviews to include Operation Security (OPSEC), disposition designation (cleared, not cleared, etc.) with date, and any issues or required changes. The system of choice is the Public Affairs Information Release System (PAIRS); AFIMSC/PA requires use of PAIRS by units elevating cases to higher headquarters. Units using PAIRS are able to create logs through the report function. SAF/PA and AFIMSC/PA can provide access, guidance and training on PAIRS.

8.3.1.2. Maintain an effective suspense system. Allow a minimum of 10 work days for normal coordination of cases through the organization. Coordination time increases if material must be coordinated with MAJCOMs or Field Commands and similar-level organizations, or elevated to AFIMSC, SAF/PA, or DOPSR for processing. Use a standardized form or format to transmit cases to coordinating agencies. AFIMSC requires use of the AFIMSC Security and Policy Review Worksheet for any elevated cases. The worksheet requires those reviewing the product to digitally sign and provide any comments in the notes section.

8.3.1.3. Do not release cases outside official review channels during the security and policy review process. This includes abstracts or draft copies to publishers or those outside DoD prior to submission of cleared documents.

8.3.1.4. Make inquiries concerning cases being reviewed at higher levels of command through PA channels.

8.3.1.5. Use all reasonable measures to expedite staffing at all levels to make sure publication deadlines, speaking dates, and other valid deadlines are met. When other units from SAF-level or higher-headquarters on down request a SME review from the

unit-, MAJCOM-, or Field Command-level, provide the same support and acknowledgement of the review request. Assist those units in completing coordination to meet their deadlines.

8.3.1.6. Be sure to check release guidance in other regulations, such as AFI 91-204 and AFI 90-301, *Inspector General Complaints Resolution*.

8.3.1.7. See **paragraph 8.4** for mandatory step-by-step instructions.

8.4. Security and Policy Review Process Requirements. The following steps are mandatory at all levels:

8.4.1. Originators submit required information through appropriate channels to the local PA office. **(T-1).** See **paragraph 8.2** for guidance on how to submit material for review. Units, NAFs, AFIMSC, and MAJCOMs or Field Commands may recommend that submitters pre-coordinate material using the AFIMSC worksheet (**Attachment 6**) which includes unit leadership, program managers, technical and OPSEC review. This coordination reduces risk to PA systems when electronically received either through email or SharePoint® sites.

8.4.2. At SAF/PA, the security and policy review authority logs material requiring a security and policy review, determines which SME needs to review the document, establishes a suspense date, and dispatches the case for review. For an audiovisual product, the security and policy review authority reviews the video and script before scheduling a coordination viewing to evaluate the product.

8.4.3. At the unit, AFIMSC, MAJCOM or Field Command level, the submitter provides the worksheet or similar product showing pre-coordination to the PA representative who logs the material in, or uses PAIRS to automatically create a case number. PA then conducts a PA-specific review and further coordination at their level if necessary, before providing a disposition designation closing the case out, or elevating to higher headquarters. Submitters should not submit multiple documents with one submission form or memorandum. Each security and policy review request must have a separate memorandum or AFIMSC worksheet.

8.4.4. Coordinating agencies identify either classified information or information not consistent with official policy. Information apportioned for deletion should be enclosed in brackets. Mark classified documents in accordance with DoDM 5200.01, Volume 2, *DoD Information Security Program: Marking of Information*, and AFI 16-1404 **(T-0)**. If suspected classified information is found, immediately notify the local Information Protection Office. **(T-1).** For specific guidelines on how to mark information submitted for security and policy review, see **paragraph 8.6**

8.4.5. The security and policy review authority determines the releasability of the material after receiving agency subject matter expert inputs, evaluating subject matter expert comments thoroughly, and contacting subject matter experts to resolve issues or concerns, if applicable. **(T-1).** Once final disposition is determined, the submitter, author, and/or organizational box will be notified via email. The dispositions for security and policy review are: Cleared for Public Release; Cleared "with Recommendation" for Public Release; Cleared "As Amended" for Public Release; or Objection–Not Cleared for Public Release. A determination of "AF–No Objection" may be made when the Department of the Air Force is not the final release authority, as in certain Joint or federal agency programs. For more

information, see DoDI 5230.29, Security and Policy Review of DoD Information for Public Release, Enclosure 3, section 4.

8.4.6. After the security and policy review authority determines a clearance position and assigns a disposition, the review action is complete. If higher-echelon level review is required, the case will be elevated to the next review echelon. **(T-1).**

8.4.7. Once cases have been returned from higher-echelon review (AFIMSC, SAF/PA, or DOPSR), the security and policy review authority retains one file copy showing final clearance and any changes and markings to the material, plus confirmation of each reviewing organization's signed remarks. **(T-1).**

8.4.8. The originator will receive notification of the final disposition of the material, generated by an email if the PAIRS system has been used. If public release approval is denied, originator will receive correspondence explaining reason for denial. **(T-1).**

8.5. Review Considerations. When reviewing material proposed for release, keep the following information in mind:

8.5.1. Operations Security (OPSEC) considerations. OPSEC is a process of identifying critical information and analyzing friendly actions attendant to military operations and other activities to: identify those actions that can be observed by adversary intelligence systems; determine indicators and vulnerabilities that adversary intelligence systems might obtain that could be interpreted or pieced together to derive critical information in time to be useful to adversaries, and determine which of these represent an unacceptable risk; then select and execute countermeasures that eliminate the risk to friendly actions and operations or reduce it to an acceptable level. DoDD 5205.02E, DoD *Operations Security Program.* By identifying and denying this information, operational success and force protection are enhanced. The OPSEC analysis examines the planning, preparation, execution, and post-execution phases of any activity across the entire spectrum of military activity and in any operational environment. The submitter should coordinate OPSEC review by their OPSEC representatives, program managers, and technical reviewers prior to submission to the Public Affairs security and policy review representative.

8.5.2. Scientific and Technical Information (STINFO). The STINFO program has maximum impact on the development of Air Force technology, and STINFO generated under Air Force and/or Space Force contracts and programs make significant contributions to the national economy.

8.5.2.1. American technology is a valuable commodity and is greatly sought. Technology for application to a military weapon system may be considered sensitive as it may disclose too much about that potential system.

8.5.2.2. STINFO offices are responsible for reviewing reports and determining which distribution statements should appear on the data. Only reports marked "Distribution A" can be forwarded for security and policy review and then considered for release to the public. This is the only technical information that should be considered for a public web page. For more information, refer to AFI 61-201, *Management of Scientific and Technical Information.*

8.5.3. Technology transfer is the process by which knowledge, facilities, or capabilities developed in one place or for one purpose are transferred and used in another place for another purpose to fulfill actual or potential public or domestic needs. The Air Force Technology Transfer Program was created to ensure all Air and Space Forces science and engineering activities promote the transfer or exchange of technology with state and local governments and the private sector. Technology transfers shall comply with AFI 61-301, *The Domestic Technology Transfer Process and the Offices of Research and Technology Applications Cooperative Research and Development Agreements*. These activities enhance the economic competitiveness of industry and promote the productivity of state and local governments while leveraging the DoD research and development investment. It is important to ensure that any critical data be reviewed prior to release to the public so that the U.S. does not lose its critical edge in that particular area. DoD and other agencies of the federal government have created a series of controls that are in use throughout the review process.

8.5.4. The Military Critical Technologies List is published by DoD and used as a reference document, not a strict regulation or decision tool. It is a guideline listing of those technologies that are critical to the security of our nation.

8.5.5. International Traffic-in-Arms Regulations (ITARs) are a series of Department of State regulations that list technical data about arms and munitions prohibited from export. It includes any unclassified information that can be used, or be adapted for use, in the design, production, manufacture, repair, overhaul, processing, engineering, development, operations, maintenance, or reconstruction of arms, ammunition, and implements of war contained in the U.S. munitions list.

8.5.6. Export Control Laws are the responsibility of the Department of Commerce and are established to provide export control policies and practices. A validated license is required from the Department of Commerce for the export of all technical data listed on the Commodities Control List.

8.5.7. Freedom of Information Act. The Department of the Air Force supplement to DoDM 5400.07_AFMAN 33-302, *Freedom of Information Act Program*, states the public will be allowed to inspect, review, and receive copies of Air Force records. This applies to all Department of the Air Force records except for those exempt from release under the Act. The exemptions under the Freedom of Information Act, applicable to Department of the Air Force records, are generally:

8.5.7.1. Classified records.

8.5.7.2. Internal personnel rules and procedures.

8.5.7.3. Records exempt from release by other statutes.

8.5.7.4. Records containing confidential commercial information.

8.5.7.5. Records otherwise privileged in civil litigation.

8.5.7.6. Records related to open investigations.

8.5.8. Originators must not release information outside official channels until the security and policy review confirms clearance. **(T-1).** PA will not perform after-the-fact review of materials that have already been publicly released or posted to publicly accessible websites.

(T-1). Materials submitted after the "date needed" or "event date" will be returned without action.

8.6. Subject Matter Expert (SME) Review Marking.

8.6.1. Marking. Identify the non-releasable information and signal a mandatory amendment. Non-releasable material must be removed before publication of the document. **(T-1).** Annotate substitute language above the non-releasable material. For editorial changes, line through once and provide changes as necessary. Reviewers may also utilize a standard comment resolution matrix to annotate recommendations or required changes. Submitter must make required changes and provide final copy to the PA Security and Policy Review approval authority/office. **(T-1).**

8.6.2. Amending. Amendments require specific source citations and rationale. The SME must provide sufficient information and justification to enable the security and policy review authority to sustain an amendment. **(T-1).** Such documentation eliminates ambiguity and provides the submitter with appropriate sources to substantiate the required change/amendment. If a SME determines a document to be classified, he/she must supply three essential pieces of information: classification authority, level of classification, and downgrading instructions. **(T-1).**

8.6.3. Source Citations:

8.6.3.1. Classification authority sources most frequently cited are the security classification guides, provisions of classified contracts (DD Form 254, *Department of Defense Contract Security Classification Specification*). When classified material is identified in a security and policy review case, advise everyone possessing the document at once to protect it as classified.

8.6.3.2. Documentation sources can be presidential pronouncements; DoD and Air Force and/or Space Force official statements; and Department of the Air Force policy directives, manuals, or guidance memoranda.

8.6.3.3. Source citations must be provided for all imagery used to assist PA in ensuring copyright restrictions have not been violated. **(T-1).** Imagery used via a Creative Commons or other license must provide a link to the appropriate license. A copy of a unit-purchased license for imagery must be provided with each submission where such imagery is used. **(T-1).** Use of material or imagery protected by copyright will not be cleared by PA. Claims for Fair Use, in accordance with the recommendation of the U.S. Copyright Office, must be accompanied by a legal review from the submitting organization's serving legal office. **(T-1).** Application of Fair Use Doctrine in one document does not authorize use in other documents, derivative, expanded, or otherwise. Each case must stand on its own merits and be reviewed by the submitting organization's servicing legal office to make this determination. **(T-1).**

8.6.4. Objection. A coordinator may make an overall objection to clearing a case for public release. An objection does not require marking on the document, but it does require detailed supporting justification. A SME may make a total objection to the public release if a case requires extensive amendments or rewrites for security or guidance concerns.

8.6.5. Editorial review. Editorial review is the originator's responsibility, not a responsibility of the security and guidance review authority. Security and guidance review by PA does not include review for style, but PA and other coordinators may annotate obvious typographical or grammatical errors and recommend edits for clarity or accuracy.

8.6.6. Other coordination. If an agency SME thinks the case should be reviewed by another agency, he/she should advise the security and guidance review authority. An early call can save several days in the review process. The submitter should pre-coordinate with organizations that have sponsored material and/or participated in the activity/research/program, and provide proof from those organizations that they have reviewed and concur with information/wording included in material.

8.6.7. Timeliness. Major security and guidance review time-savers include timely coordination, proper marking, and accurate citing of classification sources.

PATRICK S. RYDER, Brigadier General, USAF
Director of Public Affairs

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

Title 18, *U.S.C.* § 793(e), § 795 and § 797

32 CFR Part 989, *Environmental Impact Analysis Process (EIAP)*

DoD *Dictionary of Military and Associated Terms*, January 2020

DoDD 5500.07-R, *Joint Ethics Regulation (JER)*, 30 August 1993

DoDD 4500.54E, *DoD Foreign Clearance Program (FCP)*, 28 December 2009

DoDD 5122.05, *Assistant to the Secretary of Defense for Public Affairs (ATSD(PA))*, 7 August, 2017

DoDI 4515.13, *Air Transportation Eligibility*, 22 January 2016

DoDI 5040.07, *Visual Information (VI)*, 27 October 2011

DoDI 5040.07, *Visual Information (VI) Productions*, 21 February 2013

DoDI 5122.08, *Use of DoD Transportation Assets for Public Affairs Purposes*, 17 December 2014

DoDI 5230.29, *Security and Policy Review of DoD Information for Public Release*, 13 August 2014

DoDI 8170.0, *Online Information Management and Electronic Messaging*, 02 January 2019
DoDM 5200.01, Volume 2*, DoD Information Security Program: Marking of Information*, 24 February 2012

DoDM 5200.08, Volume 3*, AFMAN 31-101 Volume 3, Installation Perimeter Access Control (FOUO),* 27 February 2020

DoDM 5400.07_AFMAN 33-302, *Freedom of Information Act Program*, 26 April 2018

Air Force Enlisted Classification Directory, Current Edition

Air Force Officer Classification Directory, Current Edition

DoD Foreign Clearance Guide

Secretary of Defense's Principles of Information

AFI 16-201 *Air Force Foreign Disclosure and Technology Transfer Program*, 2 June 2015

AFI 16-1404, *Air Force Information Security Program*, 29 May 2015

AFI 24-302, *Vehicle Management*, 21 February 2020

AFI 31-118, *Security Forces Standards and Procedures*, 18 August 2020

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

AFI 33-332, *Air Force Privacy and Civil Liberties Program*, 10 March 2020

AFI 35-110, *U.S. Air Force Band*, 12 September 2017

AFI 38-101, *Manpower and Organization*, 29 August 2019

AFI 51-307, *Aerospace and Ground Accident Investigations*, 18 March 2019

AFI 61-201, *Management of Scientific and Technical Information (STINFO)*, 29 January 2016

AFI 61-301*, The Domestic Technology Transfer Process and the Offices of Research and Technology Applications Cooperative Research and Development Agreements*, 16 September 2019

AFI 65-103, *Temporary Duty Orders*, 15 August 2019

AFI 65-601, Volume 1, *Budget Guidance and Procedures*, 24 October 2018

AFI 65-603, *Emergency and Extraordinary Expense Authority*, 29 April 2020

AFI 90-301, *Inspector General Complaints Resolution*, 28 December 2018

AFI 90-401, *Relations with Congress*, 15 September 2020

AFI 91-204, *Safety Investigation and Reports*, 27 April 2018

AFMAN 10-206, *Operational Reporting (OPREP)*, 18 June 2018AFMAN 36-606, *Civilian Career Field Management and Force Development*, 14 November 2019

AFMAN 36-2664, Personnel assessment Program, 16 May 2019

AFPD 35-1, *Public Affairs Management*, 8 March 2018

DAFI 33-360, *Publications and Forms Management*, 1 December 2015

DAFI 35-101, *Public Affairs Operations*, 20 November 2020

Prescribed Forms

None

Adopted Forms

DD Form 254

AF Form 39

AF Form 52

AF Form 847

AF Form 1420

Abbreviations and Acronyms

AFCEC—Air Force Civil Engineer Center

AFCEC/CZ—Air Force Civil Engineer Center Environmental Directorate

AFI—Air Force Instruction

AFIMSC—Air Force Installation and Mission Support Center

AFMAN—Air Force Manual

AFOSI—Air Force Office of Special Investigations

AFR—Air Force Reserve

AFSC—Air Force Specialty Code

ANG—Air Force National Guard

APACS—Aircraft and Personnel Automated Clearance System

CONUS—Continental United States

CPD—Core Personnel Document

DAF—Department of the Air Force

DAFI—Department of the Air Force Instruction

DSN—Direct Switch Number

DoD—Department of Defense

DoDD—Department of Defense Directive

DoDI—Department of Defense Instruction

DoDM—Department of Defense Manual

DOPSR—Defense Office of Prepublication and Security Review

EA—Environmental Assessment

EIAP—Environmental Impact Analysis Process

EIS—Environmental Impact Statement

ERP—Environmental Restoration Program

FAC—Functional Account Code

FCG—Foreign Clearance Guide

FY—Fiscal Year

GOCO—Government-Owned Contractor-Operated

ITAR—International Traffic in Arms Regulation

MAJCOM—Major Command

MPES—Manpower Programming and Execution System

NAF—NonAppropriated Funds

NDA—National Defense Area

NEPA—National Environmental Protection Act

OMB—Office of Management and Budget

OPR—Office of Primary Responsibility

OPREP—Operational Reporting

OPSEC—Operations Security

OPR—Office of Primary Responsibility

OSC—Office Symbol Code

OSD—Office of the Secretary of Defense

OSD/PA—Office of the Secretary of Defense, Public Affairs

PA—Public Affairs

PACAF—Pacific Air Force

PAO—Media Operations

PAX—Strategy and Assessments

PEC—Program Element Code

POM—Program Objective Memorandum

POS—Position Number

RA—Resource Advisor

RAB—Restoration Advisory Board

RegAF—Regular Air Force

SAF/IA—Secretary of the Air Force for International Affairs

SAF/PA—Secretary of the Air Force Public Affairs

SAF/PAB—Secretary of the Air Force Band Division

SAF/PAR—Secretary of the Air Force Public Affairs Requirements and Development Division

SAF/PAY—Secretary of the Air Force Public Affairs Community Engagement Division

SAF/PAYL—Air Force Entertainment Liaison Office

SCPD—Standard Core Personnel Document

SITREP—Situational Report

SME—Subject Matter Expert

STINFO—Scientific and Technology Information

UMD—Unit Manpower Document

U.S.—United States

USAFE—United States Air Force In Europe

U.S.C.—United States Code

USSF—United States Space Force

VI—Visual Information

WHS/ESD/OSR—Washington Headquarters Service, Office of Security Review

Terms

Access—Ability or opportunity to gain knowledge of classified information.

Agency—Any "Executive agency," as defined in 5 U.S.C. 105; any "military department" as defined in 5 U.S.C. 102; and any other entity within the executive branch that comes into the possession of classified information.

Audiovisual—The use of sound and visual imagery displays to communicate information (motion pictures, television, still photographs, slides and film strips, radio, recordings, graphic illustration models, videos, and demonstrations).

Budget Program Activity Code—AF six-digit budget code with the first two-digits identifying the budget program. The last four identify the project number.

Classification—The determination that official information requires, in the interests of national security, a specific degree of protection against unauthorized disclosure, coupled with a designation signifying that such a determination has been made.

Classified National Security Information or Classified Information—Official information that has been determined to require protection against unauthorized disclosure and is marked to indicate its classified status when in documentary form.

Cleared for Public Release—The information may be released without restriction by the originating DoD Component or its authorized official. DOPSR may require a disclaimer to accompany the information, as follows: "The views expressed are those of the author and do not reflect the official guidance or position of the Department of Defense or the United States (U.S.) Government."

Cleared "With Recommendations" for Public Release—Optional corrections, deletions, or additions are included. Although DOPSR has no responsibility for correcting errors of fact or making editorial changes, obvious errors may be identified in the text and noted as "recommended." These corrections are not binding on the author or originator.

Cleared "As Amended" for Public Release—Amendments, made in red, are binding on the originator. Red brackets identify information that must be deleted. If the amendments are not adopted, then the DoD clearance is void. When possible, alternative wording is provided to substitute for the deleted material. Occasionally, wording will be included that must be added to the text before public release. A disclaimer may also be required.

Department of the Air Force—Is one of the three military departments within the Department of Defense of the United States of America. The Department of the Air Force was formed on September 18, 1947, per the National Security Act of 1947 and it includes all elements and units of the United States Air Force (USAF) and the United States Space Force (USSF).

Document—Any recorded information, regardless of the nature of the medium or the method or circumstances of recording.

Downgrading—Determination by a declassification authority that information classified and safeguarded at a specified level shall be classified and safeguarded at a lower level. Federally Funded Research and Engineering. Originators will comply with the DoD guidance in federally funded research and engineering in DoDI 3200.12 and DoDI 3200.1414, which requires

originators to send the final published document or final author's referenced manuscript to the Defense Technical Information Center **(T-0)**.

Execution Year—The current fiscal year.

Future Years Defense Program—Program and financial plan for the DoD as approved by the Secretary of Defense. The Future Years Defense Program arrays cost data, manpower, and force structure over a five-year period (force structure for an additional three years), portraying this data by major force program for DoD internal review for the program and budget review submission. It is also provided to Congress annually in conjunction with the President's Budget.

Garrison—A permanent military installation.

Information—Any knowledge that can be communicated or documentary material, regardless of its physical form or characteristics, which is owned by, produced by or for, or is under the control of the U.S. government.

ITAR—Information generated from independent research and development should first be checked against the State Department's International Traffic-In-Arms Regulations (ITAR). This is a document detailing the United States munitions and procedures for export of defense articles and defense services. If the information in the material to be released is specified in the ITAR, then it could be subject to Department of State licensing. Technical papers intended for public release may be submitted to the Washington Headquarters Service, Office of Security Review (WHS/ESD/OSR) located in the Pentagon. If cleared for release and placed in the public domain by the contractor, the technical paper is exempt from export licensing requirements. This review authority has not been delegated to the individual military services.

Manpower Authorization—A funded manpower requirement with detail that defines the position in terms of its function, organization, location, skill, grade, and other appropriate characteristics, which commands use to extend end strength resources to units.

Manpower Programming and Execution System (MPES)—Online management information system designed to collect and disseminate Total Force execution of programmed end strength. MPES executes the Program Objective Memorandum (POM) and the President's Budget (PB) allocated end strength by command (usually projected over seven years and reflects the manpower officer/enlisted/civilian requirements constrained by the manpower budget). MPES provides commands the capability to organize Air Force and Space Force end strength into units required to execute Department of the Air Force programs and accomplish unit missions.

Manpower Standard—The basic tool used to determine the most effective and efficient level of manpower required to support a function. It is a quantitative expression that represents a work center's man-hour requirements in response to varying levels of workload. Manpower requirements are based only on MAJCOM, Field Command or higher headquarters direction.

Not Cleared for Public Release—The information submitted for review may not be released.

Operations Security—OPSEC is a process of identifying critical information and analyzing friendly actions attendant to military operations and other activities to: identify those actions that can be observed by adversary intelligence systems; determine indicators and vulnerabilities that adversary intelligence systems might obtain that could be interpreted or pieced together to derive critical information in time to be useful to adversaries, and determine which of these represent an

unacceptable risk; then select and execute countermeasures that eliminate the risk to friendly actions and operations or reduce it to an acceptable level.

Originator—Creator of the document (e.g., article, presentation, manuscript).

Program Element Code (PEC)—A combination of forces, manpower, equipment, and facilities related to a mission capability or activity. The PEC is the basic building block of the Future Years Defense Program. The first five digits relate to an associated DoD code, while the sixth digit is coded with an "F" for Air Force funds.

Responsibility Center/Cost Center Code (RC/CC)—The RC is the specific organization or agency responsible for resource management decisions and actions within a functional area. A Cost Center is a subordinate area within a RC, such as an organization subsection, that represents the level in which costs are incurred.

Security and Policy Review—The security review protects classified information, controlled unclassified information, or unclassified information that may individually or in aggregate lead to the compromise of classified information or disclosure of operations security.

Scientific and Technical Information (STINFO)—The STINFO program ensures scientific and technical information make the maximum impact on the development of Air Force technology and ensures the scientific and technical information generated under Air Force contracts and programs make maximum contribution to the national economy.

Space Force—A new branch of the Armed Forces. It was established on December 20, 2019 with enactment of the Fiscal Year 2020 National Defense Authorization Act. It was established within the Department of the Air Force, meaning the Secretary of the Air Force has overall responsibility for the USSF, under the guidance and direction of the Secretary of Defense.

Unauthorized Disclosure—A communication or physical transfer of classified information to an unauthorized recipient.

Violation—(1) Any knowing, willful, or negligent action that could reasonably be expected to result in an unauthorized disclosure of classified information; (2) Any knowing, willful, or negligent action to classify or continue the classification of information contrary to the requirements of this order or its implementing directives; or (3) Any knowing, willful, or negligent action to create or continue a SAP contrary to the requirements of this order.

Website Publication—Information intended for placement on websites or other publicly accessible computer servers that are available to anyone requires review and clearance for public release. Website clearance questions should be directed to the Component's website manager. Review and clearance for public release is not required for information to be placed on DoD-controlled websites or computer servers that restrict access to authorized users.

Attachment 2

SAMPLE INSTALLATION-LEVEL PA EXECUTION PLAN DEVELOPMENT CYCLE

A2.1. Overview. Figure A2.1. provides a simplified overview of a traditional execution plan development cycle. Dates shown in the figure are subject to change. Unless otherwise noted in subsequent policy, Space Force Field Commands PA offices will conduct the roles outlined for MAJCOMs for units aligned under their command.

Figure A2.1. Sample Installation-Level PA Execution Plan Development Cycle, Part 1

October	November	December	January	February	March
1 Oct – Start of FY Identify and prioritize equipment needs in AIM2 NLT 1 Nov Provide MAJCOMs with production stats and total cost of operations for previous FY	Identify unfunded requirements to RA		Wing receives MAJCOM execution plan call	Develop PA execution plan	Wing execution plan due to MAJCOM
				FWG/FMB develop wing execution plan (includes PA	
			PA chief/superintendent/RA monitor execution		
				President's Budget submitted for next FY (from previous POM)	
Wing receives initial distribution of funds					

Figure A2.2. Sample Installation-Level PA Execution Plan Development Cycle, Part 2

April	May	June	July	August	September
Identify and prioritize equipment needs in AIM2 NLT 1 May Conduct midyear review of budget execution		Prepare for year-end close out	Establish spending plan for fall-out money	Obligate funds for next several months to pay reoccurring expenses	1 Sep – Comptroller takes control of funds for close out 30 Sep – End of FY/close out
PA chief/superintendent/RA monitor execution					
MAJCOM develops POM from PA inputs				AF POM delivered to OSD	

Attachment 3

SAMPLE PUBLIC AFFAIRS BUDGET

A3.1. Overview. Figures A3.1 and Figure A3.2 provide example budget and expenditure tracker formats installation PA offices can use to manage office expenditures.

Figure A3.1. Sample Wing-Level Public Affairs Budget.

BA	PE	RCCC	EEIC	Expense	Details	Cost per	How Many	Total Cost
				TDYs	Meetings/conferences			
				Quarterly supplies	Office supplies			
				Training	Unit funded training			
				Equipment refresh	Computers, photo/video, studio equipment, etc.			
				Reference	AP Style Guides			
				Software update	Creative Suite			
				Org membership dues	PRSA, Chamber of Commerce, etc.			
				Commercial ISP	Internet account			
				Commercial cable	Cable TV account			
				Copier machine	Monthly bill			

Figure A3.2. Sample Wing-Level Public Affairs Expenditure Tracker.

Month	PA Travel	GPC Expenses	Other Expenses	Total for Month	Cumulative Total
Oct-FY					
Nov-FY					
Dec-FY					
Jan-FY					

Feb-FY				
Mar-FY				
Apr-FY				
May-FY				
Jun-FY				
Jul-FY				
Aug-FY				
Sep-FY				
Year Total				

Attachment 4

SAMPLE INSTALLATION-LEVEL PA EMPLOYMENT/PRIORITIZATION PLAN

A4.1. Overview. This attachment provides an example of the installation-level Public Affairs employment/prioritization plan. PA offices should modify and/or expand the plan and attachments as necessary to meet local needs and priorities. There are four parts to the sample plan beginning with the commander's memo, followed by three supporting attachments including an outline of PA services and employment guidelines, a sample PA prioritization matrix, and a sample editorial guidance.

Figure A4.1. Sample Installation-level PA Employment/Prioritization Plan–Commander's Memo.

MEMORANDUM FOR [INSTALLATION] AIRMEN

FROM: [XX] WG/GARRISON CC

SUBJECT: Installation Public Affairs (PA) Employment Plan

1. PA resources are critical to enhance Airmen morale and readiness, develop public trust and support, and support global influence and deterrence. It is imperative that these finite resources be applied toward activities which most directly support (XX unit (wing abbreviation)], [XX MAJCOM (MAJCOM abbreviation)] and Air Force priorities. Inappropriate use detracts from the ability to support these priorities.

2. This memorandum and associated attachments detail the [XX unit]/PA employment plan as required in Air Force Instruction (AFI) 35-101, *Public Affairs Operations*. The products and services detailed in the enclosed guidance are provided for official purposes consistent with AFIs governing PA activities; unofficial functions that are not related to military missions or activities will not be supported.

3. This memorandum and attachments supersede all previous guidance on the same subject and will be reviewed annually by the [XX unit]/PA chief. Please contact the PA staff with questions at DSN (XXX-XXXX).

JOHN A. DOE, Col, USAF

Commander

3 Attachments:

1. [XX unit]/PA Services and Employment Guidelines

2. [XX unit]/PA Prioritization Matrix

3. [XX unit]/PA Editorial Guidance

DISTRIBUTION:

[INSERT UNITS]

Figure A4.2. Sample Installation-level PA Employment/Prioritization Plan–PA Services and Employment Guidelines.

[XX unit]/PA Services and Employment Guidelines

1. Scope. The following procedures govern the [XX unit]/PA office as the lead for host-installation PA activities and resources in support of units assigned to [INSTALLATION]. Individuals in units with organic PA capabilities should first coordinate requests through their unit PA office prior to contacting [XX unit]/PA.

2. PA Mission. Air Force PA advances Air Force priorities and achieves mission objectives through integrated planning, execution, and assessment of communication capabilities. Through strategic and responsive release of accurate and useful information and imagery to Air Force, domestic, and international audiences, PA puts operational actions into context; facilitates the development of informed perceptions about Air Force operations; helps undermine adversarial propaganda efforts; and contributes to the achievement of national, strategic, and operational objectives.

3. [XX unit]/PA Services. Services available from the [XX unit]/PA office are grouped into four categories:

a. Communication Planning. Provides trusted counsel and communication advice to the commander and other staff members to enhance mission success. Communication planning is important to the creation of strategic, operational, and tactical effects in PA operations.

b. PA Engagement. Provides community engagement programs that aim to increase public awareness and understanding of the mission, policies, operations and programs of the AF; support AF recruiting; and maintain a reputation as a good neighbor. This includes receiving requests for base services from the community such as flyover support, public speakers, and base tours. Units who are asked for their services or personnel, or who receive offers of support from the community directly, must coordinate these with PA (and JA when applicable) prior to committing or accepting resources.

c. PA Operations. Provides programs that support Airman morale and readiness, public trust and support, and global influence and deterrence through the release of timely and accurate information to Airmen, their families, the public and the media.

(1) Command Information. Provides effective and efficient communication tools to link Airmen with their leaders. Command information helps Airmen and their families understand their purpose, role, and value to the Air Force. A free flow of information to Airmen and their families creates awareness of and support for the mission, increases their effectiveness as Air Force ambassadors, reduces the spread of rumors and misinformation, and provides avenues for feedback.

(2) Environmental. Supports environmental program objectives and requirements by facilitating public notification and involvement and communicating the Air Force's commitment to environmental excellence.

(3) Media Operations. Facilitates engagement and two-way communication with the media, which is often one of the most rapid and credible means of delivering the commander's message. Remaining open, honest, and accessible to the maximum extent possible normally results in greater accuracy, context, and timeliness in communicating with internal and external audiences. Personnel assigned to [installation and/or specific units] will coordinate all official media requests and queries through the [XX unit]/PA office.

(4) Security and Guidance Review. Ensures information intended for public release will

neither adversely affect national security nor threaten the safety, security, or privacy of Air Force personnel, while adhering to the guidance of "maximum disclosure, minimum delay." Personnel must obtain necessary security and guidance review before releasing official imagery, documents, information, or proposed statements outside the Air Force.

(5) Community Engagement. Encompasses activities of interest to the general public, businesses, academia, veterans, service organizations, military-related associations, and other community entities. Working collaboratively with and through these various groups enhances mutual understanding, cooperation, and support necessary for effective Air Force operations and recruitment and retention opportunities.

(6) Visual Information (VI). Provides programs that collect, preserve and accession VI products to meet operational, informational, training, research, legal, historical and administrative needs. Visual products, such as photos, video, and graphics, are catalysts for effective communication and document the Air Force's visual history, through the accessioning process, for future generations.

5. Availability. The PA office will be manned during normal duty hours. A PA representative will be on-call 24 hours a day, 7 days a week (including holidays), and will accomplish emergency services as required by security forces, the Air Force Office of Special Investigations, the safety office and/or wing leadership. During non-duty hours, the on-call PA representative can be contacted through the command post.

6. Requesting Support. Submit PA support requests to the [XX unit]/PA email account at [XX]@us.af.mil as far in advance as possible; requests for VI support should be submitted with a completed Air Force Form 833, *Multimedia Work Order* attached. Advance notice provides PA the ability to ensure the necessary equipment and personnel are available. Failure to coordinate in advance will reduce the likelihood that the event can receive PA support. Consumer-grade still and video equipment is available for self-help use on a first-come, first-served basis when the PA staff is already scheduled to support higher or equal priority tasks.

7. Prioritized Employment Plan. The [XX unit]/PA office provides support according to the following system focused on the commander's priorities, operational core tasks, urgency, mission impact, agencies supported, and resources available, particularly manpower during the office's primary deployment vulnerability period [XX]. This system helps control the flow of work and ensures all mission-critical needs are met. A detailed list of services and their associated priority level can be found at the enclosed prioritization/employment matrix

(Attachment 2):

a. Core services are services that directly support emergent or operational mission requirements.

(1) Priority one requests include support for time-critical official investigations, crisis response, and other requests directly impacting the ability of the installation to perform its operational mission. This includes alert documentation for evidentiary and decisional purposes, and assisting senior leaders with public and media interaction during emergencies and contingencies.

(2) Priority two requests include support for non-time-sensitive official investigations, combat readiness, critical items in direct support of priorities and initiatives of commanders at wing level or higher, operational test and evaluation missions, and MAJCOM-directed support. This priority also entails communication to stakeholders and key populations in support of official goals and objectives.

b. Non-core services are defined as services that do not directly affect an operational mission requirement.

(1) Priority three requests include routine support for education and training, unit-level command information, wing-level official recognition programs, and installation support. This generally includes routine communication with internal and external audiences.

(2) Priority four requests include all other production services not outlined above. It is possible requests in this priority level may need to be fulfilled through self-help services.

(3) Priority five requests are items that have been specifically designated as self-help services only.

8. Restrictions.

a. In accordance with DAFI 35-101, Chapter 7, government-funded PA and VI resources will not be used to:

(1) Provide souvenirs, personal gifts, mementos, or farewell gifts. Examples include "hero" shots in front of aircraft cockpits (unless provided as part of a Distinguished Visitor (DV) orientation flight), booster club promotional items, group photos intended to commemorate events such as golf tournaments or recreational gatherings, and sports team photos.

(2) Support or document farewell parties or social events unless certified as newsworthy or having historical significance by the unit historian or chief of PA. When an event is determined to be historically significant, PA resources may be provided to meet official news and documentation requirements only.

(3) Create products used primarily for entertainment during farewell parties or social events.

(4) Support MWR- or services-sponsored recognition programs.

b. Altering imagery. Air Force PA offices are trusted agents. Because PA professionals create products that can be used in legal proceedings and for critical decision-making, absolute trust and confidence in the truthfulness of products they create is essential. Official imagery may not be altered, unless it is specifically exempted by Department of Defense Instruction (DoDI) 5040.02, *Visual Information*. Examples of requests that will not be supported include changes to personal appearance in an official portrait and digitally adding or removing content to a photo or changing the photo in a way that misrepresented the facts or circumstances of the event captured.

c. Use of Copyrighted Materials. Using copyrighted media requires a separate license or explicit permission. Generally, both music and programs recorded from broadcasts are copyrighted. Having the source recording or music score does not confer any right to reproduce, transfer, or otherwise use or perform the recorded material, either as a whole or in part. Refer to AFI 51-303*, Intellectual Property--Patents, Patent Related Matters, Trademarks and Copyrights*, 22 June 2018 for guidance.

d. Morale, Welfare and Recreation (MWR) Support. MWR and Services activities are authorized support for Category A (Mission Sustaining) and Category B (Basic Community Support Activities). Category A programs are essential to the military mission and are authorized all support. Category B activities are closely related to Category A activities and are essentially community support programs. The PA office can furnish support to these

activities as long as the MWR activity does not generate revenue. For additional clarification of MWR activities, refer to AFI 65-106, *Appropriated Fund Support of Morale, Welfare, and Recreation (MWR) and Other Nonappropriated Fund Instrumentalities (AIS)*, 15 January 2019.

9. Additional Considerations.

a. Studio Photography. Studio photography is by appointment only and available for official portraits as required by AFI as well as applications for special duty assignments, official passports, and citizenship applications. Chain-of-command studio photography will be provided for leadership at the squadron-level and above (commander, deputy/vice commander, senior enlisted leader, and first sergeant) as well as quarterly and annual award winners at the group-level and above. Electronic copies and one hard copy up to size 8x10 will be provided to the requestor.

b. Group Photos. Units at the squadron level and above are authorized one group photo [timeframe] (e.g., annually).

c. VI Equipment Purchase Review. In accordance with DAFI 35-101, *Public Affairs Operations*, units wishing to purchase video or still cameras and photographic printers must receive approval from [XX unit]/PA to preclude duplication of effort and to ensure equipment, system, and data compatibility.

Figure A4.3. Sample Installation-level PA Employment/Prioritization Plan–Prioritization Matrix.

[XX unit]/PA Prioritization Matrix		
1. Communication Planning		
Activity	*Supporting Reference*	*Priority*
1.1. Communication Planning	AFMAN 35-101, Chapter 2	II
1.2. PAG/Talking Point Development	DAFI 35-101, Chapter 2	II
1.3. Operational/Wing Plan Coordination	DAFI 35-101, Chapters 1 and 2	III

2. Public Affairs Engagement		
Activity	*Supporting Reference*	*Priority*
2.1. Air Force Tour Program/ Base Tours	DAFI 35-101, Chapter 4	IV
2.2. Aviation Support	DAFI 35-101, Chapter 4	IV
2.3. Civic Leader Activity	DAFI 35-101, Chapter 4; AFMAN 35-101, Chapter 5	III
2.4. Community Complaint Response	AFMAN 35-101, Chapters 5 and 6	III
2.5. Honorary Commander Program	DAFI 35-101, Chapter 4; AFMAN 35-101, Chapter 5	III
2.6. Legislative Liaison Support	DAFI 35-101, Chapter 4	II
2.7. Military Participation in Off-Base Events	DAFI 35-101, Chapter 4	III
2.8. PA Representation (off-base)	DAFI 35-101, Chapter 4	IV
2.9. Request for Information (non-media)	AFMAN 35-101, Chapter 5	III
2.10. Speeches/ Speaker's Bureau	DAFI 35-101, Chapter 4	IV
3. Public Affairs Operations		
Activity	*Supporting Reference*	*Priority*
3.1. Crisis Communication	DAFI 35-101, Chapter 3; AFMAN 35-101, Chapter 4	I
3.2. Command Information	DAFI 35-101, Chapter 5	-
3.2.1. Base Marquee	No specific reference	IV
3.2.2. Commander's Access Channel	No specific reference	IV
3.2.3. Official Web	DAFI 35-101, Chapter 5	II
3.2.3.1. Content Generation/Posting	DAFI 35-101, Chapter 5	II
3.2.3.2. Official Bios and Fact Sheets	DAFI 35-101, Chapter 5	III
3.2.3.3. Social Media Posting/Engagement	DAFI 35-101, Chapter 5	III
3.2.3.4. Web/Social Media Analysis	DAFI 35-101, Chapter 5; AFI 1-1, Air Force	IV

	Standards, 7 August 2012	
3.3. Environmental PA	DAFI 35-101, Chapter 6	III
3.4. Joint Hometown News Service	DAFI 35-101, Chapter 5	IV
3.5. Media Operations	DAFI 35-101, Chapters 2 and 3	-
3.5.1. Media Analysis (news clips)	DAFI 35-101, Chapter 1	II
3.5.2. Media Engagement (pro-active)	DAFI 35-101, Chapter 2	II
3.5.3. Media Escort (non-crisis)	DAFI 35-101, Chapter 2; AFMAN 35-101, Chapter 3	II
3.5.4. Media Training (non-crisis)	DAFI 35-101, Chapters 1 and 2	III
3.5.5. News Conference (non-crisis)	DAFI 35-101, Chapter 2	III
3.5.6. News Release (non-crisis)	DAFI 35-101, Chapters 2 and 3	III
3.5.7. Response-to-Query (non-crisis)	DAFI 35-101, Chapters 2 and 3	II
3.6. PA Travel	DAFI 35-101, Chapter 8	III
3.7. Security and Policy Review	DAFI 35-101, Chapter 9	III
4. Visual Information		
Activity	_Supporting Reference_	_Priority_
4.1. Accessioning Activity	DoDI 5040.02, AFH 35-115, Chapter 10 and Attachment 5	II
4.2. Graphics (if manned)		-
4.2.1. Animations	AFH 35-115, Chapter 9	IV
4.2.2. Command Support	AFH 35-115, Chapter 2	II
4.2.3. Illustrations (including photo illustration)	AFH 35-115, Chapter 2	IV
4.2.4. Infographics/ Pamphlets/ Posters	AFH 35-115, Chapter 2 and Attachment 2	III
4.3. Equipment Approval Requests	AFH 35-115, Chapter 6	IV

4.4. Photography		-
4.4.1. Alert Photo (accidents, crises, etc.)	AFH 35-115, Chapter 2 and Chapter 4	I
4.4.2. Awards (Wing/up)	AFH 35-115, Chapter 2 and Chapter 4	IV
4.4.3. Awards (Group/down)	AFH 35-115, Chapter 2 and Chapter 4	V
4.4.4. Ceremonies (0-6 and up, E-9)	AFH 35-115, Chapter 2 and Attachment 5	IV
4.4.5. Ceremonies (0-5 and below)	AFH 35-115, Chapter 2 and Attachment 5	V
4.4.6. Change of Command (Group/up)	AFH 35-115, Table A5.23.	IV
4.4.7. Change of Command (Squadron/below)	AFH 35-115, Table A5.23.	V
4.4.8. Documentation (mission)	AFH 35-115, Chapter 2 and Attachment 5	III
4.4.9. Historical Significance (e.g., VIP visit)	AFH 35-115, Chapter 2	IV
4.4.10. Official Passport Photos	AFH 35-115, Chapter 2	II
4.4.11. Studio (bio, award package photos)	AFH 35-115, Chapter 2, Chapter 4, Attachment 4	IV
4.5. Self-help Facilitation	AFH 35-115, Chapter 4	IV
4.6. Video & Audio Production		-
4.6.1. Alert Video (accidents, crises, etc.)	AFH 35-115, Chapter 2 and Chapter 4	I
4.6.2. Awards (Wing/up)	AFH 35-115, Chapter 2 and Chapter 4	IV
4.6.3. Awards (Group/down)	AFH 35-115, Chapter 2 and Chapter 4	V
4.6.4. Ceremonies (0-6 and up, E-9)	AFH 35-115, Chapter 2, Chapter 3, Chapter 4, and Attachment 5	IV

4.6.5. Ceremonies (0-5 and below)	AFH 35-115, Chapter 2, Chapter 3, Chapter 4, and Attachment 5	V
4.6.6. Change of Command (Group/up)	AFH 35-115, Table A5.23.	IV
4.6.7. Change of Command (Squadron/below)	AFH 35-115, Table A5.23.	V
4.6.8. Documentation (mission, b-roll)	AFH 35-115, Chapter 2, Chapter 4, Chapter 7, Chapter 8,	III
4.6.9. Historical Significance (e.g., VIP visit)	AFH 35-115, Chapter 2, Chapter 3, Chapter 4, Chapter 5, and Attachment 5	IV
4.6.10. Media Duplication	AFH 35-115,	V
4.6.11. Video/Audio Production (training, senior leader)	AFH 35-115, Chapter 2, Chapter 9, and Attachment 5	III
4.6.12. Video/Audio Production (podcast, news)	AFH 35-115, Chapter 4, Chapter 9, and Chapter 10	IV

Notes:

1) This matrix serves as a guide for [XX unit]/PA's day-to-day activities. In some cases, an item that falls into one priority level (for example, priority level three) may receive support at a higher priority level (for example, priority level two) if deemed necessary by the [XX unit]/PA chief.

2) Items that fall into a category not listed in this matrix will be prioritized at the discretion of the [XX unit]/PA chief.

PA NOTES (not for inclusion in finalized prioritization/employment plans):

1) This matrix and priority levels should be adjusted based on the local mission and resources, as well as the commander's intent. As a result, an item that is assigned a priority level three at one organization may be assigned a different priority level at a different organization.

2) The supporting references above include helpful sections of 35-series AFIs and AFMANs, when able. The list of supporting references may not be all-inclusive to the listed capability,

and PA offices are encouraged to supplement the matrix with other references and local operating instructions, as needed.

Figure A4.4. Sample Wing Public Affairs Employment/Prioritization Plan–Editorial Guidance.

[XX unit]/PA Editorial Guidance for Official Print, Web and Social Media Publications

1. **Delegation of Editorial Review.** The [XX unit]/CC exercises editorial control over official print, web, and social media publications for [INSTALLATION]. Day-to-day oversight and responsibility for these activities is delegated to the [XX unit]/PA chief. The determination on of an event's newsworthy value is at the discretion of the [XX unit]/PA chief based on an assessment of how well the proposed coverage supports the commander's communication priorities.

2. **Base Newspaper.** The [INSERT] newspaper is produced by an off-base civilian publisher at no cost to the government. While the publisher pulls coverage from the [INSTALLATION] website as well as other Air Force and DoD sources, the [XX unit] does not have authority over the publication, its layout, or advertising content.

3. **Base Website.** The official website for [INSTALLATION] is operated by the [XX unit]/PA staff and is located at www.[INSERT].af.mil. Only information cleared for public release in accordance with DAFI 35-101, Chapter 5, *Command Information and Distribution*, and other associated policies and instructions can be posted to the site.

a. Section 508 Compliance. In 1998, Congress amended the U.S. Rehabilitation Act of 1973 to require that federal agencies make their electronic and information technology accessible to people with disabilities. Section 508, 1194.22, Web-based Intranet and Internet Information and Applications, is of particular importance with regard to website management. This section outlines the requirements for federal websites, both internet and intranet. It states that federal websites must meet the needs of disabled employees and members of the public and allow them access to internet technology in a format understood by software readers/viewers.

4. **Content.** News, feature, and editorial material will conform to policies of the Air Force and the [XX unit]/CC. Coverage will be factual and objective and avoid morbid, sensational, or alarming details not essential to factual reporting. Accuracy is paramount. Individuals to be

interviewed and photographed must meet all requirements of AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, 7 February 2020 and must comply with current safety, security, and technical order requirements.

a. News Content. News content is based on local articles developed by the PA staff and releases by the Air Force News Service, MAJCOM news services, American Forces Press Service, and other agencies of the DoD and federal government.

b. Editorial and Opinion. Locally originated editorials (command position) and commentaries (personal opinions) will reflect the policies of the commander and will be in the interest of the Air Force. Editorials should help readers understand Air Force policies and programs. They must not imply criticism of other governmental agencies, nor advocate or dispute specific political, diplomatic, or legislative matters.

c. Articles of local interest produced outside official channels (e.g., stringers, local organizations) may be used if permission has been obtained, the source is credited, and they do not otherwise violate this manual. Articles for off-base, non-profit organizations, including non-profit military-affiliated organizations (e.g., Air Force Association, Air Force Sergeants Association, NCO Association) must be consistent in length and placement to avoid the appearance of favoritism or implied endorsement.

5. **Editing for Publication.** All materials submitted to the [XX unit]/PA office for publication will be reviewed and edited to conform to DoD newswriting guidelines. This includes conforming to the guidelines in the Associated Press Stylebook and Briefing on Media Law and Air Force Journalistic Style Guide.

6. **Awards Recognition.** Due to limited resources, PA coverage of award winners is generally limited to wing and higher-level echelons. However, customers are highly encouraged to use the Hometown News Release Program to obtain civilian coverage of any significant personal accomplishments such as awards, graduations and promotions. PA will help customers issue a hometown release upon request.

7. **Social Media.**

a. Official Use. The official social media sites for [INSTALLATION] are [INSERT].

These sites are operated by the [XX unit]/PA office using the same guidelines as the official website and print publications. Subordinate and tenant organizations, with the exception of units with their own PA office, are not authorized to operate official social media pages without the approval of the [XX unit]/PA chief. Unofficial pages (e.g., booster club pages, alumni pages, etc.) are not official Air Force social media sites and are encouraged to display a disclaimer that the page is not an official representation of the Air Force.

b. Personal Use. In general, the Air Force views personal websites, blogs, and social media sites positively, and it respects the right of Airmen to use them as a medium of self-expression. However, as members of the Air Force, Airmen must abide by certain restrictions to ensure good order and discipline. All Airmen are on duty 24 hours a day, 365 days a year, and their actions on and off duty are subject to the Uniform Code of Military Justice (UCMJ). See AFI 1-1, *Air Force Standards*, for more guidelines regarding personal social media use.

Attachment 5

SAMPLE SECURITY AND GUIDANCE REVIEW MEMORANDUM FORMAT

Figure A5.1. Sample Security and Guidance Review Memorandum Format

---

Date _____

MEMORANDUM FOR SAF/PA

FROM: _____

SUBJECT: Public Release Approval Request

1. The attached material, described below, is forwarded for security and guidance review in accordance with DAFI 35-101, Chapter 9, and AFMAN 35-101, Chapter 8:

TITLE: _____

(Please include page count)

AUTHOR/ORGANIZATION: _____

PRESENTATION TO: *(if being presented, to whom; general public, conference, symposium, etc.)*

DATE: *(when will this document be published or presented)*

LOCATION: *(where will this document be published or presented; ex, state or N/A)*

PUBLICATION IN: *(or N/A)*

SUBMITTAL DEADLINE: *(or N/A)*

REQUEST REPLY BY: (*the date the member would like a response or normal review time (10*

working days) [NO ASAP])

2. _*(member's chain of command)*__ has no objection to public release of this document upon approval from SAF/PA.

3. (This line is for any comments or recommendation the member may have in reference to the document being submitted for review; if prior coordination has been performed, please list POC, email addresss, and phone number.) If possible, please list one additional POC other than submitter. Please indicate if the member is a contractor.

SIGNATURE (*Gov't Employee*)

(*requester or submitter*)

Attachment 5 Copies (required)

Attachment 6

PUBLIC AFFAIRS SECURITY AND POLICY REVIEW WORKSHEET

Figure A6.1. Public Affairs Security and Policy Review Worksheet, Part 1

PUBLIC AFFAIRS SECURITY AND POLICY REVIEW WORKSHEET (See reverse for instructions)	* 1. DATE NEEDED	2. SUBMITTER REFERENCE NO.

NOTE: Application to clear information for Public Release. Public release clearance is NOT required for material presented in a closed meeting and which will not be made available to the general public, on the Internet, in print or electronic media. **Items marked with an asterisk (*) and Blocks 12-14 are required.**

3. SUBMITTER	4. PRIMARY AUTHOR
*NAME	*NAME
*PHONE ORG/OFC SYM	*PHONE
*EMAIL	*ORG/OFC SYM
*ORG. EMAIL	*EMAIL

*5. DOCUMENT TITLE

*6. CONFERENCE/EVENT/PUBLICATION/WEBSITE/PUBLIC WEB URL	*7. EVENT/PUBLICATION DATE

*8. DOCUMENT TYPE	*9. BUDGET CATEGORIES (Choose N/A if not applicable)
SELECT OTHER	SELECT OTHER

10. NATIONAL SECURITY STATUTES/TECHNOLOGY ISSUES

*a. Are any aspects of this technology included in: U.S. Munitions List; ITAR 22, CFR Part 121; CCL; Program Protection Plan, Security Classification Guide?
(If YES, please explain rationale for release in block 11)
          YES   NO

*b. Does this information meet the criteria for Public Release - unclassified, unlimited distribution?
          YES   NO

*c. Are any references classified or subject to distribution limitations?
(If YES, please explain rationale for release in block 11)
          YES   NO

*d. If this material results from an international agreement, is the DoD authorized to release program information?
(If NO, identify release authority organization in block 11)
          YES   NO   N/A

*e. If this is a joint program, does your organization maintain primary management responsibility and authority to release all information?
(If NO, provide name of lead organization/POC [i.e. DARPA, NASA, Army, Navy, etc.] in block 11)
          YES   NO   N/A

11. EXPLANATION (Additional comments, previous related cases [include case number], additional coordination accomplished/required. Instructions on reverse)

CERTIFICATION AND COORDINATION SIGNATURES. SIGNATURES MAY NOT BE REPEATED IN MULTIPLE BLOCKS.
NOTE: PER REGULATORY GUIDANCE, **CONTRACTORS MAY NOT SIGN IN BLOCKS 12-15**

12. DoD ORIGINATOR/PROGRAM MANAGER *(Required)*	13. TECHNICAL REVIEW AND CERTIFICATION *(Required)*
I certify the attached material is unclassified, technically accurate, contains no critical military technology, is not subject to export controls and is suitable for public release.	I certify the information contained in the attached document is technically accurate; does not disclose classified, sensitive, or militarily critical technology; does not violate proprietary rights or copyright restrictions, and is not subject to export control regulations. I certify that this information is suitable for public release.
NAME	NAME
ORG OFC SYMBOL	ORG OFC SYMBOL
SIGNATURE	SIGNATURE
DUTY TITLE DATE	DUTY TITLE DATE

14. SECURITY MANAGER REVIEW *(Required)*	15. ADDITIONAL REVIEW (See reverse for instructions)
I certify that the information has been reviewed and the information contains no Operational Security or foreign disclosure issues.	I certify that this information is suitable for public release.
NAME	NAME
ORG OFC SYMBOL	ORG OFC SYMBOL
SIGNATURE	SIGNATURE
DUTY TITLE DATE	DUTY TITLE DATE

16. PA USE ONLY	NOTES:		
APPROVED ☐ NO OBJECTION	PUBLIC AFFAIRS OFFICER		CASE NUMBER
AS AMENDED ☐ RETURN - NO ACTION			
☐ w/RECOMMENDATION ☐ NOT CLEARED			
☐ OTHER (Annotate in notes) ☐ OBJECTION			

AFIMSC PUBLIC AFFAIRS SECURITY AND POLICY REVIEW WORKSHEET, 10142020

Figure A6.2. Public Affairs Security and Policy Review Worksheet, Part 2

Block 11 - Explanation (Continued):

INSTRUCTIONS FOR COMPLETING THE SECURITY AND POLICY REVIEW WORKSHEET

NOTE: Items marked with an asterisk (*) and Blocks 12-14 are required. If all required information is not provided, case will be returned with no action taken and must be resubmitted.

1.Date Needed: Allow at least 10 working days *(not including day of submission)* for local PA review. If a submission requires higher level review or coordination, processing time could take up to 45 working days.
- Requests for less than 10 working days require a justification letter as to why the submission does not fall within the required time frame signed by a Directorate-Level Director or Commander. More information including a justification letter template is available on the S&PR SharePoint Site.
- Depending on complexity or requirements for other coordination, items can take longer to process (i.e. Theses) You will be notified of any issues.
- Items already publicly presented will not be reviewed.

2. Include your organizational reference/tracking number (optional). Tracking numbers will not be added by PA.

3. Submitter information: Self explanatory. *These e-mail addresses receive notification when case is assigned and completed.*

4. Author(s) information: List primary author's name, if multiple authors. *This e-mail address receives notification when case is assigned and completed.*

5. Document Title: Self-explanatory.

6.Conference/Event/Publication Name/Website URL. Identify date of event/name of publication where submission will be published, or web site where cleared material will be posted.

7. Event/Publication Date: Identify date of event or date of publication/posting to web site.

8. Document type: Indicate the type of information to be reviewed from the pull down menu, or choose Other and fill in that blank.

9. Identify the budget category or program element code associated with the weapon system from pull down menu, or choose NA.

10. National Security Statutes/Technology Issues:
- a. References:
  - Electronic Code of Federal Regulations.
  - Export Administration Regulations Database.
  - U.S. Munitions List (Part 121) and International Traffic In Arms Regulations
  - The Commerce Control List
- b. Materials that must be/are marked FOUO or Distribution B or higher will not be cleared.
- c. Identify whether classified references are used. Annotate in Block 11 (Explanation) exact references and why it is necessary to use them.

11.Explanation. Include additional comments from other blocks (list previous related cases), clearly identify coordination with agencies already accomplished. If additional coordination with other command agencies is required, provide POC information (use back of form, as necessary).

CERTIFICATION AND COORDINATION SIGNATURES. PER REGULATORY GUIDANCE, **CONTRACTORS MAY NOT SIGN IN BLOCKS 12-15**

12.Originator/Program Manager/Author Certification. Signature certifies that the U.S. Government originator, program manager, or author concurs that the information is appropriate for public release based on regulations, classification guides, and any other pertinent guidance.

13.Technical Review and Certification Signature. Signature certifies that the information has been reviewed by a U.S. Government superior/authorized peer reviewer/subject matter expert and is appropriate for public release based on regulations, classification guides, and any other pertinent guidance.

14.Security Manager Review. Signature certifies that the information contains no Operational Security issues. This can be signed by a U.S. Government OPSEC Officer, Security Manager (or Educational Department Head for theses, dissertations and abstracts).

15.Additional review. Used to document coordination with outside agencies/program offices, or organizations may have an internal process that requires an additional signature, such as director or commander. Required only when external coordination needs to be documented, or internal processes dictate additional review.

AFIMSC PUBLIC AFFAIRS SECURITY AND POLICY REVIEW WORKSHEET, 10142020