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This instruction implements Air Force Policy Directive (AFPD) 35-1, Public Affairs Management, and procedures for planning public affairs during wartime operations. It establishes procedures for developing, training, and evaluating the preparedness of public affairs forces. It establishes a standard process for equipping forces to execute operational plans. It also implements Department of Defense Instruction (DoDI) 5120.4, Department of Defense Newspapers and Civilian Enterprise Publications; DoDD 5120.20, Armed Forces Radio and Television Service; Department of Defense Regulation 5120.20-4, Management and Operation of Armed Forces Radio and Television Services; DoDI 5122.5, Assistant Secretary of Defense for Public Affairs; DoDD 5122.10, American Forces Information Service; DoDD 5160.48, DoD Public Affairs and Visual Information (PA & VI) Education and Training (E&T); and DoDI 5400.14, Procedures for Joint Public Affairs Operations. Read this instruction with Joint Pub 3-61, Doctrine for Public Affairs in Joint Operations; Air Force Instruction (AFI) 10-401, Operation Plan and Concept Plan Development and Implementation; AFI 10-403, U.S. Air Force Mobility Planning; AFI 10-404, Base Support Planning; AFI 35-205, USAF War and Mobilization Plan, Volume 1 (WMP-1), Annex Q; and Air National Guard Instruction (ANGI) 10-401, and UTC Information Management System (UMIS).

This AFI requires the collection and maintenance of personal information including the following systems notices: FO35 AF SAFPA B (Hometown News Release Background Data File), FO35 AF SAFPA C (Official Biographies), and FO35 SAFPA A Mobilization Augmentee Training Folders.

Records Disposition. Maintain and dispose of all records created as a result of processes prescribed in this publication IAW AFMAN 37-139, Records of Disposition Schedule.

This instruction incorporates the requirements, information and procedures formerly in the 35- Series of Air Force Public Affairs Instructions. Report control system no longer required include: SAF-PA(SA)9358, Public Affairs Mobilization Management Report; SAF-PA(SA)9359, Public Affairs

Network Report; SAF-PA(SA)9360, Hometown News Program Report, SAF-PAC(M)7102, Public Communications Report; SAF-PA(A)7101, Public Affairs Program Report and SAF-PAR(SA)9357, Public Affairs Training Report. The following reports have been revised and are still required to be submitted in accordance with this AFI: SAF-PAC(M)7103, Band Personnel and Performance Report; SAF-PAM(AR)9383, Disturbance Notification Report and SAF-PAM(AR)9384, Disturbance After Action Report.

(21SW) The OPR for this supplement is 21 SW/PA (TSGT Gino Mattorano). This supplement implements and extends the guidance of Air Force Instruction (AFI) AFI 35-101, *Public Affairs Policies and Procedures*, 26 July 2001. This supplement describes 21 SW's procedures for use in conjunction with the basic AFI. It establishes responsibilities for personnel responsible for all activities supported by Public Affairs (PA), 21st Space Wing, to include geographically separated units (GSUs) and tenant units receiving host support. It does not apply to the ANG. Maintain and dispose of records created as a result of prescribed process in accordance with AFMAN 37-139, *Records Disposition Schedule* (will become AFMAN 33-322 Vol. 4).

SUMMARY OF REVISIONS

This revision incorporates IC 2001-1 and revises AF policy on Commander's Calls, making them mandatory. A "|" indicates revised material since the last edition. The entire text of the IC is at the last attachment.

(21SW) This document is substantially revised and must be completely reviewed.

(21SW) This supplement incorporates the 21st Space Wing's policy on media visits to the base, the Commander's Access Channel, and 21 SWI 35-10101, *Unit Public Affairs Representative*.

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Chapter 1

GENERAL GUIDELINES AND BACKGROUND

Section 1A—Principles and Core Competencies

1.1. Purpose. This directive conveys the policies which allow commanders and Public Affairs professionals to maintain a flow of timely information with due regard for national security, accuracy and privacy. It describes Air Force Public Affairs, explains how the function is organized and how the program should be conducted at all levels of command. It provides Public Affairs policy and guidelines for all Air Force military and civilian personnel, including those in the Air National Guard and U.S. Air Force Reserve.

1.2. Implementing Authority. Statutory authority for this instruction is derived from Title 10, United States Code, Subtitle D, Part 1, Chapter 803, Sec. 8013 and 8014 Office of the Secretary of the Air Force. Other authorities include Title 5, U.S. Code, Section 552; DoDD 5120.20, Armed Forces Radio and Television Service; DoDD 5400.13, Joint Public Affairs Operations; DoDD 5122.5, Assistant Secretary of Defense for Public Affairs (ASD(PA); DoDD 5410.18, Community Relations; DoD Instruction 5410.19, Armed Forces Community Relations; DoDD 5400.7, DoD Freedom of Information Act Program; DoDI 5400.10, OSD Implementation of DoD Freedom of Information Act Program; DoDI 5400.11, Department of Defense Privacy Program; DoDD 5200.1, DoD Information Security Program; DoDI 5410.16, DoD Assistance to Non-Government, Entertainment-Oriented Motion Picture, Television, and Video Productions; DoDD 5122.10, American Forces Information Service; DoDD 8910.1, Management and Control of Information Requirements; and Joint Publication 3-61, Doctrine for Public Affairs in Joint Operations.

1.3. Application. The guidance in this publication is authoritative and should be followed except when in the judgment of the commander, exceptional circumstances dictate otherwise. Public Affairs is a command responsibility at all levels. These instructions are applicable under the purview of Air Force guidelines. However, in joint and combined operations, this Instruction will be superseded. If conflicts arise between the content of this publication and those of Department of Defense Public Affairs directives, the DoD directives take precedence for the activities of joint forces unless the Secretary of Defense or the Chairman of the Joint Chiefs of Staff has provided more current and specific guidance.

1.4. Missions.

1.4.1. Public Affairs Mission. Expanding awareness of and support for the world's most respected aerospace force.

1.4.2. Band Mission. Support the global Air Force mission in war and peace by fostering our national heritage and by providing professional musical products and services for official military, recruiting, and community relations events.

1.4.3. Broadcasting Mission. Producing quality products and programming services to satisfy the entertainment and information needs of audiences worldwide.

1.5. Goals. Public Affairs has established seven goals to maintain a tradition of excellence. These goals are supported by specific objectives. The objectives are supported by tactical implementation plans on the PA Link at **http://www.palink.af.mil**. The goals follow:

1.5.1. Improve the effectiveness of Air Force Public Affairs communication.

1.5.2. Provide effective leadership, guidance and support to the field.

1.5.3. Increase the combat readiness of the career field.

1.5.4. Provide timely security and policy review of text and imagery.

1.5.5. Provide customers on-demand service.

1.5.6. Increase the exposure of the Air Force bands.

1.5.7. Provide greater joint audience customer satisfaction.

1.6. Purpose of Public Affairs.

1.6.1. The U.S. Air Force engages in Public Affairs to provide trusted counsel to leaders; build, maintain, and strengthen airman morale and readiness; enhance public trust and support; and achieve global influence and deterrence.

1.6.2. The Air Force's credibility depends on two factors: always doing and saying the right thing. Public affairs seeks to inform decision makers and communicate the service's requirements, capabilities, actions and achievements to the world. Success ultimately depends on the credibility of Air Force people and their willingness to join in the public discussion.

1.6.3. The triad of Public Affairs practitioners, bandsmen, and broadcasters is dedicated to executing the Public Affairs Core Competencies to provide Information Superiority for the Air Force. The triad uses vast resources to research, plan, execute, and evaluate communication strategies and tactics.

1.6.4. It is the responsibility of all airmen to tell the Air Force story. Whether they're representing their base at a community function or representing the U.S. in a wartime or contingency operation, all airmen are front-line ambassadors for the Air Force. It is imperative for the Public Affairs triad to prepare all airmen to be credible, intelligent, and articulate spokespersons for the Air Force.

1.7. Principles. The Air Force has established standards for how we conduct ourselves and the way we do our jobs.

1.7.1. Air Force core values:

1.7.1.1. Integrity First. Integrity is doing what is right even when no one is looking. Integrity takes courage, honesty, responsibility, accountability, justice, openness, self-respect, and humility. Integrity is the direct link to credibility which is the foundation of how the Public Affairs triad conducts Information Operations. Integrity is vital in dealing with the Public Affairs core audiences consisting of airmen, the news media, Congress, and the public.

1.7.1.2. Service Before Self. Service before self means professional duties take precedence over personal desires. Service before self is a direct link to the principle that people in the Public Affairs triad must always do and say the right thing. The discipline to research, plan, execute, and evaluate communication strategies and tactics is critical to airmen being able to tell the Air Force story.

1.7.1.3. Excellence In All We Do. Excellence in all we do directs us to develop a sustained passion for continuous improvement in the Profession of Arms. The Public Affairs triad must make

it's first tradition excellence. Only then will Air Force leadership recognize the value of Public Affairs as another arrow in the quiver to strike Information Operations targets.

1.8. Core Competencies. Core competencies are the particular capabilities of an organization that separate it from others, and serve as a basis for growth and diversification. Air Force core competencies reflect the combination of professional knowledge, air power, expertise, and technological skill that, when applied, produces superior capabilities. The Air Force has six core competencies that allow us to exploit air and space to gain powerful advantages in time, mass, position, and awareness:

1.8.1. Air Force core competencies.

1.8.1.1. Air and space superiority

1.8.1.2. Global attack

1.8.1.3. Rapid global mobility

1.8.1.4. Precision engagement

1.8.1.5. Information superiority

1.8.1.6. Agile combat support

1.8.2. Public Affairs Core Competencies. The five Public Affairs core competencies are directly linked to the Air Force Core Competencies. The core competencies provide the Public Affairs triad with the vision to conduct Information Operations at home and in an expeditionary role. The core competencies are supported by five key processes and process improvements constituting a new way of conducting Public Affairs.

1.8.2.1. Trusted Counsel to Leaders. Public Affairs delivers candid and timely counsel and guidance to commanders on decisions that affect the Air Force's ability to accomplish its mission. This professional advice enables leaders to accurately forecast the ramifications of their actions and their impact on public opinion.

1.8.2.1.1. Public Affairs professionals identify and analyze key issues, develop messages, conduct media training, target specific audiences, ensure legally mandated public involvement requirements are met, recommend methods of delivery, and measure and evaluate results. This process enables commanders -- in peace and war -- to provide factual information so the Air Force family, Congress, media, and public may assess and understand how our people and programs contribute to national security.

1.8.2.1.2. Trusted Public Affairs counsel to leaders helps build public support and plays a key role in achieving the Air Force core competencies: Air and Space Superiority, Global Attack, Rapid Global Mobility, Precision Engagement, Information Superiority, and Agile Combat Support.

1.8.2.2. Airman Morale and Readiness. Airman morale and readiness is the foundation of all Air Force core competencies. Public Affairs provides leaders with an arsenal of effective and efficient two-way communication tools to build, maintain, and strengthen morale and readiness.

1.8.2.2.1. The Air Force's most valuable resource is its airmen -- active-duty and retired; Guard and Reserve; officer, enlisted and civilian; government service and contract employees – and their families. Their dedication and expertise translate the capabilities of hardware into

mission readiness. Public Affairs programs help our airmen understand their roles in the mission; explain how policies, programs and operations affect them and their families; provide avenues for feedback; and recognize individual and team achievements.

1.8.2.2.2. Global engagement demands flexible, responsive Public Affairs capabilities to deploy time-sensitive information anywhere in the world within hours. Public Affairs professionals are trained and equipped to support Air Force, joint and combined operations from the home base to the bare base. Timely, relevant and accurate information is a force multiplier that enhances airman morale and readiness.

1.8.2.3. Public Trust and Support. Public trust and support are fundamental to a highly trained and well-equipped air and space force.

1.8.2.3.1. Public Affairs strengthens the bonds between the Air Force and the public through open, timely and honest dialogue and programs targeted to communities, opinion leaders and the media. The American public provides the people who join our Air Force the funds that ensure readiness and quality of life, and the support needed to conduct operations and training. Public Affairs professionals assist leaders in developing messages, identifying audiences and selecting methods of delivery to promote public understanding and support of the Air Force.

1.8.2.3.2. Public Affairs builds trust and support by showcasing the Air Force as a community partner and a responsible steward of public resources. Community outreach provides Americans firsthand opportunities to view the quality and capability of our people and weapon systems. Public Affairs initiatives and professional relationships with opinion leaders and the media convey Air Force core competencies to a broader audience.

1.8.2.4. Global Influence and Deterrence. Public Affairs develops and implements communication strategies targeted toward informing national and international audiences about air and space power's impact on global events. The reaction of world leaders to media reports and public opinion, especially during contingencies and crises, demonstrates how media coverage can influence military operations.

1.8.2.4.1. Telling the Air Force story is a force multiplier that creates virtual force projection and presence around the world. Public Affairs campaigns communicate the Air Force's air and space superiority and capabilities of global attack and rapid global mobility. Educating international audiences about Air Force core competencies deters potential adversaries. Public Affairs professionals prepare airmen for global operations, developing them into frontline ambassadors.

1.8.2.4.2. Through global influence and deterrence, Public Affairs helps Air Force leaders implement the national strategy of worldwide engagement and enlargement of democratic ideals.

1.8.2.5. Public Affairs Readiness. Public Affairs must ensure the readiness of its band, broadcasting, and Public Affairs professionals. Maintaining and developing readiness allows Public Affairs to effectively execute its other four core competencies.

1.8.2.5.1. Developing and maintaining a deployable Public Affairs combat force is essential to mission accomplishment. Public Affairs does this by developing and implementing doctrine, policy, and guidance for the career field. Also key in Public Affairs readiness is sustain-

ing professional development to ensure career advancement, recognition, feedback, and effective leadership.

1.8.3. Public Affairs Core Processes. The Public Affairs Core Competencies are supported by five core processes to assist the Public Affairs triad in conducting Information Operations programs tailored for an Expeditionary Public Affairs force. The core processes are identified below.

1.8.3.1. Provide expert advice to assist leaders in making and communicating decisions that affect the Air Force's ability to accomplish its mission.

1.8.3.2. Employ communication tools to link airmen and their leaders, educate and inform, and recognize excellence

1.8.3.3. Ensure readiness of Public Affairs professionals.

1.8.3.4. Promote public understanding and support by linking the Air Force to communities, opinion leaders, and the news media.

1.8.3.5. Inform audiences worldwide about global air and space capabilities

1.9. Public Affairs Principles. The principles of the Air Force Public Affairs program are based on the following foundations that support the principles of the entire Air Force:

1.9.1. Leadership. Leadership is doing the right thing for our people in the Public Affairs triad, our Air Force, and our nation. We are committed to caring for our people and providing the policy, resources, training, recognition, and support they need. We also provide counsel so the organization will do what is right, and can be understood and supported by Air Force people and the public.

1.9.2. Credibility. Credibility is our most important asset. It is built over time on a foundation of institutional behavior based on truth, integrity, and accountability. We cannot communicate effectively without it.

1.9.3. Loyalty. We are committed to serving our nation, our Air Force, and our people. With loyalty comes the discipline to act from a sense of duty.

1.9.4. Professionalism. Professionalism encompasses the expertise, quality, and attitude our customers expect and deserve. When we perform our jobs to the best of our ability and master our profession’s core competencies, we demonstrate the professionalism necessary to successfully meet the needs of our customers.

1.9.5. Vision. Vision determines our direction and focuses us on the future. It moves us beyond the priorities, practices and products of today, and allows us to anticipate, plan and position for tomorrow.

Section 1B— Public Affairs Programs

1.10. Air Force Public Affairs Programs. The Air Force conducts comprehensive, active Public Affairs programs at all levels of command to provide service members, the public, Congress, and media representatives timely, accurate and authoritative Department of Defense and Air Force information contributing to awareness and understanding of the Air Force’s mission. This is accomplished through the resources of the Public Affairs triad consisting of Public Affairs practitioners , bandsmen, and broadcasters.

1.10.1. To maintain credibility of internal and external communication, it is Air Force policy that a free flow of general, DoD, Department of the Air Force, command and unit information be made available by commanders at all levels in a timely, responsive manner, consistent with security, without censorship or propaganda. Disinformation, or activities to misinform, mislead, cover up or deny otherwise releasable information will not be practiced in any Public Affairs program.

1.10.1.1. Air Force policy is all Public Affairs programs will be designed for the purpose of increasing the awareness and understanding of all Americans concerning:

1.10.1.1.1. Threats to the United States and its interests and the need for an Air Force capable of deterring, responding and prevailing against those threats.

1.10.1.1.2. The relationship of the Air Force to the other armed services of the United States and its allies.

1.10.1.1.3. The day-to-day activities of the Air Force and its capabilities as an instrument of national policy.

1.10.1.1.4. The need for continual research, development and modernization of air and space systems.

1.10.1.1.5. The need to attract, train and retain the highest quality people for service in the U.S. Air Force.

1.10.1.1.6. The essential and unique capabilities of air and space power and the Air Force's role in providing for America's national defense.

1.11. Public Affairs Activities. Traditionally, Public Affairs activities fall into four categories: media relations, internal information, community relations, and security and policy review. While these general categories account for most Public Affairs activities, they do not necessarily dictate an organization for Public Affairs staffs. Instead, Air Force Public Affairs must organize in a way to coordinate these programs to achieve synergistic effects. Media Relations, Internal Information, and Community Relations programs focus complementary messages on the same issues at the same time in the most effective mix.

1.11.1. Media Relations. Ensures a free flow of information through the news media and to the general public. Achieves informed public support for the Air Force mission. Responds to inquiries by the news media. Brings Air Force issues to the public agenda.

1.11.2. Internal Information. Ensures a free flow of information to Air Force personnel and their families. Achieves informed internal support for the Air Force mission. Responds to inquiries by Air Force members and their families. Maintains the morale, readiness, productivity and retention typical of a well-informed work force.

1.11.3. Community Relations. Creates mutual acceptance, respect, appreciation and cooperation between the Air Force and the community. Maintains two-way communication between Air Force people and the communities they live in. Assists Air Force recruiting efforts. Responds to requests for Air Force participation in public events. Manages environmental Public Affairs issues and events. Promotes coordination, cooperation and mutual understanding among DoD components; other federal, state, and local agencies; and the civilian community. Ensures legal mandates of community involvement are met.

1.11.4. Security and Policy Review. Ensures Americans receive maximum information concerning Air Force operations without delay. Ensures information publicly released does not adversely affect the national security. Ensures information released does not threaten the safety, security or privacy of Air Force personnel. Ensures information released to the public is consistent with established DoD and Air Force policies. Ensures information is not withheld merely because it casts criticism or embarrassment on the Air Force.

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

1.12.1. Information will be made fully and readily available, consistent with statutory and regulatory requirements and exemptions. The provisions of The Freedom of Information Act and The Privacy Act will be supported in both letter and spirit.

1.12.2. A free flow of general and military information will be made available, without censorship or propaganda, to the men and women of the armed forces and their family members.

1.12.3. Information will not be classified or otherwise withheld to protect the government from criticism or embarrassment.

1.12.4. Information will be withheld from disclosure only when authorized by applicable statute or instruction. Some examples of withholding information from disclosure would be when its release would be precluded by current and valid classification, would adversely affect national security or threaten the safety or privacy of the men and women of the armed forces.

1.12.5. The Air Force's obligation to provide the public with information on its major programs may require detailed public affairs planning and coordination within the Department of Defense and with other government agencies. The sole purpose of such an activity is to expedite the flow of information to the public. Propaganda has no place in DoD Public Affairs programs.

1.13. Legal Considerations. When planning for Public Affairs activities, make sure the program is conducted within the bounds established by law. As a federal agency, the Air Force has certain community involvement requirements driven by a variety of environmental laws.

1.13.1. Disinformation. Joint Publication 3-58, Joint Doctrine for Military Deception. It is against DoD policy to use disinformation activities or activities intended to misinform or deny releasable information to the American public. Deception operations will not intentionally target or mislead the U.S. public, the U.S. Congress, or the U.S. news media. Misinforming the media about military capabilities and intentions in ways that influence U.S. decision-makers and public opinion is contrary to DoD policy.

1.13.2. The Gillette Amendment. The Deficiency Appropriation Act of 1913, now Title 5, Section 3107 of the United States Code, states: "Employment of publicity experts; restrictions. Appropriated funds may not be used to pay a publicity expert unless specifically appropriated for that purpose."

1.13.3. Lobbying with Appropriated Moneys. Title 18, Section 1913. No part of the money appropriated by any enactment of Congress shall, in the absence of express authorization by Congress, be used directly or indirectly to pay for any personal service, advertisement, telegram, telephone, letter,

printed or written matter, or other device, intended or designed to influence in any manner a member of Congress, to favor or oppose, by vote or otherwise, any legislation or appropriation by Congress.

1.13.4. Freedom of Information Act. Title 5, Section 552 outlines information federal agencies must make available to the public and rules on what information may be protected. FOIA requires the Air Force to give maximum information to the public within the bounds of security and lawful privilege. See AFI 37-131, Freedom of Information Act Program.

1.13.5. The Privacy Act. Title 5, Section 552a demands that releasers of information consider the rights of living relatives and associates of deceased Air Force personnel. See AFI 37-132, Air Force Privacy Act Program and rules for public release below.

1.13.6. Personal Service Contracts. The Federal Acquisition Regulation prohibits government agencies from engaging in personal service contracts unless these have been specifically authorized by statute. See FAR 37.104 for what constitutes a personal service contract, or **http://www.fedmarket.com/far_html/37index.html**.

1.13.7. National Environmental Protection Act. A U.S. statute that requires all federal agencies to consider the potential effects of proposed actions on the human and natural environment.

1.13.8. Resource Conservation and Recovery Act (RCRA 1976) – It establishes guidelines and standards for hazardous waste generation, transportation, treatment, storage, and disposal. Amended by Hazardous and Solid Waste Amendments.

1.13.9. Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) (1980) – This Act regulates cleanup of a hazardous waste site. Also known as the Superfund statute. Amended by Superfund Amendments and Reauthorization Act (SARA 1986.)

1.13.10. Emergency Planning and Community Right-To-Know Act (EPCRA 1986) provides the public with information about toxic chemicals used and released in their community and implements emergency planning procedures used to prevent disastrous consequences from accidental chemical releases.

1.13.11. Clean Air Act (CAA 1967) with amendments of 1990.

1.13.12. Clean Water Act (CWA 1977).

Chapter 2

RESPONSIBILITIES

2.1. Director of Public Affairs (SAF/PA). The Directorate of Public Affairs provides trusted counsel to the Secretary of the Air Force, the Chief of Staff, and all other principal military and civilian leaders of the Department of the Air Force concerning Public Affairs activities in order to assist in building public support and achieving the Air Force core competencies. Specifically, this Directorate directs strategic communication to promote the Air Force identity and build support for Air Force operations. It is the approval authority for all Air Force level, MAJCOM, FOA, DRU and environmental public affairs activities and guidance supporting national and international issues and events. Develops and implements communication strategies targeted toward informing national and international audiences about aerospace power's impact on global events. Manages programs to educate international audiences about the inherent capabilities of aerospace power and the core values of Air Force people. Plans and directs Public Affairs information operations to ensure our allies and enemies know the capabilities and resolve of the Air Force. Provides direction and policy for Air Force internal information, community and media relations, and security review programs during peace and war. Provides human resource management for the Public Affairs career field. Plans, directs, supervises, and analyzes the effectiveness of internal and external public affairs activities. Directs and supervises operation of the Air Force News Agency, a field operating agency that includes the Air Force Broadcasting Service and Army-Air Force Hometown News Service. Determines the degree of augmentation required from the Reserve Components to support effective public affairs during mobilization for war or contingency operations.

2.2. Public Communication Division (SAF/PAN). The Public Communication Division coordinates and oversees all activities in support of SAF/PA requirements directly related to telling the Air Force story to the American public and building informed public support for the Air Force. This Division nurtures relationships with key national audiences in order to stimulate mutual understanding. Manages the major command (MAJCOM) Civic Leader Tour Program, and annual visits to the Pentagon by influential civic leaders from throughout the United States. Coordinates special community relations events such as open houses, POW/MIA activities, and anniversary celebrations. Oversees USAF Thunderbirds policy and scheduling as well as other aviation support to public events. Uses national radio, television networks, wire services, trade journals, book authors, the motion picture industry, and other communication channels to aggressively tell the Air Force story. Capitalizes on pop culture events and media to reinforce the Air Force identity while determining the appropriateness of using Air Force resources in commercial motion pictures, television programs, documentaries, and defense contractor and commercial promotional presentations. Supervises field offices located in New York City (SAF/PANM), Chicago (SAF/PANC), and Los Angeles (SAF/PANE)

2.2.1. SAF/PANM. Serves New York and the Eastern US. Informs the public about Air Force issues, programs, and objectives. Serves as focal point for regional, national, and international media. Contacts key corporate, community, and government leaders. Coordinates Air Force band performances in the region.

2.2.2. SAF/PANC. Serves Chicago and the Midwest. Builds and maintains support for the Air Force through effective communication. Informs the public about Air Force issues, programs, and objectives. Serves as focal point for regional, national, and international media. Contacts key corporate,

community, and government leaders. Executes Air Force strategies and priorities throughout the region. Promotes corporate themes and messages to regionally unique and targeted audiences.

2.2.3. SAF/PANE. Serves Los Angeles and the West. Serves as liaison between the Air Force and the motion picture and television industries. Conducts an extensive community relations program. Serves as focal point for contact with regional, national, and international news media representatives in the region.

2.3. Air Force Bands Division (SAF/PAB). The Air Force Bands Division organizes, trains, equips Air Force Bands in support of Air Force, Air Force public affairs, and Air Force Recruiting missions. This division develops policy and guidance. Establishes qualifications and procedures for hiring new band officers and enlisted members. Recommends to Air Force Personnel Center the assignment of all active duty band members and monitors active duty band personnel strength levels. Coordinates band performance requests which need DoD approval. Performs assistance visits to active duty bands. Develops program doctrine and procedures of common interest to the Army, Navy, and Marine Corps. Tracks, measures and, analyzes results of band missions, products, and services; provides policy directives as appropriate.

2.4. Air Force News and Information Division (SAF/PAI). The News and Information division develops, plans, and implements proactive internal information policies, programs, and strategies in support of Air Force senior leadership via print, electronic and, computer products and programs to provide insight that clarifies the key issues and priorities for the Air Force community. This division establishes policies and programs to provide timely, accurate, and relevant Air Force and Department of Defense news and information to the Total Air Force community during peace and war. Interfaces with HQ USAF agencies, field organizations, other Services, and the Department of Defense in managing internal information programs and resources. Interprets and analyzes news value of events that shape the Air Force and quickly gathers and disseminates that information via print, electronic, and computer products. Provides Air Force leaders with effective and efficient two-way communication tools to build, maintain, and strengthen morale and readiness, the foundation of all Air Force core competencies. Establishes policy for the Air Force base newspaper program and Air Force Public Affairs network services providing computer access to internal information products for public affairs offices around the world. Oversees on-line services for the Air Force public affairs community. Provides public access to Air Force information through interpersonal and on-line communications. Develops innovative uses of technology. Informs Air Force people about leadership's commitment to them and actions on their behalf. Directs and conducts programs to educate airmen and other employees about their Air Force, energize airmen to tell the Air Force story, affirm Air Force core values, enhance espirit de corps, and support recruiting and retention. Manages the Air Force News Service, Pentagon bureau.

2.5. Media Operations Division (SAF/PAM). The Media Operations Division informs and explains to the American public, primarily through the Pentagon Press Corps and other national and international media, Air Force policies, programs, activities, and issues. This Division serves as primary Air Force focal point for contact with national radio and television networks, wire services, national and regional newspapers, magazines, and trade journals. Directs and executes programs to maintain constructive relationships with media. Maintains a crisis response capability for SAF/PA, to include providing public affairs guidance and support to the Secretariat, the Air Staff, and subordinate units. Integrates and focuses media relations activities in support of Air Force priority programs, to include preparing information materials and responding to news media queries promptly and accurately. Oversees legally required com-

munity involvement in environmental issues and generates and disseminates environmental messages. Maintains liaison with the Assistant Secretary of Defense for Public Affairs (ASD/PA) and other federal and nongovernment agencies in conducting public affairs activities in support of Air Force programs. Conducts media training for Air Force general officers, top-level civilians, and other spokespersons on an as-required basis. Serves as focal point and monitor for Freedom of Information Act requests involving the news media.

2.6. Resources and Readiness Division (SAF/PAR). The Resources and Readiness Division develops and maintains a deployable public affairs force by planning, organizing, training, equipping, and providing a triad of Band, Broadcasting and Public Affairs professionals ready to meet all challenges across the spectrum of conflict. This division sustains professional development to ensure career advancement, recognition, feedback, and effective leadership through management of Air Force Public Affairs resources, including manpower, and education and training programs. Directs SAF/PA strategic, wartime and quality management planning programs. Develops and implements doctrine, policy and guidance for the career field. Plans, programs and budgets for PA operations by managing funds in program elements 91214; and 91298. Monitors public affairs spending under program element 88711. Provides general management support to include instruction review and revision, setting up career field workshops; and scheduling SAF/PA participation in Air Force, DoD, and Joint Chiefs of Staff exercises. Develops and manages human resource development programs for the career field. Interfaces with HQ USAF agencies, field organizations, other Services, and civilian institutions in managing public affairs military and civilian resources.

2.7. Office for Security Review (SAF/PAS). The Office for Security Review is the sole Air Force agency responsible for security and policy clearance of information proposed for public release through any information medium, including open publication by Congress, except for information required to be released under the Freedom of Information Act and the Privacy Act. This Office advises the Director of Public Affairs and other Air Force civilian and military leaders on security and policy review matters. Reviews information originated by the Air Force and other Department of Defense components and their contractors to prevent the inadvertent release of classified material and Militarily Critical Technology transfer and to ensure official material conforms to established government policies and programs. Reviews speeches; scientific, technical, and academic papers; congressional testimony and budgetary documents; advertisements and news releases; and, audio-visual and other multimedia products for public release. Provides policy, direction, and guidance to commands on management and implementation of the Air Force Security Review Program.

2.8. Assistant Director for Personnel Management (SAF/PAV). Oversees all matters pertaining to Air Force public affairs personnel, including active duty and reserve officers and enlisted, and civilians. Monitors the career field and all personnel matters affecting its members, including promotions, assignments, augmentation and mobilization. Advises the Director and educates individual members about these subjects. Coordinates recruitment, retention and career progression of the public affairs individual mobilization augmentee force. Directly responsible for the day-to-day management of all Air Force IMAs assigned to SAF/PA.

2.9. Strategic Communication Division (SAF/PAX). The Strategic Communication Division manages an integrated, strategic communication program for the Air Force. Oversees the USAF Communication Council and the USAF Communication Steering Team. Develops, implements, and maintains an institu-

tional identity campaign for the Air Force. Publishes an annual strategic communication plan and supervises development and publication of tactical communication plans and public affairs guidance on key USAF issues. Conducts primary research and collects secondary research data for use in planning and evaluating communication efforts. Oversees the development of Air Force public affairs doctrine.

2.10. Executive Issues Group (SAF/PAZ). The Executive Issues Division monitors and anticipates issues and events inside and outside of the Air Force that may impact Air Force operations. Uses broad corporate perspective to lead turn these issues within the media's information loop to ensure delivery of accurate and forthright AF messages. Directly advises and prepares SECAF, CSAF, CMSAF, and senior leaders to effectively articulate the Air Force messages for specific audiences which may include service members and employees, as well as their families, the public, media, political interests, and other concerned parties. Collects research data on key Air Force audiences for use in planning and evaluating communication efforts and to develop communication themes to build public trust and support.

2.11. Air Force News Agency (AFNEWS). Supports public affairs by creating and delivering timely and credible products and services. Communicates and broadcasts news, information and entertainment through print and electronic media – keeping the "Total Force" and families, and the American public informed during peace and war.

2.11.1. Regional News Centers and News Bureaus. RNC and NBs produce timely Air Force-specific and locality unique broadcast products for the Armed Forces Radio and Television Networks and outlets overseas; and electronic news products for Air Force Television News, Air Force Radio News, and for the Air Force Satellite News Service in support of the Air Force internal information program. They support commanders and public affairs offices at all levels within their areas of responsibility including unified and joint commanders; major and local Air Force commands; and joint commands serving Air Force members with broadcast news and internal information spot production.

2.12. National Guard Bureau Office of Public Affairs (NGB-PA). Serves as the official channel of communication between the Department of Defense, Departments of the Army and Air Force -- and the Army and Air National Guard of the 50 states, District of Columbia, Guam, Puerto Rico, and the Virgin Islands. Serves as spokesperson for Army and Air National Guard matters at the national level and develops public affairs programs and guidance for use by National Guard organizations. Maintains liaison with Air Force, Army, and DoD public affairs.

2.13. Public Affairs Division, Office of Air Force Reserve. Develops programs to meet the public affairs needs of the chief of Air Force Reserve. Advises and counsels the chief of Air Force Reserve on issues of public affairs impact. Administers the media program for the chief of Air Force Reserve and supports national media relations for all Air Force Reserve policy issues. Provides editorial support for the chief of Air Force Reserve, deputy, and the chief of Air Force Reserve and staff. Publishes chief of Air Force Reserve communication products. Provides security review of material related to the Reserve.

2.14. Major Commands, Field Operating Agencies, and Direct Reporting Units. MAJCOMs, FOAs, and DRUs, with their varied and specialized missions, sometimes find it necessary to organize their public affairs functions differently than those at SAF/PA or field offices. Typically, duties include internal information, media relations, community relations, security review, and plans and resources.

2.15. Premier and Geographically Assigned Bands. Air Force premier and GAR bands support the global Air Force mission in war and peace by fostering national heritage and providing professional musical products and services for official military, recruiting and community relations events.

2.16. Numbered Air Forces/Component Air Forces. NAF public affairs positions serve first as PA war planners supporting theater operations plans. NAF/PAs ensure Unified Commanders-in-Chief, Joint Task Force commanders, and Joint Forces Air Component commanders have identified requirements for their supporting commands. The staff should be of sufficient grade and size to act as the JFACC's core public affairs support when the NAF deploys.

2.17. Wing and Lower-Level Office of Public Affairs. Personnel staffing does not always permit separation of public affairs functions, particularly at wing level or below. Any workable organization structure is permissible, providing it meets the public affairs requirements of the organization. Typically, management, internal information, media relations, community relations, and security review activities are performed, with some overlap in those missions. Public affairs offices that have host unit responsibility must provide support and guidance to tenant and subordinate organizations according to local support agreements. Unless it is set up to support another commander, public affairs reports to the senior commander on an installation.

2.18. Public Affairs Functional Responsibilities. The DoD public affairs program provides the American people maximum information about the defense department, consistent with national security, and contributes to good relations between DoD and all segments of the public at home and abroad. In overseas areas, these activities are carried out with the Department of Sate and the United States Information Agency (USIA).

2.19. Commanders Public Affairs Responsibilities. Commanders are the primary spokespersons for their unit. As the Air Force mission becomes more complex and as the Air Force and public affairs grow smaller, commanders face an increasingly difficult task to explain the significance of Air Force requirements, actions, capabilities, and achievements. Effective communication has a direct impact on mission effectiveness, morale, and retention. It also makes Air Force people more effective representatives of the service. Externally, command support can significantly increase public understanding of the Air Force's role in the national defense and the resources needed by the Air Force to provide for that defense. Air Force commanders have the following responsibilities:

2.19. (21SW) Unit Public Affairs Representative (UPAR). Commanders have the following responsibilities:

2.19.1. Conduct the public affairs program, with duties delegated to the public affairs officer.

2.19.1. (21SW) Select as a unit public affairs representative the individual most qualified--a junior officer, mid-level manager, staff sergeant or above, or civilian who is a dedicated and a responsible member of his/her staff.

2.19.2. Make Air Force people aware of the mission, to inform them about the Air Force, and to make them aware of the importance of their role in meeting unit objectives.

2.19.2. (21SW) Ensure the individual is informed about unit events for potential of media interest, possible internal coverage in the base newspaper, and community relations activities.

2.19.3. Instill discipline, foster pride, and make Air Force people aware of their responsibilities as United States citizens.

2.19.3. (21SW) UPARs have the following responsibilities:

2.19.4. Ensure legally required community involvement in environmental issues is conducted in a thorough and timely manner.

2.19.4. (21SW) Act as the liaison between the 21st Space Wing Public Affairs office and the unit, and ensure an up-to-date appointment letter is sent to 21 SW/PA.

2.19.5. When there is no authorized manpower position, to select as a unit public affairs representative (UPAR) the individual most qualified, by Air Force knowledge, experience, aptitude, and interest.

2.19.5. (21SW) Develop a continuity book, including handbooks, self-inspection checklists, and any additional material provided. Information on the UPAR program is available electronically on the 21st Space Wing web page.

2.19.6. Since public affairs responsibilities often require immediate response to fast-breaking events, commanders should ensure public affairs officers are not given extra duties such as protocol, historian, or special event project officer, that would interfere with assigned public affairs duties.

2.19.6. (21SW) Complete a 21 SW Form 123, **Public Affairs Monthly Report** each month and ensure it reaches the PA office no later than the 5th duty day of each month. The form is available electronically. The completed form is faxed, mailed, or e-mailed.

2.19.7. To advise the public affairs office of any incident or situation that could cause adverse or unfavorable media coverage or community reaction. The public affairs officer must have complete information on such an incident or situation to provide prompt communication counsel.

2.19.7. (21SW) Act as the focal point for unit members to pass stories to the 21 SW/PA for the *Space Observer* or the news media. The UPAR submits stories about the unit, including unclassified mission changes, self-help projects, awards, and activities. The UPAR will work with the 21 SW/PA to arrange photos. Geographically separated unit (GSU) UPARs work photography on their own and send the processed or unprocessed film to the *Space Observer*. The UPAR will check with the 21 SW/PA staff to ensure the story is newsworthy, and for any assistance and/or advice on doing the story, and ensure the article reaches the newspaper by the deadline—close of business on Wednesday, nine days before the publication date. The UPAR will ensure the 21 SW/PA has current photos of the unit.

2.19.8. To provide necessary support and facilities for tenant organizations, including Reserve and National Guard forces, to conduct public affairs activities. In addition, commanders should ensure host-tenant agreements describe public affairs procedures consistent with the responsibilities of the host command. Tenant organization public affairs activities must be coordinated with the host public affairs officer to prevent duplication or conflict, and to permit the host public affairs office to provide adequate support.

2.20. Subordinate Unit Commander Responsibilities. Subordinate unit commanders, down to and including squadrons and similar organizations, conduct public affairs activities according to procedures set by their commanders. Each unit commander will appoint a public affairs representative.

2.21. Public Affairs Officer Responsibilities. The public affairs officer at wing, group level, or higher headquarters, is a member of the commander's personal staff. This provides direct access to the commander – a necessity if the public affairs officer is to carry out assigned duties successfully.

2.21.1. As a staff member, the public affairs officer advises the commander and other staff officers on public affairs matters. This requires a broad knowledge of Air Force operations and the ability to foresee the impact proposed command and staff actions will have on internal and external publics. It is essential public affairs officers be apprised of plans and operations from inception.

2.21.2. The public affairs officer or qualified unit public affairs representative must be available 24-hours a day. This availability may be provided through command post channels or enhanced by use of a pager or cellular phone during non-duty hours.

2.21.3. In carrying out commander assigned responsibilities, the public affairs officer serves as staff counsel on public affairs matters and organizes, directs, and operates the public affairs program. This includes providing information to Air Force people, providing information about the Air Force to the public, and ensuring positive relations between the Air Force and local communities and providing security review of texts and imagery proposed for public release.

2.21.4. Public affairs officers should use the communications process of "research, planning, execution, and evaluation" in all public affairs programs.

2.21.5. Public affairs officers at all levels are authorized to communicate with each other, and with other military organizations at any level for coordination or mutual assistance. If priority direct communication is required, public affairs officers should ensure all appropriate intermediate headquarters are briefed after the fact. Direct communication must not interfere with the responsibility and authority of commanders.

2.21.6. Public affairs comprises an extensive infrastructure throughout the Air Force and functions as an efficient communications network, addressing the same issues to all publics. However, command-unique circumstances often result in different communications priorities, and competition can develop between Air Force, major command, and unit messages. In all cases, public affairs officers must support their immediate commanders first. Public affairs officers must be both responsible to commanders and to higher headquarters' public affairs priorities. Air Force communication needs are best served when public affairs speaks with one voice at all levels.

2.22. Responsibilities of Air Force Members and Employees. Each Air Force member or employee of the Air Force, Air National Guard, or Air Force Reserve, has a personal responsibility for the success of the Air Force Public Affairs program. As representatives of the service in both official and unofficial contact with the public, such personnel have many opportunities to contribute to positive public opinions toward the Air Force. Therefore, each person must strive to make sure these contacts show the highest standards of conduct and reflect the Air Force's core values of "Integrity first; Service before self; and Excellence in all we do."

2.22.1. Specifically, each Air Force member or employee is responsible for obtaining the necessary review and clearance, starting with public affairs, before releasing any proposed statement, text or imagery to the public. This includes any digital products being loaded on an unrestricted web site.

2.22.2. Air Force members and employees are responsible for ensuring the information to be revealed, whether official or unofficial, is appropriate for release according the classification requirements in DoDD 5200.1 and AFPD 31-4, Information Security.

2.23. Prohibitions. Active duty personnel and civilian employees must not:

2.23.1. Use their Air Force association, official title or position to promote, endorse, or benefit any profit-making group or agency. This includes appearing in, or preparing statements for inclusion in advertisements designed for use by electronic or print media. This does not prohibit Air Force members from assuming character or modeling roles in commercial advertisements during their nonduty hours.. They may not, however, wear their uniform or allow their Air Force titles or positions to be affixed to the advertisement in any manner, or imply Air Force endorsement of the product or service being promoted.

2.23.2. Make any commitment to provide official Air Force information to any non-DoD member or agency, including news media, prior to obtaining approval through command or public affairs channels.

2.23.3. Air National Guard and Air Force Reserve members also must in no way cast discredit on the Air Force or DoD, nor imply, with or without the intent to mislead, or give the appearance of sponsorship, sanction, endorsement of Air Force or DoD approval.

2.24. Host Unit Responsibilities. In collocated situations, if two or more Air Force commands or activities are in a community, the senior installation commander establishes operating instructions for coordinating local and regional public affairs activities of mutual interest.

2.24.1. If an installation houses a MAJCOM headquarters, a NAF or equivalent headquarters, or both, the commander of the host command operates the base public affairs function. If desired, the commander may delegate authority for representing the installation or other command to another headquarters.

2.24.2. At wing or group level, the public affairs function is assigned to the commander's staff in a single wing or group activity, and to the host commander's staff in an installation with more than one wing or group.

2.24.3. Host unit public affairs officers should conduct regular training sessions for tenant and subordinate organizations, guidance on Commander's Call procedures, hometown news release preparation and processing, news writing style, and simple interview procedures.

2.25. Air Force Responsibilities Related to DoD Public Affairs. The DoD public affairs program provides the American people maximum information about the Department, as consistent with national security and contributes to good relations between DoD and all segments of the public, at home and abroad. In overseas areas, these activities are carried out in coordination with the theater commander, the Department of State and the United States Information Agency (USIA).

2.25.1. Within DoD, combat forces of the United States are organized into unified commands. Strategic direction and operational control of these units flow from the President through the Secretary of Defense, to the Commander in Chief of each of the unified commands.

2.25.2. Air Force units stationed within a unified command are subject to OASD/PA and unified command guidance.

2.25.3. Overseas, each U.S. embassy has a country team composed of representatives of the Defense AttachÈ Office, State Department public affairs office , U.S. Information Agency, and where large numbers of U.S. forces are present, a senior U.S. military representative. This team oversees public

affairs programs and activities within the country to ensure support of established country plan objectives. Local public affairs activities support the country plan.

2.25.4. OASD/PA provides general guidance when specific public affairs guidance is not available. Air Force units tasked to provide or support combat forces of the United States are part of the DoD public affairs system. It is imperative public affairs personnel support DoD policy to expedite the flow of information to the public.

Chapter 3

RESOURCE MANAGEMENT

3.1. Purpose. The Public Affairs triad must have money, materiel, and manpower, to effectively support the Air Force mission.

3.2. Budget. Learn how to analyze fund requirements, plan program changes, justify projections, and prepare budget documentation. Both peacetime and wartime requirements must be met. The local logistics plans office can identify forward-area wartime taskings and associated equipment requirements. Wartime requirements of the organization must be met as the highest priority.

3.2.1. Planning. All public affairs activities, including community involvement, must be planned so funds can be provided. Annual cost increases due to inflation must be considered. Specific information on this procedure, as it applies to all Air Force activities, is found in AFPD 65-6, Financial Management: Budget. Public affairs must be familiar with this information and local procedures in order to plan properly.

3.2.2. Environmental Funds. An exception to normal funding control will occur as related to strategic and tactical planning of environmental issues and community involvement support. Environmental funds are funneled through the civil engineer/environmental management function. Public affairs planners should be part of the ongoing planning process which includes community involvement. Funds to support community involvement taskings should be managed by the public affairs office responsible for the community involvement.

3.2.3. Operation and Maintenance (O&M) Funds. Estimates are distributed between civilian personnel salaries and non-personnel elements of expense and investment codes. Public affairs should work with the local budget office or cost center manager to learn the various codes for authorizing expenditures and how they apply to the office's program. Generally, most of the public affairs budget will come from O&M funds.

3.2.4. Special Program Elements. Some funding for public affairs programs, including limited funding for manpower, comes from program elements other than O&M funds. These program element codes (PECs) of concern to public affairs are: 91214 and 91298 (Public Affairs), 91212 (service-wide PA support), and 91515 (Commander's Representation Funds). Check with the MAJCOM PA for specific information on availability of funding from these sources.

3.2.5. Budget Training. Public affairs officers and NCOs are required to know how to obtain accurate, timely information keyed to the office resource needs, and must be able to analyze, project, and justify funding requirements. Arrange with the comptroller for training of appropriate public affairs personnel, as outlined for responsibility center managers and cost center managers AFI 65-601, Vol. 1, Budget Guidance and Procedures. This training should be given within 90 days of the member's assignment.

3.3. Public Affairs Manpower. Manpower represents the number of people needed to perform the mission. Each public affairs office is staffed to support the commander's public affairs program. If a mission change requires a change in staff levels, see AFI 38-201, Determining Manpower Requirements, and speak to the installation manpower office and MAJCOM PA resource manager. These resources will guide you through the process of applying for new manpower requirements.

3.3.1. Each application for new manpower requirements must identify where the new spaces will come from. There is no manpower pool from which new requirements can be created. Air Force's authorized manpower is established by appropriations legislation enacted each year and distributed to the military departments through the DoD budget. Air Force then determines manpower levels for each command, and distribution locks in the total Air Force strength. An addition to a functional area usually can be made only when a manpower space is transferred from another functional area within that command. There are budget and manpower processes that must be completed before any realignment can take place.

3.4. Office Management. The public affairs officer must understand and apply sound management practices. Orderly administrative procedures are the blueprint for successfully meeting public affairs responsibilities. Analyzing and evaluating performance indicates how office productivity is measured and monitored.

3.4.1. Recommended reference materials can be separated into three categories: standard, recurring, and local. This is not an all-inclusive listing; the requirements of each public affairs level are different.

3.4.2. Use a computer database whenever possible. Many of the directives, fact sheets, biographies, and base newspapers, magazines, general information can be accessed via computer on the internet or CD. Examples: AF electronic publications library is available on CD and usually can be accessed on the local area network (LAN) or via internet connection.

3.4.3. Suggested List of Reference Material.

3.4.3.1. AFDD-1, Air Force Basic Doctrine

3.4.3.2. AFI 37-131, Air Force Freedom of Information Act Program

3.4.3.3. AFI 37-132, Air Force Privacy Act Program

3.4.3.4. AFI 37-138, Records Disposition - Procedures and Responsibilities

3.4.3.5. AFM 37-123, Management of Records

3.4.3.6. AFM 37-139, Records Disposition Schedule

3.4.3.7. AFRP 35-3, Air Force Policy Letter Digest

3.4.3.8. AFRP 35-1, Airman Magazine

3.4.3.9. AFRP 35-2, Citizen Airman Magazine, Air Force Reserve

3.4.3.10. Air Force Environmental Homepage (**http://www.af.mil/environment**)

3.4.3.11. Air Force Link (**http://www.af.mil**)

3.4.3.12. Air Force Fact Sheet Series (AF Link)

3.4.3.13. Air Force Public Affairs Staff Directory

3.4.3.14. Air Force Speech Series

3.4.3.15. Air Force Updates (AF Link)

3.4.3.16. Air National Guard and Air Force Reserve publications (local)

3.4.3.17. Associated Press Stylebook and Libel Manual

3.4.3.18. Base bulletin (usually available on local area networks).

3.4.3.19. CIA World Factbook or U.S. State Department Background Notes series (**http://www.state.gov/www/background_notes/index.html**)

3.4.3.20. Civilian personnel newsletters (local)

3.4.3.21. Commander's Call Topics (PALink)

3.4.3.22. Current media directories

3.4.3.23. Defense Environment Alert

3.4.3.24. Dictionary

3.4.3.25. DoDD 5120.4 DoD Newspapers and Civilian Enterprise Publication

3.4.3.26. Earth Day Planning Guide (PA Link)

3.4.3.27. EnviroCom (PA Link)

3.4.3.28. EPA Community Relations in Superfund: A Handbook

3.4.3.29. EPA RCRA Public Involvement Manual

3.4.3.30. Final Report of the Federal Facilities Environmental Restoration Dialogue Committee

3.4.3.31. Restoration Advisory Board Resource Book, Office of the Deputy Under Secretary of Defense (Environmental Security)

3.4.3.32. The National Policy Act (NEPA), Public Law 91-190

3.4.3.33. The President's Council on Environmental Quality (CEQ) regulations, (40 Code of Federal Regulations (CFR) parts 1500 through 1508)

3.4.3.34. AFI 32-7061, The Environmental Impact Analysis Process

3.4.3.35. DoD Instruction 4715, Environmental Planning Analysis

3.4.3.36. Interim Guide for Environmental Justice Analysis with Environmental Impact Analysis Process

3.4.3.37. AFI 32-4001, Disaster Preparedness Planning and Operations

3.4.3.38. U.S.EPA publication, General Public Notification For Public Water Systems

3.4.3.39. Nature Conservancy Newsletter

3.4.3.40. PA Guidance Letter (PA Link)

3.4.3.41. PALink (**http://www.palink.af.mil/**)

3.4.3.42. PRO-ACT

3.4.3.43. Public Affairs Guidance on Environmental Programs, National Guard Bureau

3.4.3.44. Restoration Advisory Board Resource Book, Office of the Deputy Under Secretary of Defense (Environmental Security)

3.4.3.45. Roster of Key Base Personnel

3.4.3.46. Senior Air Force leadership biographies (AF Link)

3.4.3.47. Subjects of Special Interest

3.4.3.48. Thesaurus

3.4.3.49. USAF Roster of Key Personnel

3.4.4. Standard Public Affairs Reference Materials

3.4.4.1. Air Force Electronic Publications Library (CD-ROM, AF local area net, or sign up for Web access at e-mail **mailto:afpdl@af.pentagon.mil**)

3.4.4.2. Air Force Public Affairs Mentor Program Guide

3.4.4.3. Base newspaper (minimum 2 copies each)

3.4.4.4. Briefing slides (PowerPoint diskettes)

3.4.4.5. Correspondence

3.4.4.6. Film loan lists

3.4.4.7. Media directory

3.4.4.8. General officer biographies (AF Link)

3.4.4.9. Headline writing schedule for base newspaper editor

3.4.4.10. Roster of key base personnel

3.4.4.11. Organization chart

3.4.4.12. Pictures and biographies of commanders, key staff, and Air Force leaders

3.4.4.13. Trade magazines such as Air Force Times, Jane's, or Defense Week

3.4.4.14. Unit fact sheets

3.4.5. Convenience and Record Files.

3.4.5.1. Minutes or records of meetings and conferences

3.4.5.2. Photo, feature, and news morgue

3.4.5.3. Public releases issued or distributed

3.4.5.4. Environmental newsletters

3.4.5.5. Photographs and cutlines

3.4.5.6. Answers to queries

3.4.5.7. Newspaper releases

3.4.5.8. Radio and television releases

3.4.5.9. Magazine releases

3.4.5.10. Hometown news releases

3.4.5.11. Reports – regular, interim, or one-time

3.4.5.12. Schedule of significant events

3.4.5.13. Speakers' Bureau

3.4.5.14. Suspense log

3.4.5.15. Anniversary dates of military, local, or historical significance

3.4.5.16. Community civic, social, and professional organizations/objectives/contacts

3.4.5.17. Names, telephone numbers, and addresses of civic leaders

3.4.5.18. Local media contacts

3.4.5.19. Local government contacts

3.4.5.20. Freelance photographers and writers

3.4.5.21. Officers and directors of community civic, social, and professional organizations

3.4.5.22. Air Force recruiters and advertising/publicity personnel

3.4.5.23. Key Air National Guard and Air Force Reserve personnel, including Individual Mobilization Augmentees and units in the local area

3.4.5.24. Organization chart and mission of unit to which assigned

3.4.5.25. Organization and mission of tenant units assigned

3.5. Operating Instructions. Air Force and Major Command directives and instructions give basic authority, and outline general policies and procedures for operating a public affairs office. Yet, each public affairs office operates in a unique environment where specific guidance about unit policies and procedures is essential. Coordinated operating instructions serve this purpose.

3.5.1. Suggested operating instructions:

3.5.1.1. Alerting off-duty public affairs personnel

3.5.1.2. Clearance of material for public release

3.5.1.3. Planning community involvement requirements

3.5.1.4. Cooperation and coordination with other armed forces public affairs offices in the region or area

3.5.1.5. Coordination with SAF/PA, and in overseas areas, with the unified command having public affairs responsibility, before releasing items of national or international interest

3.5.1.6. Disaster responses, including aircraft accidents and crisis responses on and off base (include in crash book or laptop)

3.5.1.7. Effective distribution and utilization of lithographs, speeches, fact sheets, background information, pamphlets, photo packages, slide briefings, and other public affairs materials.

3.5.1.8. Handling radio, television, and special media releases

3.5.1.9. Mobilization-day (war emergency) program procedures

3.5.1.10. Operation of a speakers bureau, with reference materials and system for processing requests

3.5.1.11. On-the-job training procedures

3.5.1.12. Preparation of the public affairs budget

3.5.1.13. Scheduling for standby photographers

3.5.1.14. Special events procedures

3.5.1.15. Tours of military, civilian, and special groups

3.5.1.16. On-call procedures for the duty officer

3.5.1.17. Operating an official unit Web site

3.6. Equipment. There are several items of equipment that add to the public affairs office's professional output. These include audiovisual, communication, and reproduction devices.

3.6.1. Appropriate Allowance Standards (AS) and general index references are noted below. In all cases, the base functional manager for a particular item of equipment is the first contact to take action for approval or for increases in the equipment authorization.

3.6.2. Unless otherwise prohibited by DoD or Air Force directives, local purchase is authorized for equipment, supplies, and services necessary to public affairs activities. Such supplies and services may include newspaper notifications announcing environmental actions, fees for official entries of Air Force-sponsored materials in competitions, meetings and exhibitions, photographic equipment and supplies, newspapers, periodicals, radio transcriptions and recordings, mat service to small newspapers, and rental fees for pocket paging devices.

3.6.3. AS629 establishes the basis of issue for:

3.6.3.1. Two each cameras per host unit public affairs office

3.6.3.2. One each, with flash unit, per tenant public affairs office when justified to, and approved by, the unit's MAJCOM visual information, FOA, or direct reporting unit public affairs director and visual information

3.6.3.3. Slide projector

3.6.3.4. Television

3.6.3.5. Still camera and photo equipment

3.6.3.6. Video recorder/playback unit

3.6.4. AS006 lists:

3.6.4.1. Calculator

3.6.4.2. Office reproduction machine (Copier)

3.6.4.3. Tape cassette recorder

3.6.4.4. Telephone answering or recording unit

3.6.5. AS660 lists:

3.6.5.1. Pocket pager

3.6.5.2. Cellular phones

3.6.6. AS009 lists:

3.6.6.1. Small Computer Systems

3.7. Technology Policy.

3.7.1. Web policy. See AFI 33-129, Transmission of Information Via the Internet, or **http://www.af.mil/webpolicy/** for Air Force and Department of Defense policies on this subject.

3.7.2. On-line services.

3.7.2.1. The Air Force's main homepage is Air Force Link at **http://www.af.mil**.

3.7.2.2. The public affairs internal homepage is PA Link at **http:/www.palink.af.mil**. Public affairs, broadcasters and bandsmen can register for PA Link online.

3.8. Office Policies and Procedures. Routine clerical duties such as correspondence control and files maintenance are a vital, but often overlooked portion of the Air Force Public Affairs Program. Yet, administrative functions are the tools by which resources are effectively used and managed. No public affairs office can operate successfully without complying with administrative and managerial policies, procedures, and requirements.

3.8.1. Ensure distribution of all public affairs products

3.8.2. Assign specific administrative duties to individuals

3.8.3. Centralize files

3.8.4. Contact unit public affairs representatives regularly

3.8.4.1. (Added-21SW) 21st Space Wing Public Affairs Responsibilities:

3.8.4.1.1. (Added-21SW) The 21 SW/PA will provide initial and recurring training for UPARs. Most of the initial training information is available from the "21st Space Wing Unit Public Affairs Representative Training Handbook" which can be obtained from the 21st Space Wing web page.

3.8.4.1.2. (Added-21SW) Provides specialized training, when necessary, to UPARs to meet certain unit needs.

3.8.4.1.3. (Added-21SW) Provides updated training information to UPARs as soon as it becomes available, and answers any questions the UPARs may have about the program.

3.8.4.1.4. (Added-21SW) Tracks and updates the internally generated UPAR list.

3.8.4.1.5. (Added-21SW) Works with the UPAR to obtain approval for media visits to the unit, and provides information, if necessary, about escorting and providing background information on the media representative.

3.8.4.1.6. (Added-21SW) Develops criteria for and determines recipients for quarterly and annual UPAR awards.

3.8.4.1.7. (Added-21SW) Provides assistance and guidance for managing the Hometown News Release program and other programs.

3.8.5. Maintain files or access to: DoD and Air Force Policy Directives on Public Affairs; Air Force Electronic Publishing Library; background materials; and records of mobilization augmentee training.

3.8.6. Maintain research and reference materials or access to: Air Force Print News; Air Force Times; current local periodicals; trade magazines, professional journals; and TIG Brief.

3.8.7. Read to keep informed

3.8.8. Retain data for required reports

3.8.9. Locate office near commander

3.8.10. Acquire adequate office equipment

3.8.11. Ensure office is clean and neat, reflecting professional image

3.8.12. Arrange adequate conference, interview, or visitor accommodations

3.8.13. Mark classified mail clearly

3.8.14. Send non-priority correspondence by lowest class mail

3.8.15. Set and publicize office hours

3.8.16. Establish after-hours contact

3.8.17. Maintain personnel locator log

3.8.18. Maintain file plan

3.8.19. Review available publications

3.8.20. Set up correspondence controls for suspenses and classified information

3.8.21. Set operating instructions for disaster preparedness, base tours, clearing materials for release, speakers bureau, and standby photographer

3.8.22. Acquire communication capabilities for routine contingency needs, such as DSN phones, commercial phones, fax access, pocket pager, Internet access, STU III capability, and secondary emergency notification net

3.8.23. Know what's available and take advantage of professional military education, resident and correspondence specialty training, and on-the-job training

3.8.24. Make sure adequate photo support is available

3.8.25. Monitor office budget -- projecting and tracking costs in all Public Affairs accounts for supplies, equipment, products and services, temporary duty, training, and schooling

3.8.26. Regularly attend commander's staff meetings

3.8.27. Provide continuing and emergency public affairs counsel to commander and staff

3.8.28. Set up methods for keeping commander informed on current public affairs matters

3.8.29. Attend Environmental Protection Committee meetings

3.8.30. Monitor office staffing – authorized and assigned

3.8.31. Maintain personnel effectiveness reports

3.8.32. Keep informed on: sensitive issues, contingency and operations plans, incident planning, and potential public affairs problems

3.8.33. Use assigned personnel effectively

3.8.34. Arrange for and understand photo lab priorities and provide feedback on news photography

3.8.35. Ensure editor is assigned neither additional duties nor details

3.8.36. Give meaningful work to individual mobilization augmentees and let IMAs function fully in assigned positions

3.8.37. Ensure additional duties such as protocol do not place at risk core processes of public affairs

3.8.38. Maintain direct access to all staff members

3.8.39. Assist unit public affairs representatives

3.9. Office Augmentation. Situations may arise where additional short-term manning is required. Temporary manning assistance may be available from Reservists or higher headquarters. Check with higher headquarters PA to discuss manning assistance options.

3.10. Professional Development. Professional development is the continuous process of increasing the professional competence and potential of all Air Force personnel in their current jobs and preparing for increased future responsibility. The most important professional development opportunity for public affairs personnel is performance and growth in the currently-assigned job. SAF/PA maintains close liaison with the Deputy Chief of Staff for Personnel to jointly develop programs to improve professional development of public affairs personnel. Working with SAF/PA and MAJCOM representatives, the public affairs assignments team compiles detailed information on specific job requirements and individuals in the functional areas. The Public Affairs Careers Program (PACP) works in tandem with civilian personnel offices (civilian personnel) throughout the world to fill civilian vacancies.

3.11. Assignments. Public affairs assignment managers at the Air Force Personnel Center use available resources to fill assignments for officers, enlisted members and civilians. These managers implement career field assignment policies determined by SAF/PA within the boundaries of Air Force personnel directives.

3.11.1. The voluntary assignment of each officer through lieutenant colonel is negotiated by PALACE/PA in coordination with Major Command directors and commanders.

3.11.2. The assignment of each enlisted member through senior master sergeant is the responsibility of the Airman Assignments Division of the Air Force Personnel Center.

3.11.3. The Public Affairs Assignments program matches education, training experience, personal desires, and past job performance to specific job requirements. Officer assignments address is HQ AFPC/DPASB, Randolph AFB TX 78150-6001.

3.11.4. The Public Affairs Career Program works with local civilian personnel offices on the referral of civilian employees for GS-9 through GM-15 vacancies. Lists of qualified candidates are provided to the selecting supervisor by matching the skills requirements of vacancies against the grade, documented skills background and location desires of the registrants. To compete for these positions, employees must register through their local civilian personnel office. Mailing address for the PACP is AFPC/DPKCC, Randolph AFB TX 78150-4530. DSN is 487-2279.

3.12. Training and Education Programs. The public affairs career field offers opportunities for professional development. Comprehensive training and education programs to enhance public affairs skills at the entry, intermediate, and advanced stages of one's career. Public Affairs training is available beyond courses taught by the Defense Information School or Air Force Institute of Technology. Training is some-

times offered in conjunction with public affairs conferences; and many courses related to public affairs practice are offered by academic institutions and contractors. SAF/PAR monitors Air Force programs designed to train and educate personnel assigned to public affairs.

3.12.1. Defense Information School (DINFOS). Located at Fort Meade, Maryland, this joint-Service school is operated by the American Forces Information Service. DINFOS offers training in a wide spectrum of communicative arts to qualified officers, enlisted personnel, and civilians assigned to public affairs. DINFOS is accredited institutionally by the Council on Occupational Education (COE). The American Council on Education (ACE) and the Community College of the Air Force (CCAF) are currently evaluating DINFOS training programs to update the college credit recommended for the various courses. Graduates of DINFOS may request an official transcript be sent to their college or university for advanced standing by directing their request to the Commandant, Defense Information School, Attn: Registrar, Training Management Division.

3.12.1.1. Courses (ranging from 1 to 12 weeks) include journalism, radio-television broadcasting, electronic journalism, public affairs techniques, newspaper editing, and public affairs seminars. The courses offered and prerequisites are described in AFCAT 36-2223, USAF Formal Schools. Students receive instruction from the Public Affairs/Journalism and Broadcasting/Electronic Production directorates of training.

3.12.1.2. The Journalism Division provides instruction in basic and advanced news writing, photojournalism, newspaper editing and news-gathering techniques. Its primary concern is teaching skills involved in communicating through print media.

3.12.1.3. The Public Affairs Division clarifies the environments in which students will work by teaching them the policy considerations surrounding their responsibilities. Elements of domestic and foreign policy influencing, or influenced by, the armed forces are discussed. Management, research methods, news media relations, and communication law are included. The course uses case studies of public affairs and public relations problems. Students practice effective speaking, and the development and use of multimedia techniques.

3.12.1.4. The Broadcasting Division offers instruction encompassing mass communication coupled with the immediacy of radio and television. Mechanical essentials of studio operation, voice and diction techniques, selection of broadcast materials and hands-on equipment experience are emphasized.

3.12.2. MAJCOMs obtain DINFOS quotas by identifying requirements to Air Education Training Command (AETC). These requirements are based on projected training requirements provided by the MAJCOMs during the annual screening for training requirements outlined in AFCAT 36-2223, USAF Formal Schools. MAJCOM PA is allocated class seats based on requirements and availability of funds. MAJCOMs should select career-motivated candidates, and should closely monitor and fill established quotas to ensure training continuity. If the MAJCOM does receive adequate funding for training requirements, units may fund the travel and per diem costs; check with the MAJCOM resource manager for available options. AETC funds all courses except the Senior Public Affairs Officer Course, which is funded by the attendees' units.

3.12.3. USAF Extension Course Institute (ECI). Located at Gunter Annex, Alabama, ECI offers its public affairs officers course to all officer, enlisted and civilian employees. Enrollment details are available at base education offices. Air Force officers not in public affairs assignments, but who want to enter the career field, should take this course for background and to prepare for future assignments.

3.12.4. Air Force Institute of Technology (AFIT). AFIT, headquartered at Wright-Patterson AFB, Ohio, manages education for Air Force officers in public affairs and mass communication at a number of civilian universities and companies throughout the United States. Basic eligibility requirements are in AFCAT 36-2223, USAF Formal Schools. Interested officers should contact local education office for details.

3.12.5. Joint Course in Communication (JCC). This 8-week, graduate-level course in public affairs and communications is sponsored by the American Forces Information Service (AFIS) and conducted by contract training with the University of Oklahoma. The course is designed to improve the professional competency of Air Force public affairs officers, NCOs and civilians. MAJCOMs, FOAs, and DRUs nominate candidates to SAF/PA. Qualifying graduates receive nine semester hours of graduate or undergraduate credit for the course, depending on degree status.

3.12.6. Joint Officer Public Affairs Course (JOPAC). JOPAC is an AFIS sponsored 12-14 day course which provides mid-level officers and civilian personnel enroute to joint assignments essential information about public affairs activities in a joint-service environment. This course emphasizes hands-on training to enable public affairs officers to perform successfully during the critical early stages of a new assignment.

3.12.7. Career Development Courses (CDC). Two courses are available for on-the-job training of public affairs enlisted personnel. The CDCs are Public Affairs Specialist and Radio and Television Broadcasting Specialist. Enrollment procedures are described in the ECI Catalog and Guide maintained in base education offices.

3.12.8. Career Field Education and Training Plan (CFETP). Public affairs administers the upgrade training program in accordance with AFI 36-2201, Developing, Conducting, and Managing Training, primarily through the CFETP for public affairs, band career field specialty and broadcasters. The CFETP provides information supervisors and trainers use to plan, develop, manage, and conduct an effective career field training program. It outlines training individuals must receive to develop and progress throughout their career.

3.13. Air Force Public Affairs Staff Directory. The Air Force Public Affairs Staff Directory contains information on the location, duty titles, rank and grade of all key Air Force public affairs staff members at Air Force and joint military installations worldwide. The directory is used as a reference for addresses and telephone numbers of public affairs offices at Air Force bases and other key military installations. The directory is produced by AFNEWS/IICP (e-mail: **mailto:products@afnews.af.mil**) and distributed to public affairs offices.

Chapter 4

COMMUNICATION PLANNING

4.1. Purpose. Much of the daily activity for a Public Affairs staff is reactive. Public Affairs responds to reporters' desires for information, to citizens' requests for base tours and provides products and services when Air Force leaders ask for support. But Public Affairs is more than reacting to others. Public Affairs also must take the initiative to communicate its key messages to important audiences on PAs own terms. This chapter explains how Public Affairs staffs can set an agenda for active communication through strategic and tactical planning.

4.2. The Traditional Approach. From its earliest days, the Air Force Public Affairs program was split into three major functional areas: internal information, media relations, and community relations. In designing communication efforts--whether at a base, a major command, or SAF/PA--planning often was done within each of these areas. Seldom, though, did Public Affairs cross functional lines to consider how to combine the efforts of the entire staff to achieve a common objective.

4.2.1. While Public Affairs developed excellent skills in all three areas, it didn't integrate efforts as well as it should have. In addition, rather than taking the initiative to communicate, PA too often reacted to an agenda set by others: the media, civic groups, other Air Force agencies.

4.2.2. In carrying out our traditional programs, Public Affairs did some planning, but rarely was it strategic planning. Rather, it was tactical planning: isolating one element of the PA program--an open house, a special edition of the base paper, the annual base guide, a civic leader tour--and drawing up intricate plans for that project or event. After Public Affairs pulled off this activity, planning started for the next event. Frequently Public Affairs failed to look at everything being planned in the context of an overall objective or strategy, and seldom did PA evaluate the success of its efforts.

4.3. The Communication Environment. The Air Force operates today in a communication environment much more complex than it was in previous years. The domestic and international political scene is characterized by a constant state of flux. In addition, the composition and activity of the Air Force has changed dramatically since the end of the Cold War. This turbulence has produced changes in the attitudes and opinions of the people the Air Force communicates with.

4.3.1. The Air Force's many audiences acquire information through increasingly sophisticated channels, being bombarded by thousands of messages from a variety of sources every day. This means the Air Force must design communication programs that cut through this clutter and deliver credible, concise, accurate messages to the American public so citizens across the nation can make informed decisions that will result in support for the Air Force. Equally important is providing Air Force people complete and timely news of actions that affect them.

4.3.2. In the face of this challenge, Public Affairs can't just hunker down and do its best using the traditional methods employed by Public Affairs staffs for the past several decades. While PA must continue to react to the requests and situations that pop up unexpectedly, it also must take the initiative to create strategic and tactical plans that allow it to put the right information in the hands of the right audiences at the right time.

4.3.3. Communication planning is commonplace among Public Affairs and public relations staffs outside the military. University public relations courses typically feature instruction on the four

phases of communication: research, planning, execution, and evaluation. Public relations practitioners employ this framework in developing plans for their corporations' or agencies' projects. In fact, the highest honor among those who practice public relations in the United States--the Public Relations Society of America's Silver Anvil--is awarded based on excellence in these four phases of communication. If research, planning, execution, and evaluation serve as the standard for public relations professionals around the world, Air Force Public Affairs staffs should make them priorities as they plan their communication initiatives.

4.3.4. The first phase in the four-step strategic communications process is research. Determining the current state of the environment. The second step is planning, drawing up a deliberate course of action to reach a predetermined goal. Execution is the step which implements the plan. The success of the execution is determined in the evaluation step and the data collected in this phase becomes part of the research for the next iteration of the process.

4.4. Research. The first phase in effective communication is research. The goal of this phase is to take a comprehensive look at all the variables that will have an impact on planning to communicate. There are two types of research: quantitative and qualitative. Quantitative measures, such as scientific surveys, produce hard data, but take some special skills to perform correctly. Qualitative measures, such as personal interviews, give less concrete information, but can provide deeper understanding.

4.4.1. A starting point during the research phase is determining the communication challenges facing the organization over a specific period of time, say a year to 18 months. This does not mean the challenges facing the Public Affairs staff: producing 50 issues of the base newspaper, completing a given number of Home Town News releases, placing the commander before more non-choir audiences this year than last year. Determining communication challenges is a matter of stepping into the commander's position and deciding, from this perspective, the most important issues people on and off base should know about, specifically to whom to communicate the Air Force position, and what we want the people in these audiences to do as a result of receiving this information.

4.4.2. Historically, Public Affairs hasn't put much emphasis on the desired reaction of its audiences. Public Affairs, though, wants to communicate for effect. In some cases, it will be to create awareness that can be translated into support for the Air Force. In other situations, we may want to encourage those in our audiences to take a specific action. It's important the Public Affairs staff--and the commander--decide in advance what they want the result to be.

4.4.3. After determining challenges, it's important to scope out the communication environment. To do this, answer the following questions:

4.4.3.1. What does the public think of the Air Force in general and your organization in particular? What is the public's level of awareness on the issues you'll be communicating? Does the public have opinions on these matters? If so, what are they? Where do the civilians you'll be communicating with get their information on the Air Force and your organization?

4.4.3.2. What government actions--local, state, and federal--impact your organization and the issues you're working on? How do these actions limit your communications efforts, if at all? Do the political leaders at these levels and their staff members understand the Air Force position? What avenues for communicating with government officials are open to you?

4.4.3.3. How have the media reported on the Air Force, your organization, and the issues? Have they treated the Air Force fairly? Do they understand the issues? If you're receiving criticism, where is it coming from and on what issues?

4.4.3.4. What have senior leaders--at the base, the major command, and Air Force headquarters--been saying about the Air Force, your organization, and the issues? What do they feel is the current state of affairs, and how would they change things?

4.4.3.5. What is the communications climate within your organization? What attitudes are most prevalent among officers, enlisted people, civilian employees, and family members? What do these groups know about the issues you'll be communicating? What are the most credible methods of providing information to the people in your organization?

4.4.3.6. Where will you discover the greatest inertia if you try something new? Some actions may require much more effort to change than others because of how long they've been around and who would be most affected by a change to "business as usual." Recognizing where you're likely to experience friction is the first step in keeping your strategies and tactics practical.

4.4.4. The measure of success in a communication program is whether knowledge, attitudes or behaviors have shifted over time. Therefore, during the research phase, it’s important to learn what potential audiences know, believe, and do before communicating with them. A variety of methods of collecting this information is available. It's fairly simple to design, seek approval for, field, and analyze the results of a survey of internal audiences prior to and following communication efforts. Remember all surveys of Air Force people must be approved by Air Force Personnel Center officials, so check with your Military Personnel Flight as you begin to develop a questionnaire. The Public Affairs staff also can do some qualitative research by talking with commanders, first sergeants, the social actions officer, the personnel officer, and the wing inspector to get a feel for what is on the minds of the base population. Seek out official reports such as base crime statistics and reenlistment rates – any indicator that might illustrate the current communications environment.

4.4.5. It's a bit more difficult to do research on civilian audiences. One method is to do a content analysis of media coverage in the area. The local chamber of commerce may be able to sponsor a survey of community business men and women. The Public Affairs staff may be able to devise other innovative ways to obtain hard data. Even if chamber officials can't help with new research, they may have already completed demographic, economic, or attitude surveys that may be helpful in planning. In the absence of statistical research, consider qualitative analysis. Again, this involves discussions with business people and reporters in the area. This will provide a fairly good idea of how the public and the media view the organization, the Air Force, and the issues.

4.4.5.1. Although this may seem like a great deal of work, remember one of the important roles of the Public Affairs staff is to provide the commander periodic assessments of what people on and off base are thinking about the organization and the Air Force. This research will produce the authoritative information necessary to achieve the Public Affairs core competency of providing trusted counsel to leaders.

4.4.6. Other sources of information will prove valuable in preparing the plan. PA Link, at **http://www.palink.af.mil**, contains a research section with the results of commercial public opinion polls. Additionally, research firms maintain public websites. Some of the survey results posted on these sites provide helpful insights on public attitudes toward the military. PA Link also features sum-

maries of surveys on Air Force members' awareness and attitudes. This research is conducted periodically by the staff at the Air Force Personnel Center under the supervision of SAF/PA.

4.4.7. In addition to finding out as much as possible about audiences, the research effort should include compiling a list of communication channels within and outside the organization. Take note of military and civilian publications and electronic outlets as well as special events on and off base that might serve as forums for passing information to key audiences. The lists of possible audiences and communication channels in **Figure 4.1.** and **Figure 4.2.** may be helpful during brainstorming.

4.4.8. Data collected during the situation analysis will provide direction throughout the remainder of the planning process.

4.5. Planning. This phase of our communication can be either strategic or tactical. Strategic planning is broad in scope and focused into the future. Strategic planning considers the basic nature (mission) and direction (strategy) of an organization. The process involves deciding on objectives and the general methods that can be used to achieve these objectives. Tactical planning focuses on elements of the strategic plan. It is concerned with short-term results and is much more detailed than is strategic planning. Tactical planning is the process of determining the specific operations that will achieve the broad objectives of the strategic plan.

4.5.1. An effective communication program features elements of both strategic and tactical planning. On the one hand, it involves taking a long-term look at your program, deciding what you and your commander want to accomplish, determining general actions you should take, and finally listing specific tactics to achieve your goals. Armed with this overall plan, you can flesh out the details of your individual tactics.

4.5.2. This is not a new concept to many Air Force Public Affairs people. Many Public Affairs professionals have studied it and comprehend it completely. The problem is that, despite our intellectual understanding of the process, we rarely take the time to put it into practice. Although we may think about what we want to accomplish over the course of a year, we fail to commit our plans to writing. Using the following steps in strategic communication planning can lead to a more effective Public Affairs program.

4.5.3. After determining the issues and assessing the environment, it is time to define communication objectives. These are statements of what the Public Affairs staff and the commander want to accomplish, not how to accomplish these actions.

4.5.3.1. In setting communication objectives, it is important to determine what impact we want our messages to have on intended audiences. For example, we may want to:

4.5.3.1.1. Gain informed public support for a new aircraft being introduced at a base.

4.5.3.1.2. Lessen anxiety on and off base with respect to a hazardous environmental process.

4.5.3.1.3. Create awareness and acceptance for a new enlisted personnel system

4.5.3.2. In preparing strategic plans, Public Affairs staffs must keep in mind several criteria for developing good objectives. Objectives should:

4.5.3.2.1. Support the organization's purposes and missions.

4.5.3.2.2. Be understood and accepted by the people within the organization--leaders and their subordinates.

4.5.3.2.3. Be measurable, stating in concrete terms what is going to happen. Know before you begin how you intend to measure your plan's success.

4.5.3.2.4. Be feasible: individually achievable and, when taken collectively, not overextending the capacity of the staff.

4.5.3.2.5. Be firm but able to adapt in the event of unforeseen contingencies.

4.5.3.2.6. Produce enthusiasm and commitment on the part of those who have to carry out the plan.

4.5.4. The next step in the planning process is establishing strategies. These are simply general statements of how to achieve the objectives. They state, for instance, the Public Affairs staff will employ various types of community relations events, media relations efforts, internal communication channels, and other activities to communicate with intended audiences. Some example strategies are:

4.5.4.1. Invite civilian groups to attend functions on the base.

4.5.4.2. Schedule base speakers at events in the community.

4.5.4.3. Arrange for military representatives to serve on various civic committees.

4.5.4.4. Set up contact with newspaper, magazine, television, and radio reporters.

4.5.4.5. Ensure all commanders and staff agency chiefs meet regularly with the people in their units.

4.5.4.6. Use the base newspaper to provide key organizational and Air Force news to base people.

4.5.4.7. Produce a weekly news program for the base cable access channel.

4.5.5. The temptation in communication planning is trying to develop tactics as the first step. It's crucial in this process that each of the steps outlined above be completed before starting to list tactics.

4.5.5.1. Tactics are the very detailed actions necessary to achieve objectives. This phase of planning integrates specific messages, spokespersons, and communication channels into initiatives that flesh out the general actions listed as strategies.

4.5.5.2. The strategic plan simply lists the messages, audiences, and spokespersons that should be employed over the life of the plan. It also provides a range of tactics under various strategies. This plan stops short of integrating these various aspects into a time line with exact dates the initiatives will take place.

4.5.5.3. The tactical plan is much more specific. In addition to listing each tactic and indicating which strategy or strategies it supports, the tactical plan indicates precisely when the action will take place (a specific date or continuously). An excellent way to display the tactics is a communication Air Tasking Order, which is a time line that lists in chronological order actions to be taken through the duration of the plan. The ATO should indicate the following for each initiative: Date; Spokesperson; Audience; Action (event, publication, website etc.) and Message.

4.5.6. Following completion of the plan, it is crucial for the Public Affairs staff to gain the support of the organization's chain of command prior to execution. Briefings at the commander's staff meeting will allow him or her to endorse the plan in front of the staff. The Public Affairs staff also should visit other key leaders to explain the plan and build cooperation necessary to successfully accomplish the objectives.

4.6. Execution. The execution phase involves completing the tasks contained in the plan. It is important to remember the plan is simply a starting point in carrying out a variety of communication initiatives. It should be viewed as a "living" document. As the situation changes and as the Public Affairs team determines the effectiveness of various tactics, the individual elements of the plan--strategies, audiences, actions, messages, etc.--may be updated.

4.6.1. Be aware of the effect that changing tactics may have on the larger, strategic plan. Adding tasks may sap resources from other effects or tactics and endanger your success.

4.7. Evaluation. Communication is not complete without a measurement of success. This analysis has nothing to do with how well the staff manages its program; the goal is to learn how well the Public Affairs team communicates with its various audiences. Take another look at some of the sample objectives above. They all involve communicating in a way that will have an effect on the people on the receiving end of the information being transmitted.

4.7.1. To measure communication effectiveness, use the indicators of success determined in the planning step. You can not do effective evaluation "on the fly" after the fact. This will not only provide data on whether or not audiences received the appropriate messages, but it will also serve as a new baseline for communication initiatives for the next round of planning.

4.7.1.1. After an honest evaluation, you will be able to use data and lessons learned in the research phase for future planning.

4.7.2. As planning an evaluation become more commonplace within Public Affairs, it is important staffs share their plans and research data with other who may be working on similar initiatives. PA Link and MAJCOM information exchanges provide excellent vehicles for a crossflow of helpful material.

4.8. Constructing the Plan. Determine communications challenges. Analyze the situation. Define objectives. Set strategies. Plan tactics. Evaluate effectiveness. Put this all together and it yields a communication plan that combines the four elements of research, planning, execution, and evaluation.

4.8.1. One pointer: A Public Affairs professional should not attempt to work through this process alone. This approach can be most successfully employed when it is a team effort. At the beginning of the process, arrange for the Public Affairs staff to get away from the office and spend a day brainstorming. It may be helpful to invite a few folks from other functional areas with a heavy stake in the organization's communication. Following this session, the person responsible can put the plan together and bounce it off the rest of the staff for refinement. This will yield a much better document than if it is written by a single individual.

4.8.2. All Air Force Public Affairs officers should employ this process. It is the state-of-the-art technique for corporate and agency public relations practitioners. It focuses our efforts on what we want to accomplish through our communication, not just on whether or not we meet various quantitative, management goals.

4.8.2.1. Like a good road map, a strategic plan will show the commander and those in other agencies within the organization where the Public Affairs team is headed and how it intends to get there. By investing a bit of hard work up front, the staff's communication efforts will be much more successful than if planning is done event by event.

4.8.3. **Figure 4.3.** illustrates the elements that should be considered in a communication plan. Not every plan will have all these elements, but most plans will feature the headings listed in the chart.

Figure 4.1. Audience Checklist.

Military
Air Force
Active duty officers, enlisted members
Civilian employees, contractors
Reservists, Guardsmen
Family members
USAF Academy and ROTC cadets
Civil Air Patrol members
Members of Army, Navy, Marine Corps
Department of Defense, Joint Chiefs of Staff
Air Force Supporters
Military retirees
Defense, aerospace industry
Associations
Air Force Association
Air Force Sergeants Association
Noncommissioned Officers Association
The Retired Officers Association
Reserve Officers Association
Association of Graduates (USAF Academy)
Media
Reporters
International, national, regional, local media
Newspapers, magazines, radio and television stations
Pentagon correspondents
News services, feature syndicates
Specialized publications, cable television programs
Publishers, editors, station managers
Government Officials
Members of Congress and their staffs
Governors, state legislators
Mayors, city council members, other local officials (police, fire department, education, etc.)
Chamber of Commerce, Military Affairs Committee

Other Groups

- National, state, regional, local associations
- Non-profit organizations
- Issues-oriented groups (i.e.: environmental)
- Think tanks
- Business men and women
- Executives
- Doctors, nurses, hospital employees
- Merchants, farmers
- Attorneys, accountants
- Teachers
- Builders
- Religious groups, churches, ministers, social workers
- Service clubs (Elks, Rotary, Lions, etc.)
- School groups, youth organizations
- Young people, senior citizens, minorities, women
- Sports fans, moviegoers, television viewers
- People, groups opposed to the military

Figure 4.2. Channels Checklist.

Internal Channels

AFNEWS

- Airman Magazine
- Air Force Policy Letter
- Air Force Update
- Commander's Call Topics
- Air Force Radio News
- Air Force Television News
- Air Force News Service
- Fact sheets, biographies
- Aerospace Speeches, Speech Inserts
- Lithographs

Base

- Newspaper, magazine
- Special pamphlets
- Base guide
- Cable television commander's access channel

- Radio, television stations
- Electronic mail, computer bulletin boards
- Recorded telephone messages
- Bulletin boards
- Information racks
- Commander's hotline
- Commanders' calls
- AAVS videotapes and films
- Individual meetings and conversations
- Posters
- Open houses

Miscellaneous

- USAF career field conferences
- Air Force Art Program
- Major command publications, news services
- DoD Press Packs
- Armed Forces Radio and Television
- Armed Forces Information Service
- Internal products not produced by Public Affairs
  - TIG Brief
  - Administrator
  - Afterburner
  - Air Power Journal
  - The Air Force Comptroller
  - Air Force Journal of Logistics
  - Major command safety magazines

Media Channels

- Interpersonal Contact
- Interviews with reporters from newspapers, magazines, radio and television stations
- Editorial boards
- Beepers, remote interviews, telephone interviews
- Media tours (group or individual)
- Media pool for exercises, deployments
- Air Force spokesmen tours to major media markets
- Transportation of reporters to spontaneous events
- Orientation flights
- Open houses
- Meetings with reporters

Media seminars
Assistance with commercial films, movies, television series, documentaries
Products
Printed releases to media outlets
Newspapers, magazines, radio and television stations
News syndicates
Cable television networks, stations
Defense, aerospace trade journals
Association publications (Air Force Association, Air Force Sergeants Association, Noncommissioned Officers Association, The Retired Officers Association, etc.)
College alumni publications
Video and satellite news releases
Home Town News Releases (print, audio, video)
Op-Ed articles
Releases, quick corrections to inaccurate stories to wire services (i.e.: PR Newswire)
Letters to editors to correct, applaud previous stories
Community Channels
On Base
Visitor centers, museums
Special events
Open houses, airshows
Thunderbirds events
Orientation flights
Tours
Local residents unfamiliar with the Air Force
Congressional staffers
Base-Community Council meetings
Off Base
Special events
Events with USAF recruiters
Civic leader tours (CLT, MAJCOM, JCOC, DACOWITS, DOCA)
Community leaders tours to the Pentagon
National Security Forum and Aerospace Warfighting Symposium at Air University
Speeches in community near the base
Air Force Art Program displays
Informal meetings between commanders, community leaders
Band performances

Liaison with Air Force Association, Air Force Sergeants Association, Noncommissioned Officers Association, The Retired Officers Association, Reserve Officers Association, American Legion, Veterans of Foreign Wars, etc.

Products

Newsletters, letters to community leaders

Civic Leader Tour alumni mailings

Ads, materials from USAF recruiters

Pamphlets, position papers, posters

Billboards Visitor self-guided tour map

Figure 4.3. Plan Contents.

1. PURPOSE (A short statement of what you want to accomplish.)

2. SITUATION (A summary of what led to the need for this plan.)

Background: (Background may include, but is not limited to, summaries of baseline metrics, statistics, focus group results, and research literature.)

Current Situation: (This describes where you are now.)

Assumptions: (These are events or opinions you believe could affect your plan's outcome.)

Limiting Factors: (Time, money, resources. These are known areas that will affect your plan.)

Competing Interests: (A description of opposing viewpoints.)

Supporting Interests: (A description of supporting viewpoints.)

References: (This is a list of the governing directives, legal considerations, and current guidance.)

3. GOALS AND OBJECTIVES (A goal is the outcome you are trying to achieve; and objectives are the steps you must take to reach your goal.)

4. AUDIENCES (These are the target groups you want to reach.)

5. THEMES AND MESSAGES (Themes are the overall ideas you are trying to communicate. Messages are the statements that support those themes.)

6. STRATEGIES AND TACTICS (A strategy is your game plan. This is what you will do to communicate your theme. Tactics are how you execute your strategy. Tactics are the specific steps you will take to connect your messages to your audiences, and includes your timeline, tools, resources, media, and tasked organizations.)

7. EVALUATION (Evaluation includes the measurements you will apply, feedback or crossfeed you will use, and any adjustments you may need to make during or after the implementation of the plan.)

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Essential support documents as needed (news releases, fact sheets, PA guidance, responses to query Ö)

Figure 4.4. Sample Strategic Communication Plan.

WING STRATEGIC COMMUNICATION PLAN 98-1

1. PURPOSE: To conduct a coordinated, aggressive Public Affairs program designed to keep the LeMay AFB work force and public audiences informed of the mission and activities of the 72d Fighter Wing, Air Combat Command, and the U.S. Air Force.

2. SITUATION (A summary of what led to the need for this plan.)

a. ***Background*:** (Background may include, but is not limited to, summaries of baseline metrics, statistics, focus group results, and research literature.)

b. ***Current Situation:***

(1) The Air Force is currently in the midst of some of the most dramatic changes in the service's history. As the Department of Defense budget shrinks and the size of our nation's military forces decreases significantly, the organization of the Air Force also takes on a new look. Despite the cuts in manpower and funding, the Air Force remains committed to its goal of providing Global Reach and Global Power in defending the U.S. and its interests around the world. Likewise, the mission of the 72d Fighter Wing continues to be maintaining the professional people and the state-of-the-art equipment necessary to assure U.S. air superiority in any conflict in which the nation may become engaged.

(2) While 1993 will witness the wing's continued efforts to maintain a posture of superior military readiness, this year will also feature aggressive measures to ensure environmental excellence at LeMay AFB. Contamination created decades ago will be cleaned up, and advanced methods will be employed to ensure the environment is kept free of further damage.

(3) LeMay AFB enjoys an outstanding relationship with the residents of Spring Valley. The community is extremely supportive of the base, which annually pumps approximately $200 million into Spring Valley and the surrounding area. City leaders have provided excellent support for the basels aggressive environmental-care programs.

c. ***Assumptions:***

(1) The 72d Fighter Wing Commander is ultimately responsible for providing information on key issues to people on and off LeMay AFB.

(2) The Public Affairs program is the primary means through which the commander communicates with internal and public audiences.

(3) The turbulence occurring within the Air Force is producing anxiety among military members, civilian employees, and residents of the surrounding communities.

(4) To communicate effectively with important audiences, the wing's Public Affairs program must be well planned in advance rather than reactive.

d. ***Supporting Interests:*** The Military Affairs Committee of the Spring Valley Chamber of Commerce; the mayor, city manager, and their staffs; the local chapters of the Air Force Association and Business Executives for National Defense; and Air Force recruiters in Spring Valley and Madison will provide support for the execution of this plan.

e. ***References:*** AFI 35-101 provides guidance for the execution of this plan.

3. GOALS AND OBJECTIVES:

a. Establish awareness of and support for the wing's operational mission.

b. Create understanding of the base’s efforts to improve and to maintain the environment.

c. Promote pride in the military and civilian employees who compose the wing.

d. Develop appreciation of the need for and value of the U.S. Air Force and Air Combat Command.

4. AUDIENCES:

a. Internal Audiences:

(1) Wing and tenant unit officers, enlisted people, and civilian employees.

(2) Families of base military and civilian employees.

(3) General audiences within Air Combat Command and throughout the Air Force.

b. Public Audiences:

(1) Residents of Spring Valley and the surrounding communities.

(2) Business, civic, and government leaders in Spring Valley and throughout California.

5. THEMES AND MESSAGES:

a. Communication by wing personnel will focus primarily on the 72d Fighter Wing messages listed below:

(1) The men and women who make up the 72d Fighter Wing are an integral part of the world's finest and most respected aerospace fighting force.

(2) The Air Force and Air Combat Command commitment to providing global reach and global power is enhanced by the capability of the F-15Es of the 72d Fighter Wing.

(3) One of the top priorities at LeMay AFB is protecting the environment.

(4) Officers, enlisted people, and civilians who serve in the wing may take great pride in their accomplishments.

b. Additionally, those speaking on behalf of the wing will add Air Force and Air Combat Command messages that tie into their topics. Applicable Air Force messages may be chosen from **Attachment 1**, while Air Combat Command messages are listed in **Attachment 2**.

6. STRATEGIES AND TACTICS:

a. Use formal and informal awareness/opinion research on internal and public audiences in planning and evaluating communication programs.

(1) Use results of the AFNEWS Products Survey and The Air Force Communications Audit performed by The Wirthlin Group for AFNEWS to plan effective methods for reaching internal audiences.

(2) Conduct research on preferred communication channels for wing audiences, and use results to plan communication efforts.

(3) Conduct formal and informal research on and off base to evaluate the effectiveness of the tactics employed as a part of this plan. Off-base research will be completed with the assistance of:

(a) The Military Affairs Committee of the Spring Valley Chamber of Commerce.

(b) The Spring Valley City Council.

(c) The Spring Valley School Board.

(4) Use secondary research on public awareness of defense issues to plan communications efforts aimed at civilian audiences.

b. Select and train wing leaders-to address internal and public audiences.

(1) As a minimum, the following officials should participate in communication programs designed to meet the objectives listed above:

(a) The wing commander.

(b) The vice commander, operations group commander, logistics group commander, support group commander, and medical group commander.

(c) The senior enlisted adviser, all squadron commanders, chiefs of wing staff agencies, and tenant unit commanders.

(2) 72 FW/PA will conduct training on interview techniques and public speaking skills to prepare these officers to meet the media and to address military and civilian audiences.

c. Provide information on the wing to people on base and throughout the Air Force.

(1) Redesign the base newspaper using a magazine format to increase readership.

(2) Increase the viewership and expand the reach of the commander's access channel of the base cable television system by broadcasting more timely information over the channel.

(a) Produce and air a 30-minute, repeating program featuring news, command information, interviews with wing leaders and distinguished guests, Air Force heritage films, and character-generated announcements (frequency to begin at one per week and increase as equipment becomes available).

(b) Develop technical capability and command policy to ensure televisions in high-traffic 'areas--clubs, recreation center, waiting rooms, barber shops, etc.-- stay tuned to the commander's access channel.

(3) Encourage unit commanders to conduct regular commander's calls and assist these leaders in preparing to meet with their people through monthly commander's call topics memos.

(4) Coordinate with AFNEWS on the inclusion of wing messages in Airman, Air Force News Service, Air Force Television News, Air Force Radio News, and other products.

e. Arrange coverage of the wing in local, state, and specialized media.

(1) Include interviews, editorial boards, etc. in the travel plans of the wing commander.

(2) Seek interviews with and coverage in the following media:

(a) Local and state radio and television stations, newspapers, and magazines.

(b) Defense journals: Air Force Times, Air Force Magazine, etc.

(3) Provide articles on wing people to hometown media through the Home Town News Center.

f. Set up opportunities for wing leaders to meet with key audiences in Spring Valley and throughout California.

(1) Sponsor a Civic Leader Tour for Spring Valley residents.

(2) Work with the Chamber of Commerce to arrange a sports day on the base for community and military leaders.

(3) Conduct a base open house.

(4) Initiate contact with groups of business leaders in Spring Valley and invite these people to take part in special base tours.

(5) Schedule wing leaders to speak to groups of community leaders in Spring Valley and throughout California.

(6) Prepare a videotape on the wing to use as a lead-in to speeches for public audiences.

(7) Construct a wing display and schedule it for key events around Spring Valley and throughout California.

7. EVALUATION: 72 FW/PA will evaluate the effectiveness of this plan through research on military and civilian audiences (see item 6a above).

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1. Air Force Messages (not included in sample)
2. Air Combat Command Messages (not included in sample)
3. Timeline

ATTACHMENT 3

TIMELINE

January

Conduct research on internal communication effectiveness and media habits

Arrange wing senior leader speech in Spring Valley

Publish first issue of wing magazine
Introduce weekly commander's access channel television program

February

Arrange 72 FW/CC meeting with all Operations Group people
Arrange 72 FW/CC meeting with Spring Valley Chamber of Commerce
Conduct base tour for Spring Valley Rotary Club members
Train wing senior leaders for public, media participation

March

Arrange wing senior leader speech in Spring Valley
Arrange 72 FW/CC meeting with Spring Valley city council
Arrange for Channel 4 television crew to accompany wing to Nellis AFB for coverage of training
Complete video on 72d Fighter Wing

April

Arrange 72 FW/CC meeting with all Logistics Group people
Publish base regulation on televisions in base facilities being tuned to commander's access channel
72 FW/CC speech, media availability in Sacramento

May

Arrange wing senior leader speeches in Spring Valley for Armed Forces Week and Memorial Day
Conduct Armed Forces Day open house
Conduct 72 FW/CC interviews with-Spring Valley Clarion, Channels 4, 7

June

Arrange 72 FW/CC meeting with all Support Group people
Host AFNEWS print, film crew
Conduct Civic Leader Tour
Complete wing display

July

Arrange wing senior leader speeches in Spring Valley for Independence Day
72 FW/CC speech, media availability in Bakersfield
Arrange for Channel 12 television crew to accompany wing on deployment to Pacific

August

Arrange 72 FW/CC meeting with all Medical Group people
Arrange 72 SG/CC town meeting for base work force, family members
Conduct base tour for Spring Valley Lions Club members

September

Arrange wing senior leader speech in Spring Valley
72 FW/CC speech, media availability in Fresno
Conduct Chamber of Commerce Sports Day at LeMay AFB

October

Arrange 72 FW/CC meeting with all wing staff people

Host Air Force Times reporter visit

November

Arrange 72 FW/CC meeting with all tenant unit people

Arrange wing senior leader speeches in Spring Valley for Veterans Day

Prepare AFNEWS holiday news releases

Conduct base tour for Spring Valley Medical Association members

December

Work with Chamber of Commerce to research communication with civilian audiences

Conduct research on internal communication effectiveness and media habits

Figure 4.5. Sample Tactical Communication Plan.

EXPEDITIONARY AEROSPACE FORCE

PUBLIC AFFAIRS PLAN 98-2

1. PURPOSE. To outline messages, strategies, and tactics to communicate the U.S. Air Force's move to becoming an Expeditionary Aerospace Force.

2. BACKGROUND.

The end of the Cold War brought about profound changes to the global security environment. The fixed, predictable requirements of the Cold War era gave way to uncertainty and new demands for military involvement. The United States' defense strategy has evolved to support a policy of global engagement.

As the number of military operations increased, defense spending decreased and pressure to downsize the force became a way of life. In terms of fixed infrastructure overseas, the Air Force decreased from 50 bases to 17, leading to more deployments from CONUS bases. Since 1986, Air Force manpower dropped by more than one third while the number of people deployed increased to four times the previous level.

The Air Force met these post-Cold War challenges head on by rigorously examining current and future demands for aerospace power and by developing a plan to meet those challenges. Well before the creation of the Air Expeditionary Force (AEF), we embarked on a journey to reshape the Air Force to meet the needs of a changing international environment. Global Reach -- Global Power prepared the Air Force to deal with the challenges of the transition following the Cold War. Global Engagement: A Vision for the 21st Century Air Force charts a course that will take the service beyond this transitional period and into the future.

This transition has been under way since the end of Desert Storm. Over this period, significant organizational changes have occurred while maintaining core strategic deterrent and global awareness capabilities: the development and implementation of the composite wing; the creation of ACC and AMC from SAC, TAC and MAC, and AFMC from AFLC and AFSC; and the reorganization of the objective wing structure.

Lessons learned from the composite wing have been applied as the expeditionary concept evolved. The Expeditionary Aerospace Force (EAF) is a logical next step in this evolution. EAF will allow us to organize, train, equip, sustain, and lead expeditionary forces to better support the warfighting Commanders in Chief (CINCs) through the use of Aerospace Expeditionary Forces (AEFs).

An AEF is an aerospace package that can be tailored and deployed to influence global events across the full spectrum of military operations. An AEF is comprised of multiple units on call to meet the challenges of the new global security environment.

3. ASSUMPTIONS.

a. All wing members, local civic leaders, and the public should understand the inherent capabilities of aerospace power and the wing's contribution to the Air Force mission.

b. The local community, elected officials, and media should comprehend the USAF and wing role in responding to crises, projecting power, and providing overseas presence.

c. Local political leaders will be sensitive to potential force structure changes impacting the base.

d. Creating linked AEFs is not "super-basing" or "BRAC-proofing a base." It is an evolution in how the Air Force conducts global operations.

4. OBJECTIVES.

a. **Build understanding and pride in USAF people** concerning the unique capability the Air Force and the wing provide the nation.

b. **Reassure Air Force members** that the expeditionary force evolution will help alleviate current TEMPO concerns.

c. **Build understanding and support among civic leaders** for the USAF as an expeditionary aerospace force and the wing's role in the EAF.

d. **Create public awareness** about the Air Force's expeditionary capabilities and how the wing supports the new concept.

e. **Demonstrate Air Force resolve and capability** to act decisively anytime, anywhere.

5. AUDIENCES.

a. The Air Force audience on the base (civilian, active duty, ANG and AFRC).

b. Local elected officials.

c. Key civic leaders.

d. Educators.

e. Private associations (VFW, AFA, ROA, TROA, etc.).

f. The public.

6. THEMES.

The following themes should be used by all wing communicators to describe the transition to an Expeditionary Aerospace Force. Further amplification of these themes is contained in Annex A to this plan.

Overarching Theme.

America's Air Force: Influencing global events through aerospace power--anywhere, anytime.

Key Messages.

Threats to American security and interests can emerge from any point on the globe. The Air Force is creating a ***new organizational structure*** based on an ***expeditionary mindset*** that allows us to respond rapidly and decisively to potential crises.

From humanitarian relief to direct combat operations, Air Expeditionary Forces put ***the right force at the right place at the right time.***

The success of EAF depends on the ***vital contributions of the Total Force***: active duty, civilians, Reservists and Air National Guardsmen. EAF allows ***greater stability and predictability*** for Air Force people and their families.

The ***wing's people and aircraft play a crucial role*** in the Air Force's ability to successfully conduct expeditionary operations.

7. STRATEGIES.

Strategy 1. Educate our people through an ongoing internal information campaign via Public Affairs channels

Strategy 2. Ensure key public groups and individuals are aware of USAF and wing initiatives through periodic personal presentations and meetings

Strategy 3. Obtain media coverage within the community

8. TIMING. Specific messages will be tailored to each of the audiences identified above. Care must be taken to ensure concepts involving the redistribution of hardware and manpower remain conditional until appropriate Congressional actions have occurred. Timing of specific events is listed in the communication ATO at Annex B.

9. EVALUATION. The wing Public Affairs staff will measure communication effectiveness through media content analysis and surveys of wing members' awareness of and attitudes about the Expeditionary Aerospace Force.

EXPEDITIONARY AEROSPACE FORCE CONCEPT DEVELOPMENT

WING PUBLIC AFFAIRS PLAN 98-2, ANNEX A

MESSAGE MODULES

The following message modules may be used to amplify the themes outlined in the body of the plan. Wing communicators should select appropriate modules to tailor presentations to their target audiences.

Creating the Expeditionary Aerospace Force. The Expeditionary Aerospace Force (EAF) is an evolutionary change for the Air Force. It is a fundamental shift in the way we think and how we organize, train, equip, and sustain aerospace forces to meet the requirements of the national military strategy and the challenges of a changing global security environment.

The Evolving Expeditionary Mindset. We are in the process of a significant transition in the way we do business, and this will require embracing a new culture and approach to operations that emphasizes rapid response, appropriate force, and reliable effects.

In this post-Cold War era, we are not properly organized for the demands of lesser regional contingencies. Our forces have been overextended for several years because of a substantial reduction in manpower as contingency deployments increased fourfold.

Air Force members must possess an expeditionary mindset and appreciate the need for the Air Force to be properly structured, trained, and equipped to meet the range of potential global crises in the next century.

EAF Structure. The EAF features geographically separated and operationally linked units organized to provide rapid crisis response and rotational support to ongoing operations with forward and home-based forces.

Operations. The EAF requires a force that is light, lean, and lethal. Light--moving rapidly and efficiently. Lean--relying on dynamic command and control and agile combat support to move rapidly and efficiently with fewer resources and operate out of austere locations with the smallest footprint. Lethal--creating the desired effects and accomplish the mission effectively, with minimum resources.

EAF Is Not A Restructuring Of The Baseline Air Force. The EAF leverages geographically separated units by operationally linking forces to enhance responsiveness in deploying forces to theater Commanders in Chief (CINCs).

Improved Training. Organizationally linking aerospace forces will provide opportunities for units that will deploy together to train together.

Enabling Technologies. Stealth, supercruise, the Airborne Laser, precision- guided munitions, Joint Stars, Unmanned Aerial Vehicles, integrated information systems, and space-based assets are among the leading-edge technologies that will enable a lighter, leaner expeditionary force.

Ongoing Support. The key to making EAF work is sustained readiness through agile combat support.

Projecting Aerospace Expeditionary Forces. Aerospace Expeditionary Forces (AEFs) provide our national leaders the capability to respond to contingencies anywhere, anytime.

Full Spectrum Dominance. AEFs can be used decisively across the full spectrum of military response options, ranging from humanitarian relief to direct combat operations.

Tailored Force. An AEF is a versatile, quick-response package, tailored to meet theater CINCs' requirements.

Force Composition. Ten standing AEFs formed from active, Air Force Reserve, and Air National Guard forces will meet national security requirements.

Rapid Response and Employment. AEFs will be capable of executing CINCs' missions rapidly and responsively.

Precision. Technological advances, particularly precision-guided munitions, allow the Air Force to deliver greater combat power with a smaller force package.

Light, Lean, and Lethal. AEFs will be light, lean, and lethal. Light to deploy with reduced airlift requirements. Lean to operate effectively with minimum resources. Lethal to leverage precision technology to provide desired effects.

Total Force Commitment. The Total Force is a critical element of this new approach. All Air Force people--active duty military and civilians, Air National Guardsmen, and Air Force Reservists--play key roles in employing and sustaining an Expeditionary Aerospace Force.

Stability and Predictability. A known rotational schedule will increase stability and predictability in the lives of our people and enhance their quality of life. Units will normally deploy only during their designated response windows.

Reserve Component Contribution. Our Air Force Reserve and Air National Guard forces will have significant lead time to plan for contingency deployments. Thus, we ensure their vital contributions to supporting theater CINCs' requirements.

Reduced TEMPO. Tailoring of AEFs ensures we deploy the right number of people to execute the mission. In addition, augmentation of AEF support base functions prevents TEMPO increases for those at home station.

Personnel Concerns. Air Force leaders are aware of the demands placed on our people through increased temporary duty commitments over the past several years. Our leaders continue to make a concerted effort to better control and manage TEMPO.

Air Force leaders are aware of the unique issues impacting members of the Guard and Reserve. The EAF concept will allow better long-range planning to reduce the impact and stresses of deployments on families and civilian employers

Wing Contribution to EAF. The wing's men and women will make a significant contribution to the Air Force's evolution to an expeditionary aerospace force.

Our F-15Es provide the light, lean, and lethal firepower AEFs will need to quickly establish and maintain air supremacy in any future theater of operation.

Wing members and their families will see a dramatic improvement in quality of life as we move to more stable and predictable deployment scheduling.

The Air Force Reserve unit here will be a full partner in the EAF, providing the aerial refueling capability essential for U.S. Air Force aircraft to deploy around the world.

Our dedicated Air Force people and the supportive neighbors in the civilian community will be able to continue to take great pride in the wing's contribution to the security of our nation and its global interests.

EXPEDITIONARY AEROSPACE FORCE CONCEPT DEVELOPMENT

WING PUBLIC AFFAIRS PLAN 98-2, ANNEX B

COMMUNICATION ATO

The following charts provide an ATO for communicating the EAF concept to wing audiences. Each entry in this time line outlines when and how the initiative will take place, the audience, the spokesperson(s), and the key messages to be delivered. The ATO is a "living" document. The wing Public Affairs staff will maintain the timeline throughout the duration of the plan.

EAF/AEF Communication ATO

Date	Audience	Speaker	Action	Message
6 Aug 98	Wing Staff	Wg/CC	Brief EAF/AEF at staff meeting	- AEF conceptual model - Impact on wing
7 Aug 98	General and segmented public	Wg/CC, Wg/PA	Interview with Steve Johnson,	- AEF model - Impact on wing - Community impact

Date	Audience	Speaker	Action	Message
7 Aug 98	General and segmented public	Wg/CC, Wg/PA	Interview with Dee Sampson,	- AEF conceptual model - Impact on wing - Community impact
7 Aug 98	General and segmented public	Wg/CC, Wg/PA	Interview with Rick Wilson, WAKA-TV	- AEF model - Impact on wing - Community impact
Week of 10 Aug 98	Wing people	Wg/CC, unit commanders	Speak at unit commanders' calls	- AEF conceptual model - TEMPO reduction - Closer integration of Total Force - Impact on wing - Community impact
11 Aug 98	Mayor and city council	Wg/CC, Wg/PA	Visit, briefing, information package	- AEF conceptual model - Impact on wing - Community impact
11 Aug 98	Ft. Smiley commanding general and staff	Wg/CC	Briefing on linked AEF concept	- AEF model - Integration with other services
13 Aug 98	Civic leaders	Wg/CV, Wg/PA	Speech, information package at Rotary meeting	- AEF conceptual model - Impact on wing - Community impact
14 Aug 98	Alumni of wing-sponsored Civic Leader Tour	Wg/CC	Letter from Wg/CC	- AEF model - Impact on wing - Community impact
24 Aug 98	Civic leaders	Wg/CC, Wg/PA	Chamber of Commerce Speech	- AEF model - Impact on wing - Community impact
29 Aug 98	Base Reservists	Wg/CC, Reserve unit commander	Briefing on linked AEF concept at Reserve unit training meeting	- AEF model - TEMPO reduction - Closer integration of Total Force - Impact on wing
2 Sep 98	State governor, adjutant general	Wg/CC, ANG unit commander	Briefing, information package	- AEF model - TEMPO reduction - Closer integration of Total Force - Impact on wing - Community impact

Date	Audience	Speaker	Action	Message
29 Sep 98	ANG and Reserve officers and employers	Wg/CC, ANG and Reserve unit commanders	Breakfast speech, information package	- AEF conceptual model - Closer integration of Total Force - Early deployment notice - Impact on wing - Impact on community
2 Oct 98	Members of think tanks, military associations, and other important groups	Wg/CC	Luncheon presentation	- AEF model - TEMPO reduction - Closer integration of Total Force - Impact on wing - Community impact
Ongoing	Public, influential civilians	Wg/PA	Provide EAF information during base tours; include in speakers bureau	- AEF conceptual model
Ongoing	Base people, public	Band commander	Include EAF messages during USAF band concerts	- AEF conceptual model
Ongoing	Base people	Wg/PA	Include EAF stories in base paper	- AEF conceptual model

4.9. Public Affairs Guidance (PAG). SAF/PA routinely provides public affairs guidance (PAG) on various issues to public affairs staffs, band commanders, and recruiters. PAG includes background on the situation, summarizes communication objectives, outlines actions officials at HQ USAF will take, and directs commanders and public affairs staffs on what they can and cannot say or do. In addition, it contains tough questions likely to be asked and provides appropriate responses. When possible, PAG also includes quotes on the issue by senior USAF and DoD officials.

4.9.1. PAG is prepared and sent to the field in a timely manner. In some situations, SAF/PA issues interim guidance explaining what field units can do until more definitive direction is available. SAF/PA then works with HQ USAF and OASD (PA) staffs to prepare complete guidance that can be issued following full coordination.

4.9.2. Subordinate organizations may be required to prepare public affairs guidance. All field public affairs staffs must understand only SAF/PA can issue public affairs policy guidance and direct implementation throughout the Air Force. Staffs at lower levels can publish guidance directing subordinate units to comply, but they cannot direct public affairs activity beyond their commands. If an organization desires to publish public affairs guidance throughout the Air Force, that organization must submit the proposed PAG through its higher headquarters to arrive at SAF/PAX at least 15 days prior to the desired date of publication. SAF/PA will obtain HQ USAF approval for the guidance and issue it from Washington.

Chapter 5

INTERNAL INFORMATION

Section 5A— Internal Information Purpose and Responsibilities

5.1. Purpose of Internal Information. Conducting internal information programs is the primary means Air Force leaders use to communicate with airmen and their families. As used in this instruction airmen are active-duty and retired, officer and enlisted, Guard and Reserve, civilian and contract employees. The main purpose of conducting internal information programs is to link airmen and their leaders. Timely, accurate, relevant information is a force multiplier that enhances airman morale and readiness. The Public Affairs triad must have the knowledge and skills to conduct internal information programs at home and while deployed as an Expeditionary Public Affairs force.

5.2. Objectives of the Internal Information Program.

5.2.1. Link airmen and their leaders through a free flow of news and information.

5.2.2. Help airmen understand their roles in the Air Force mission.

5.2.3. Explain how policies, programs, and operations affect airmen.

5.2.4. Promote good citizenship and build pride in members of the civilian community at home and in foreign countries.

5.2.5. Recognize individual and team achievements.

5.2.6. Provide avenues for feedback.

5.3. HQ USAF Responsibilities. At HQ USAF level, the Director of Public Affairs is the functional manager of the internal information program, which in turn is operated by Air Force News Service, Air Force News Agency (AFNEWS/NS), Kelly AFB, Texas. AFNEWS/NS, in conjunction with SAF/PAI, is responsible for maintaining liaison with Office of the Assistant Secretary of Defense for Public Affairs for DoD-produced materials related to the American Forces Information Service and Armed Forces Radio and Television Service programs. AFNEWS/NS provides management of the Air Force base newspaper, magazine and guide programs, and internal television and radio programs (other than Armed Forces Radio and Television Service programs), operated at base level. AFNEWS/NS also produces products in support of Air Force News Service and determines the need for new internal information materials.

5.4. Major Command (MAJCOM), Field Operating Agency (FOA) and Direct Reporting Unit (DRU) Responsibilities. Directors and chiefs of Public Affairs conduct internal information programs to help the commander keep airmen informed about missions and issues. They provide command specific policy, guidance and products.

5.5. Unit Commander Responsibilities. The host commander's internal information program serves the entire Air Force base audience, including tenant units and Air Force retirees and their families. Public Affairs provides leaders with an arsenal of effective and efficient communication tools to build, maintain and strengthen morale and readiness.

Section 5B— Newspapers

5.6. Overview. Air Force newspapers are authorized publications that support Air Force command leadership communication requirements. Generally, they contain commander's comments, action line columns, letters to the editor, news, features, editorials, sports, announcements, photography and artwork. The term Air Force newspapers includes publications in other formats, such as news magazines or electronic newspapers that contain these categories of information. Newspapers published by Air National Guard and Air Force Reserve Command units are Air Force newspapers. Air Force newspapers do not necessarily reflect official views of, or endorsement of content by, the Department of the Air Force.

5.6. (21SW) Action Lines. The 21st Space Wing Public Affairs office maintains the Action Line program for the commander.

5.6.1. (Added-21SW) The 21 SW Form 271, **Action Line Worksheet**, is used for all appropriate questions and complaints received on the Action Line dictaphone machine and are sent (with question) to appropriate OPR through the group commander.

5.6.2. (Added-21SW) A suspense of three working days is assigned when form is sent to the OPR. If the individual left his/her name and phone number, he/she must be called within 24 hours.

5.6.3. (Added-21SW) The OPR returns the form, with their reply, to 21 SW/PA by suspense date. The OPR must coordinate all replies with the appropriate group commander or designated representative. If an extension is needed on the original suspense, the group must call 21 SW/PA. Extensions will be approved only for extenuating circumstances. The Director of Staff or his/her designated representative is the approving authority.

5.6.4. (Added-21SW) 21 SW/PA will send the coordinated response to the 21 SW Commander (CC), for approval, disapproval, or modification. Upon return from 21 SW/CC, the question and answer may be published in the base newspaper.

5.6.5. (Added-21SW) *Space Observer*: Articles submitted for consideration for publication in the *Space Observer* must conform to the following guidelines: submit all articles to 21 SW/PA (Building 845, Room 219) with enough time to arrive before the deadline, at least two Wednesdays (10 days) before the desired publication date. Submit the articles on 3.5-inch diskettes or e-mail. Information submitted for consideration for publication in the “For Your Information” page is submitted nine days before desired publication date. Units submitting their Peak Performer and commentaries are submitted by suspense date. The Peak Performer will be submitted on 21 SW Form 385, **Peak Performer Worksheet**. The *Space Observer* is printed 50 weeks of the year. Normally, the newspaper is not published the week of Christmas and New Year’s.

5.7. Establishing Air Force Newspapers. Host commanders are encouraged to establish civilian enterprise or funded newspapers when a valid internal information requirement exists and when a newspaper is determined by the host commander or MAJCOM to be the most cost-effective means of fulfilling communication requirements.

5.7.1. An Air Force newspaper provides the commander a primary means of communicating mission-essential information to members of his or her command. It provides feedback to the commander through such forums as action line. The newspaper keeps readers’ informed about base, local community and military family related issues and operational concerns. The newspaper provides a direct and documented communication channel for responding to base-wide concerns.

5.7.2. News and feature stories on Air Force people and organizations provide recognition of excellence in performance and help set forth expected norms and motivate people for mission accomplishment.

5.7.3. An Air Force newspaper improves morale by helping to quell rumors and by keeping Air Force people accurately informed about military matters affecting their futures.

5.7.4. The newspaper provides information to Air Force family members to improve the quality of their lives and thereby the effectiveness of the Air Force member.

5.7.5. The newspaper increases command cohesiveness and effectiveness by providing a visual representation of the command itself.

5.8. Air Force Newspaper Categories.

5.8.1. Civilian Enterprise (CE) Newspapers (formerly known as commercial enterprise newspapers). Published by commercial publishers under contract with Air Force subordinate commands. News and editorial content is furnished by the installation or command public affairs staff. CE newspapers contain advertising sold by the commercial publisher. The right to circulate this advertising to Air Force readers constitutes contractual consideration instead of money to pay for the newspapers. CE newspapers become the property of the command or installation upon delivery according to terms of the contract.

5.8.2. Funded Newspapers. Published by Air Force subordinate commands using appropriated funds. News and editorial content is furnished by the command or installation Public Affairs staff. Funded newspapers are printed by a commercial publisher under contract, or with government printing equipment, according to Air Force printing regulations. Overseas funded newspapers may be printed under a contract with The European Stars and Stripes or The Pacific Stars and Stripes.

5.8.3. Deployed Newsletters and Newspapers. During contingencies, newsletters and newspapers may be published at deployment locations for use by component commanders.

5.8.4. Electronic Newspapers. A newspaper published and distributed primarily by electronic means taking the place of a printed version. This does not include printed newspapers published then converted to a Web-based product.

5.8.5. Other Newsletters, Informational Bulletins and Training Publications. Newsletters, informational bulletins, training publications, etc., will not be printed under the provisions of this regulation. These publications are defined by AFI 37-160 Volume 1, The Air Force Publication and Forms Management Program. However, this does not prohibit isolated units from publishing newsletters and summaries authorized by MAJCOMs and FOAs.

5.9. Limitations. Only one Air Force newspaper is authorized for each installation.

5.9.1. The host commander on an installation where units of more than one command are located is responsible for publication of one funded or CE newspaper. It will provide balanced coverage of all units on that installation including joint and other service units. Tenant units assist the host newspaper staff in covering unit activities.

5.9.2. Under unusual circumstances, a commander other than the host may publish the single authorized newspaper if the host commander and a majority of tenant organizations concur.

5.9.2.1. This limitation does not prohibit a command or FOA headquarters from publishing a command newspaper for its geographically dispersed units, or a reserve component unit from publishing a newspaper for its geographically dispersed people.`

5.10. Use of Funds. Appropriated funds are authorized to establish a funded newspaper, but only if a CE newspaper is not feasible.

5.10.1. Appropriated funds may not be used to pay any part of the costs incurred by a commercial publisher in publishing a CE newspaper.

5.10.2. Air Force newspapers are mission activities, and nonappropriated funds will not be used to defray cost of funded or CE newspaper operations. This does not preclude nonappropriated fund activities from buying advertising in CE newspapers to communicate their presence and the availability of goods and services they offer.

5.10.3. MAJCOMs will review each funded newspaper annually to verify that continuation is justified and that conversion to a CE newspaper is not feasible.

5.11. Masthead Required Statements. Each Air Force newspaper must carry a masthead. The masthead should not be placed on the front page. Each masthead must contain a disclaimer in type no smaller than six points.

5.11.1. Staff Listings. The masthead of any Air Force newspaper will include the names of the commander and Public Affairs officer, and the names and editorial titles of the newspaper staff. The names and titles will be listed in a section of the masthead entitled "(name of installation or command) Editorial Staff." Include office address, telephone and FAX number, and email address. For CE papers, the names of publishers and employees of the publisher may be listed separately.

5.11.2. CE Newspaper Disclaimers.

5.11.2.1. "Published by (name), a private firm in no way connected with the U.S. Air Force, under exclusive written contract with (Air Force component). This civilian enterprise Air Force newspaper is an authorized publication for members of the U.S. military services (add "overseas" in publications outside the United States). Contents of (name of newspaper) are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, or the Department of the Air Force."

5.11.2.2. "The appearance of advertising in this publication, including inserts or supplements, does not constitute endorsement by the Department of Defense, the Department of the Air Force or (name of commercial publisher) of the products or services advertised."

5.11.2.3. "Everything advertised in this publication shall be made available for purchase, use or patronage without regard to race, color, religion, sex, national origin, age, marital status, physical handicap, political affiliation or any other nonmerit factor of the purchaser, user or patron."

5.11.2.4. "Editorial content is edited, prepared, and provided by the Public Affairs office of (name of installation command, FOA or DRU). All photographs are Air Force photographs unless otherwise indicated."

5.11.2.5. Staff listings in accordance with paragraph **5.11.1.**

5.11.3. For CE Newspaper Supplements. All supplements to CE newspapers must carry on the front page the identification "Supplement to (name of CE newspaper)." Additionally, supplements containing commercial advertising must carry the following disclaimer: "Advertisements contained herein do not constitute an endorsement by the Department of Defense, Department of the Air Force, or (name of command or installation). Everything advertised in this publication shall be made available for purchase, use or patronage without regard to race, color, religion, sex, national origin, age, marital status, physical handicap, political affiliation or any other nonmerit factor of the purchaser, user or patron."

5.11.4. The publisher of each CE newspaper shall advise advertisers of the requirements listed above.

5.11.5. Funded Newspaper Disclaimers.

5.11.5.1. "This funded Air Force newspaper is an authorized publication for members of the U.S. military services (add "overseas" in newspapers outside the United States). Contents of (name of Air Force newspaper) are not necessarily the official view of, or endorsed by, the U.S. Government, the Department of Defense or the Department of the Air Force."

5.11.5.2. "The editorial content is edited, prepared, and provided by the Public Affairs office of (name of installation, command, FOA or DRU). All photographs are Air Force photographs unless otherwise indicated."

5.11.5.3. Staff Listings in accordance with paragraph **5.11.1.**

5.12. Newspaper flag. Each Air Force newspaper will carry an easily identifiable front-page nameplate (flag), including the name of the newspaper, volume and issue numbers, geographical location (unless classified), name of command or installation and publication date.

5.12.1. Trademarking. Installations, commands, FOAs and DRUs are encouraged to trademark the names of their newspapers. By trademarking the publication name, units ensure the name will not be used by an organization other than theirs, including civilian enterprises. To register on a state level, Public Affairs officers work through the local staff judge advocates. To register at the federal level, contact SAF/GCQ, Washington DC 20324-1000, for assistance. Guidance for obtaining funds to pay registration fees is in Defense Finance and Accounting Service Regulation (DFAS-DER) 177-102, Commercial Transactions at Base Level.

5.13. Newspaper Staff. Only the highest quality people should be assigned to an Air Force newspaper. Because publishing schedules are fixed and copy deadlines must be met by contract, newspaper staff members assigned responsibility for meeting these deadlines are excused from duties that interfere with newspaper production.

5.14. Assistance to Editors. Air Force editors have many resources outside their office to turn to for help. AFNEWS/NS, MAJCOMs and the Defense Information School offer guidance and assistance. Resources available on the internet include the DINFOS newspaper editors home page at **http://www.dinfos.osd.mil/jwebsite** and the PA Link Editors Command Post at **http://www.palink.af.mil**.

5.14.1. MAJCOMs should schedule annual base newspaper editor workshops or conferences to assist editors in communicating commanders' messages. AFNEWS/NS is available to assist MAJCOMs upon request.

5.14.2. Editors are encouraged to crosstalk and network with fellow editors for ideas, suggestions and recommendations to improve story quality, layout and design, photography, production schedule and commanders involvement.

5.15. General policies for all newspapers. Department of the Air Force policy is that a free flow of news and information will be provided to all Air Force members. The intended audience of Air Force newspapers consists of military members (active duty, Guard and Reserve), civilian employees assigned to the installation, military retirees, and their families.

5.15.1. National security information will be protected according to DoD 5200.1-R and AFI 31-401, Managing the Information Security Program.

5.15.2. Air Force newspapers are operated according to the principles of journalism that govern U.S. commercial newspapers, consistent with DoD and Air Force policy.

5.15.3. Air Force newspapers will support officially sanctioned fund-raising campaigns consistent with AFI 36-3101, Fundraising Within the Air Force.

5.15.4. Air Force newspapers will establish editorial policies to ensure consistency and support the commander's internal information objectives. (See **Figure 5.1.** Sample Editorial Policy Letter.)

5.15.5. Air Force newspapers will comply with AFI 37-132, Air Force Privacy Act Program, and guidelines for release of information in **Chapter 6**.

5.15.6. Air Force members and Air Force civilian employees will not be assigned to duty on the premises of a commercial publisher to perform any job function that is part of the business activities or contractual responsibilities of the publisher. The Public Affairs officer and staff members who produce editorial content may work on the premises as liaison to specify and coordinate layout and other details of production provided for in the contract with the publisher.

5.15.7. All personnel must maintain currency on the provisions of DoD 5500.7-R, Joint Ethics Regulation. For example, Air Force personnel must not accept employment by or gratuities from commercial printers under contract to print funded newspapers, nor from a commercial publisher under CE contract with an installation or MAJCOM. Personnel of the command or installation must not be connected with the business affairs of the CE newspaper or other business affairs of commercial publishers under contract. Inspection of the business capability of prospective publishing companies during the bidding process, and general monitoring of ongoing business capability to fulfill the contract is not a violation of this paragraph.

5.15.8. At least one qualified senior member of the Public Affairs staff will review all editorial content and photographs before publication.

5.15.9. Equipment owned by the civilian publisher or printer may be placed in the installation or command Public Affairs office by the publisher to enable the newspaper staff to prepare editorial materials and specify layout. For CE newspapers, the civilian publisher bears all costs of this equipment. Employees of a CE publisher may work in the installation or command Public Affairs office. The publisher will provide all required equipment for its employees.

5.15.10. No Air Force newspaper will subscribe, even at no cost, to a commercial or feature service whose primary purpose is the advertising or promotion of commercial products, commodities or services.

Figure 5.1. Sample Editorial Policy Letter.

(Name of Paper) Editorial Policy Statement

The (name of paper) is an authorized publication supporting the (name of unit, base) internal communications program.

The (name of paper) is published by a commercial publisher under contract with the Air Force. News and editorial content are furnished by the (name of unit) Public Affairs Office. The newspaper contains advertising sold by the commercial publisher. The right to circulate this advertising to Air Force readers constitutes contractual considerations instead of money to pay for the newspapers. The (name of paper) becomes property of the commander upon delivery, according to the terms of the contract.

The (name of paper) is the commander's primary communication tool to transmit information to the (name of installation) community. The following editorial policy guidelines apply to achieve this goal:

1. The (name of paper) provides the commander a primary means of communicating mission-essential information to members of the organization. The commander, (name of unit), normally defers all decisions on news propriety, story placement, publication date, and use of photography to the Public Affairs officer.

2. News and feature stories on (name of unit) people and organizations provide recognition of excellence in performance and help set forth norms for mission accomplishment.

3. News coverage and content will conform to policies of the Air Force and the commander. News reporting will be factual and objective. News coverage will avoid morbid, sensational or alarming details not necessary to factual news reporting. News writing will distinguish between fact and opinion. When an opinion is expressed, the source will be identified. The (name of paper) will not publish commercial news or editorials.

4. The (name of paper) will keep the community accurately informed about military matters affecting their futures. This will assist the commander in improving morale and quelling rumors.

5. (Name of paper) news and editorial content will provide information to all members of the (name of base/unit) community to improve the quality of their lives and thereby the effectiveness of the (name of unit) work force. This includes officers, enlisted members, civilian employees, family members, retirees, and Reservists and Guardsmen.

6. The (name of paper) will de-glamorize the use of alcohol and tobacco products. Articles concerning the club, unit, or other activities, may mention these products as long as the emphasis is on the activities and not the products.

7. The appearance of advertising in the (name of paper) does not constitute endorsement by the Air Force. Everything advertised in the (name of paper) must be made available to all readers without regard to race, religion, sex, national origin, marital status, physical handicap, political affiliation, or any other non-merit factor.

8. Because publishing schedules are fixed by contract and must be met, the (name of paper) staff is excused from additional duties that interfere with newspaper production.

9. The (name of paper) will conform to applicable regulations and laws relating to libel and copyright, the Air Force Privacy Act Program and Standards of Conduct, as well as U.S. Government printing and postal regulations.

10. Locally originated articles will reflect the policies of the commander and 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 government agencies, nor advocate or dispute specific political, diplomatic, or legislative matters. Statements or articles on legislative matters by people or agencies outside the DoD, including officials or candidates for public office, will not be used.

Specific Publication Guidelines

Deadline: Due to printing and copy deadlines set by contract with the commercial publisher, copy submitted to the (name of paper) must reach the editor's desk before (time and day) of the week of publication.

Rewrite: All copy submitted to the (name of paper) will be rewritten as needed to ensure it conforms to Air Force journalism guidelines for news writing. This includes conforming to the guidelines in the Associated Press Stylebook and Libel Manual, and appropriate story length to facilitate layout and design.

Placement: The (name of unit) commander normally defers all decisions on story placement to the Public Affairs officer. The commander -- not the person who submits an article -- gives direction on story placement to the PAO.

Recurring Columns: Recurring columns from base agencies will be discouraged. This will ensure that no base agency or organization receives an excessive amount of coverage for its special interest at the expense of other base agencies. The Public Affairs officer will determine equitable space for these items and allocate news, feature, or editorial space as deemed appropriate.

Award Winners: Stories and/or photos are limited to _____ -level and higher. Awards below wing level may be mentioned in a regular (news or spotlight) column and published on a space-available basis.

Change of Command: Stories and/or photos are limited to _____ -level or major tenant organizations. Squadron-level change of command announcements may be published in the "news briefs" column.

Photos: On-the-job action photos will be published. Photos unacceptable for publication include the posed shot of a person receiving an award, ribbon cuttings, posed group photos, photos containing alcoholic beverages or cigarettes, retirement/reenlistment photos, photos containing controlled area badges, photos of people not conforming to AFI 36-2903, Dress and Personal Appearance of Air Force Personnel or poor quality photos.

Fund Drives: Coverage will be limited to those campaigns authorized by Air Force regulations, namely the Combined Federal Campaign and the Air Force Assistance Fund. Front page coverage is not guaranteed for any fund drive or membership campaign. News during a given week determines story placement on Page 1. The Public Affairs officer will coordinate with the fund drive key personnel to ensure appropriate coverage of these events.

Coordination: (Name of paper) articles will be coordinated with affected agencies as deemed appropriate by the public affairs officer. Controversial or "sensitive" articles will be coordinated with the commander, and higher headquarters, when necessary, before publication. Changes to style or news writing will only by made when directed by the Public Affairs officer.

Commander's signature

5.16. Newspaper Editors' Responsibilities.

5.16.1. Newspaper Content

5.16.1.1. News, feature and editorial material will conform to the Associated Press Stylebook and Libel Manual.

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

5.16.1.3. Articles of local interest to base people produced outside official channels (e.g. stringers, local organizations) may be used provided permission has been obtained, the source is credited and they do not otherwise violate this instruction.

5.16.1.4. Ensure news coverage and content conform to policies of the Air Force and the commander and is factual and objective. Accuracy is paramount. Avoid morbid, sensational, or alarming details not essential to factual reporting.

5.16.1.5. Distinguish between facts and opinion, both of which may be part of a news story. When an opinion is expressed, identify the person or source.

5.16.1.6. Locally originated editorials reflect the policies of the commander and are 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.

5.16.1.7. Air Force newspapers will credit sources of all material other than local, internal sources. This includes, but is not limited to, Air Force Print News, American Forces Press Service, and other DoD component and MAJCOM news services.

5.16.1.8. Overseas newspapers will obtain guidance concerning host country sensitivities from their respective unified commands.

5.16.1.9. Unsolicited statements or articles on legislative matters by people or agencies outside the DoD, including officials or candidates for public office, are not used.

5.16.1.10. Air Force newspapers do not use commercial news, cartoons or opinion material. Such material is outside the purpose of Air Force newspapers and would place them in direct competition with commercial newspapers. Use of such material may be authorized by AFNEWS/NS in a specific situation where other sources of national and international news are not available.

5.16.1.11. Individuals to be interviewed and photographed must meet all requirements of AFI 36-2903, Dress and Personal Appearance of Air Force Personnel, and must comply with current safety, security, and technical order requirements.

5.16.1.12. Adhere to guidelines in **Chapter 6**, Media Relations, on release of information and public affairs photography.

5.16.1.13. Conform to applicable policies, regulations and laws involving the collection, processing, storage, use, publication and distribution of information by DoD components (e.g., libel, photographic imaging alteration, copyright, sexually explicit materials, classified information) and U.S. Government postal and printing regulations.

5.16.1.14. The use of For Official Use information, such as Commander's Notice to Airmen (NOTAMs), is restricted without prior approval by MAJCOM.

5.16.2. Commercial sponsorship and products

5.16.2.1. Newspapers do not contain any material which implies Air Force units or members endorse or favor a specific commercial product, commodity, or service.

5.16.2.2. Commercial sponsors are mentioned only with other pertinent facts in news stories and announcements. Commercial logos are not allowed unless part of a paid advertisement. Commercial sponsors cannot be placed in the headline or the lead.

5.16.2.3. News articles mentioning gifts from civilian sources tied to Air Force programs honoring airmen of the month, top recruiter, and the like, are used only when intent of the article is to report an Air Force individual honored for professional achievement. The fact a special gift has been donated to the Air Force will be of secondary consideration or not mentioned in every case. Special concessions or privileges must not have been granted the donor, such as a requirement to accompany the article with a photograph of the recipient with the gift, or to publish a statement that implies endorsement of the product or organization by the Air Force or the individual. Photographs of the recipient with the product are allowed, but must be used solely on their news value.

5.16.2.4. Book, radio, television, movie and other entertainment reviews are written objectively, and there is no implication of endorsement by the Department of the Air Force.

5.16.3. Political campaigns and voting

5.16.3.1. Political campaign news items, advertisements, or editorials dealing with candidates or issues are not used.

5.16.3.2. The newspaper supports the Federal Voting Assistance Program during election years by carrying factual information about registration and voting laws, especially about absentee voting requirements. Voting materials provided by the director of the Federal Voting Assistance Program, DoD, and the Air Force are designed to encourage members to register as voters and exercise their right to vote.

5.16.3.3. No poll, survey, or straw vote relating to a political campaign is conducted or reported.

5.16.4. Inspection Ratings.

5.16.4.1. Operational Readiness Inspections. For ORIs, commanders of inspected units may authorize the publication of five-tier ratings of major evaluated areas in public access media to include the base paper. Five tier ratings are defined as outstanding, excellent, satisfactory, marginal and unsatisfactory. Major evaluated areas are defined as Initial Response, Employment, Mission Support and Ability to Survive and Operate. Public release of sub-area ratings or any other data is prohibited. Report findings and excerpts may be disclosed in non-public access publications designed to officially disseminate the results within the command (see AFI 90-201, Inspector General Activities). Commanders will ensure all personnel safeguard the privileged nature of inspection reports.

5.16.4.2. Nuclear Inspections. For Nuclear Surety Inspections and Defense Nuclear Agency Inspections, no public or non-public release of scores or data is authorized beyond that required in AFI 90-201, Inspector General Activities.

5.17. Readership Surveys. A newspaper readership survey should be conducted at a frequency deemed necessary by the installation commander to meet his or her needs and those of readers. The Air Force has approved a standardized Base Newspaper Readership Survey. This standardized survey may be administered to active-duty military, family members, retirees, and civilian employees of the Air Force without

need for additional Air Force Personnel Center or AFNEWS/NS approval, provided questions are not altered significantly. Each MAJCOM and FOA Public Affairs office should have the survey and guidelines for administering it. Survey results should be reported to readers and used to develop new newspaper services or techniques.

5.18. Newspaper Records. Public Affairs offices maintain record copies of Air Force newspapers in annual blocks, with new files starting on January 1 or on the anniversary of the first issue. These may be permanently bound or microfilmed. Microfilmed source documents may be discarded after microfilmed copy is confirmed complete and accurate. Retain bound or microfilmed copies according to Air Force Manual 37-123, Management of Records.

5.19. Policies and procedures for CE newspapers. The CE concept is based on the premise Air Force installations will save money by transferring certain publishing and distribution costs and responsibilities to a commercial publisher selected by competitive bid. The essence of the contract between installation and publisher is an exchange of rights as consideration, rather than payment of funds. The right to sell and circulate advertising to the complete readership of the CE newspaper provides the publisher revenue to cover costs and secure earnings.

5.19.1. Contract Procedures

5.19.1.1. The contracting Air Force organization guarantees first publication and distribution rights of the editorial content written locally, specifically for the newspaper.

5.19.1.2. The newspaper becomes the property of the command, installation, or intended reader upon delivery.

5.19.1.3. In negotiating contracts, seek to have the publisher perform as many of the publishing, including desk top publishing and layout, and distribution functions as possible to generate maximum savings. Command communication needs and requirements are of paramount consideration. Seek to have publisher provide bulk wrapping and distribution of newspapers to units deployed for more than 45 days by the most cost-effective means.

5.19.1.4. Contracts must be with reputable firms.

5.19.1.5. In selecting a publisher, fair and equal treatment must be given to any responsible, qualified bidder. Advertise for proposals from the widest possible selection of commercial publishers available.

5.19.1.6. Request for purchase must include a statement of work describing the categories of news, features, factual information, and, if applicable, comics to be carried, plus other required provisions of the contract. The Public Affairs officer must assist the installation contracting officer in preparing the RFP and ensure it is coordinated with the MAJCOM before submitting it to prospective offerors.

5.19.1.7. RFPs must include a description of contractor-owned or furnished equipment necessary to coordinate newspaper production.

5.19.1.8. RFPs may include a description of contractor-furnished editorial support services. The description must be on terms of the end product required; e.g. photographic services or reporter services, and not as a requirement for certain contractor personnel.

5.19.1.9. RFPs may include a request for a Services supplement. As part of the contract, the publisher must produce the supplement at no cost to Air Force Services or the Air Force. In exchange for this service, the publisher may circulate advertising solicited to Air Force readers on base. The publisher uses the revenue generated by ad sales to produce the newspaper and supplement. Only at overseas installations can Air Force Services supplements be inserted into funded newspapers; that supplement may not contain advertising.

5.19.1.9.1. Specify whether Services or Public Affairs is responsible for the content, design, layout and desktop publishing of the supplement.

5.19.1.10. The contract, which is signed by the contracting division and the publisher, shall state specifics about the supplement, if applicable. These specifics include details such as size, frequency, advertising ratios and use of color. A statement on the front page of the supplement that reads, "Supplement to (name of paper)." is mandatory.

5.19.1.11. A selection group picks a civilian publisher. The chairperson will be a senior member of the command or activity. Membership will include public affairs, legal, procurement, printing, and other specialists with skills relevant to the selection and contracting process. The contracting officer shall execute the contract according to applicable directives. This group reviews written data from prospective civilian publishing firms, secures and reviews independent data, and if necessary, hears presentations from firms and makes on-site visits to gather information upon which to make a selection. Members investigate the competence, reliability, technical production, and business capabilities and resources of each offeror before making a selection. The group also conducts reviews to decide on annual contract option renewals and terminations for cause.

5.19.1.12. Since exchange of rights is the consideration in a CE contract, the best obtainable product and service in exchange for those rights is the primary criteria for selection. Other criteria include the competence, reliability, and responsibility of prospective publishers.

5.19.1.13. If there is only one offeror, the selection group may decide to make no selection.

5.19.2. Advertising procedures

5.19.2.1. In reviewing offers and negotiating contracts, the amount of advertising that allows the publisher to publish and still make a reasonable profit must be considered. All contracts will specify ground rules including the amount of advertising in the newspaper. Advertising may be “run of publication” (ROP), printed in sections within the publication, included in supplements printed with the publication, preprinted and inserted as an advertising "insert" or "flier", or may be a combination of these methods.

5.19.2.2. A supplement containing material other than, or in addition to, advertising, will carry the name of the CE newspaper, and is not necessarily preprinted.

5.19.2.3. Advertising inserts or fliers contain advertising only and do not require prior approval of the commander, although they are to be reviewed by the Public Affairs officer.

5.19.2.4. Contracts must contain a provision prohibiting the publisher from selling an amount of advertising that would force the Public Affairs staff to produce editorial content exceeding mission needs. The average quarterly ratio of ROP advertising to editorial copy in CE newspapers will not exceed 60 percent advertising. Inserts, advertising supplements and classified ads will not count in the total advertising to copy ratio.

5.19.2.5. An Air Force newspaper must not carry any advertisement that implies discrimination. According to Air Force Policy Directive 36-27, Social Actions, it is Air Force policy to conduct its affairs free from unlawful discrimination and sexual harassment. It provides equal opportunity and treatment for all members regardless of their age, color, national origin, ethnic group, race, religion and sex except as prescribed by statute or policy.

5.19.2.6. Air Force newspapers must not carry paid political advertisements. Coordinate advertisements about union activities with the installation civilian personnel labor relations office and the staff judge advocate for propriety. Advertisements must not be worded to give the impression the Air Force endorses or sponsors their content in any way. Advertisements about union elections will be limited to names of candidates, offices sought, platforms, union positions held, and places and times members may vote.

5.19.2.7. Air Force newspapers will not carry advertisements for bingo games or lotteries conducted by a commercial organization whose main business is conducting lotteries.

5.19.2.8. All contracts will contain a provision prohibiting publishers from entering into exclusive advertising agreements with any firm, broker, or individual.

5.19.2.9. Before each edition of a CE newspaper is printed, the Public Affairs staff will review advertisements to identify any contrary to law or Air Force regulations, or that may pose a danger or detriment to Air Force members or their families, or interfere or detract from the command or installation mission. The contract will specify the Public Affairs officer may request the publisher change or delete them. If a publisher prints an issue containing offensive advertisements, the commander may prohibit distribution.

5.19.2.10. The commander is responsible for ensuring an environment conducive to successful mission performance and preservation of command morale and discipline. He or she has the authority to prohibit distribution on the installation of a CE newspaper containing advertising that promotes a situation involving potential riots or other disturbances, or when the circulation of such advertising may present a danger to loyalty, discipline, or morale of his or her people. Each commander determines whether particular advertisements to be placed by the publisher in a CE newspaper serving the command or installation interfere with successful mission performance. Considerations include the local situation, content of the proposed advertisement, and identity and reputation of the advertiser.

5.19.2.11. The contract will specify the publisher will not accept advertisements from any establishments placed "off limits" by the installation commander.

5.19.2.12. Advertisements that appear to be editorials, news, feature stories, Air Force photographs, or line art must be clearly labeled "advertisement" in a type size equal to newspaper body type, or larger.

5.19.2.13. Active duty Air Force military members and civilian employees are prohibited from soliciting or endorsing advertisements.

5.19.2.14. Advertisers are expected to observe the highest business ethics and applicable laws in describing goods, services, and commodities, including guarantees, warranties, and terms of sale, if any. If credit terms are offered, the advertisement must contain sufficient information for readers to make a reasonable estimate of the total cost of the credit. The purpose of this disclosure policy is to minimize deception, whether intended or not, and to equip readers with information with

which they can shop comparatively. Federal and State laws, including those prohibiting false, misleading, or deceptive advertising, must be observed. Public Affairs officers should consult the staff judge advocate any time they find reason to question an advertisement proposed for inclusion in the installation newspaper.

5.19.2.15. While the editorial content of CE newspapers is written and controlled by installation commanders, the advertising is the responsibility of CE publishers. Procedurally, publishers must decide on their own whether or not to accept and run particular advertisements. Any decision by a publisher not to run an advertisement is final.

5.19.2.16. CE newspapers may carry paid or nonpaid advertising of the products and services of nonappropriated fund activities and commissaries, but item-by-item price comparisons to those on the civilian economy will not be made.

5.19.2.17. Local procedures

5.19.2.17.1. Contracts must state the commander or Public Affairs officer will specify design and layout of editorial content. Contracts may provide for the commander or Public Affairs officer to specify advertising layout to enhance communication effectiveness.

5.19.2.17.2. The contract with the selected commercial publisher must include provisions that reflect appropriate guidance from this instruction and cover local requirements. Follow the standardized sample request for proposal/contract (**Figure 5.2.**); sample statement of work newspaper contract (**Figure 5.3.**); and sample award evaluation (**Figure 5.4.**)

5.19.2.17.3. One may add provisions to meet command and local requirements but make sure that they do not conflict with the required provisions as shown and do not refer to the Federal Acquisition Regulation or its supplements.

5.19.2.17.4. Contracts may include up to a 2-year base period, with options for 1- or 2-year renewal periods -- based on satisfactory performance -- for a total up to 6 years. After the maximum of 6 years, resolicit contracts. Contracts must contain a provision for termination for cause whenever the products or services to be provided become unsatisfactory, when contract provisions are not met or at the convenience of the government. Document unsatisfactory performance and give a copy to the publisher.

5.19.2.17.5. Although a separate contract is not required for comic or feature supplements to be distributed with the newspaper by the publisher, the contract must stipulate that any such supplement will have prior approval of the commander or his or her authorized representative.

5.19.2.17.6. A publisher cannot be required to pay money to the command or installation, or to provide goods, services, or considerations not directly related to the CE newspaper.

Figure 5.2. Sample Request For Proposal/Contract.

Cover Sheet

Room _____ Building _____

_____ Air Force Base, _____ _____

Request For Proposal Number _____

Dear Publisher,

We are requesting proposals from publishers desiring to compete for a 1- or 2-year contract with renewal options of 1 or 2 years for up to a total of 6 years to publish the __(name of publication)__, beginning with the __(date)__ issue. If your firm wishes to compete for the opportunity to publish the (name of publication)__, please submit a written proposal not later than __(date and time)__ to:

_____

_____

_____

(base contracting office address)

Ensure your proposal addresses the requirements in the Instruction and Notices to Offerors (to be supplied by the contracting officer) and your ability to meet the selection criteria in the award evaluation. Publishers should ensure they sign their proposals on the last page of the Statement of Work, as the Government may award a contract on the basis of the initial offers received without discussions.

Please direct any questions concerning this Request For Proposal to the contracting officer/buyer (name) at (phone number).

(Contracting Officer's signature block)

Figure 5.3. Sample RFP Statement of Work Newspaper Contract.

Statement of Work

1. Newspaper Contents:

a. For and in consideration of the mutual promises of, and mutual benefits derived by, the parties hereto, this contract is made and entered into by and between the contracting officer, (name of AFB), and (publisher's name, address) here in after referred to as the publisher.

b. This contract provides for the publisher to produce weekly a newspaper to be known as the (base newspaper), a civilian enterprise newspaper published to provide news and command information to personnel of (name of AFB). This publication is subject to the requirements of DoD Instruction 5120.4, AFI 35-101, and the regulations and instructions incorporated therein by references, and to the conditions and agreements as contained herein.

c. The publisher agrees to use the name (base newspaper), which is owned by the Government, and no other name, on the newspaper during the life of the contract, unless directed otherwise by the commander. The publisher further agrees not to contest ownership by the Government of the foregoing name or to make any use directly or indirectly of that name or a name confusingly similar to that name on any publication it may independently produce.

d. Each issue of the (base newspaper) shall consist of no fewer than XX (i.e. 24) pages and no more than XX (i.e. 48) pages.

e. The masthead of each issue shall carry the following disclaimer in type not smaller than six point:

(1) "Published by (name of publisher), a private firm in no way connected with the U.S. Air Force, under exclusive written contract with the (name of unit). This civilian enterprise newspaper is an authorized publication for members of the U.S. military services. Contents of the (base newspaper) are not necessarily the official views of, or endorsed by, the U.S. Government, DoD, or the Department of the Air Force."

(2) "The appearance of advertising in this publication, including inserts or supplements, does not constitute endorsement by DoD, the Department of the Air Force, or (civilian publisher) of the products or services advertised."

(3) " Everything advertised in this publication shall be made available for purchase, use or patronage without regard to race, color, religion, sex, national origin, age, marital status, physical handicap, political affiliation or any other nonmerit factor of the purchaser, user or patron."

(4) "Editorial content is edited, prepared, and provided by the (name of unit) Public Affairs Office. All photographs are Air Force photographs unless otherwise indicated."

f. The masthead may contain the names and editorial titles of military and civilian members assigned the duty of preparing the newspaper's content. If used, the names and titles shall be listed in a section of the masthead entitled "(name of unit) Editorial Staff."

g. Editorial content shall be based on news releases, features, editorials, and reports prepared by DoD and Air Force newsgathering agencies and the (name of unit) Public Affairs Office. All other editorial material must be approved by the PAO.

h. A supplement highlighting Services facilities and activities will be published (i.e. monthly). The supplement will not contain advertising and will be distributed as an insert to the (base newspaper). All editorial material and photographs for the supplement will be furnished by the (name of unit) Public Affairs Office. The front page of the supplement will contain four-color process photographs.

2. Public Affairs Requirements.

The Public Affairs office shall:

a. Furnish all editorial materials, headlines, cutlines, photographs and line art for use in the newspaper. The PAO assumes responsibility for the security and accuracy of content provided.

b. Guarantee first publication and distribution rights of the editorial content in the publication.

c. Specify design and layout of editorial content and may specify advertising layout to enhance communications effectiveness of the newspaper.

d. Review advertisements prior to publication to identify any that are contrary to law, DOD, or Air Force directives.

e. Be responsible for final proofreading of all material, checking for accuracy and security of content.

f. Provide camera-ready pages, including images and artwork, by (time and day of the week, i.e. 4 p.m. Thursdays) before publication. At that time, the PAO or designated representative will proof all advertisements to be published in the (base newspaper).

g. (If you are at a base subject to major contingency operations and deployments, consider including a paragraph that states that production and/or circulation could be affected during such operations. Depending on the nature of the contingency, your ability to provide news copy could be affected and/or your circulation requirements go up or down.)

3. Publisher Requirements.

The publisher shall:

a. Comply with provisions of DoD Instruction 5120.4, AFI 35-101, and the provisions and requirements as contained herein. A copy of AFI 35-101 may be obtained through the base contracting office.

b. Use only the editorial material, photographs and art provided by the Public Affairs office.

c. Furnish the Public Affairs office advertising page dummies no later than (time and day, i.e. 4 p.m. Monday) of the week before publication.

d. Publish one expanded issue of the (base newspaper) for the annual (open house or air show) with an expanded print run of between (X,000 and X,000) copies of the expanded issue upon agreement between the publisher and PAO.

e. Be responsible for the makeup of each page, subject to the PAO's supervision.

f. Solicit all advertising.

g. Provide Internet access though an Internet service provider for obtaining editorial copy and images from Air Force Link and other news sources, space for maintaining a Web site for the (base newspaper), and electronic mail capabilities.

h. Be responsible for mailing copies of the newspaper to a list of addressees provided by the Public Affairs office. This list will not exceed (XXX, i.e. 300) addresses.

i. Publish the (base newspaper) on a commercial, offset press. The (base newspaper) shall be printed on (weight and type of paper, i.e. 32-35 lb. Hibrite) paper with a brightness factor in excess of (i.e. 70).

j. Provide that the (base newspaper) be produced each week as a (tabloid) newspaper to contain no fewer than (XX) pages per issue. The publisher further agrees that at his expense each or any issue may be produced at the discretion of the Public Affairs office in two sections (A section and B section) with a combined page count up to (XX) pages, thereby doubling the amount of spot color and process color available within the newspaper.

k. Provide unlimited process color photographs on the front page of all issues and the doubletruck, when identified by the PAO, of the (base newspaper). The publisher further agrees to provide spot color on the front page and up to three other inside pages of each issue of the (base newspaper), provided the (base newspaper) is produced as a one-section publication. In the event the Public Affairs office desires a two-section publication, the publisher further provides that both the A section and B section may contain unlimited process color photographs on the front page and doubletruck of each section. In addition, on a two-section publication, spot color shall be available on up to eight pages, thus allowing for eight process color pages and eight spot color pages in a two-section (base newspaper).

l. Provide to the staff and install in the Public Affairs office, at the publisher's expense, (list of equipment, i.e., three Apple Power Macintosh 6500 computers with a minimum 300 megahertz speed, minimum 64 MB RAM, 4 GB hard drives, 33.6/14.4 Kbps data/fax modems, 12X CD-ROMs, 100 MB Zip drives, and 21-inch monitors (minimum 20" viewable). In addition, the publisher agrees to provide at his expense a SprintScan 35 LE film scanner, HP ScanJet 4c scanner, a 600 dpi HP 4MV LaserJet printer with a minimum 64 MB RAM, and 100 MB Zip cartridges for storing data. The publisher will also provide at his expense all necessary software and upgrades as they are made available on the market to include, but not limited to, QuarkXPress 3.32, Adobe PhotoShop 4.0, Microsoft Word 7.0, OmniPage Pro 7.0, Netscape 4.03, Norton AntiVirus, a Corel Draw image/clipart CD pack, networking software and hardware, a variety of type fonts and sizes, and paper for the printer.) The publisher shall be responsible for the maintenance, service and replacement of equipment.

m. Provide at his expense up to (XX, i.e. 80) newspaper racks for display of the (base newspaper) at designated base drop points identified by the Public Affairs office.

n. Provide for the installation and training of the (base newspaper) staff on any and all equipment made available to them at the offices of the (base newspaper) or the offices of (the publisher).

o. Provide for backup printing arrangements to ensure that the (base newspaper) is never late.

p. Provide photographic, desktop publishing and/or reporting services to the (base newspaper.)

q. Not sell advertising to the extent that it will force the Public Affairs office to produce editorial content exceeding that required for the command communication mission of the newspaper.

r. Provide for free weekly classified advertising in the (base newspaper) for all active-duty and retired military personnel and their families working, living or relocating to the (name of AFB) community with the exception of ads for commercial gain. The publisher will typeset the classified ads.

4. Advertising:

a. The average quarterly ratio of "run of the publication" (ROP) advertising to editorial copy shall not exceed 60 percent ads to 40 percent editorial copy.

b. Neither the publisher nor his or her representatives shall solicit advertisements in the name of (name of AFB), or the Department of the Air Force. Active-duty military and civilian personnel are prohibited from soliciting, endorsing, or accepting payment for advertisements.

c. The publisher shall not accept for publication advertisements that are worded or phrased to give the reader the impressions the Department of the Air Force in any way endorses, guarantees or sponsors any product or service. Advertising that discriminates or implies discrimination against any person because of race, color, religion, sex, national origin, age, marital status, physical handicap, political affiliation or any other nonmerit factor of the purchaser, user or patron shall not be carried. If a violation or rejection of this equal opportunity policy by an advertiser is confirmed, the publisher shall refuse to print advertising from that source until the violation is corrected.

d. The publisher shall not enter into exclusive advertising agreements with any firm, broker, or individual.

e. No civilian enterprise comic or feature supplements shall be distributed with this newspaper without the approval of the contracting officer or his or her authorized representative.

f. The publisher will not solicit advertising from establishments that (name of AFB) officials have declared to be "off limits" to military personnel. The Public Affairs office will provide a list of these establishments. It will be the publisher's responsibility to avoid advertising that is in poor taste.

g. Advertising layouts will be "squared off" horizontally or vertically. Advertisements are not to be designed "stair step."

h. No advertisements will be placed on the front page. No editorial copy will be placed on the back page. The two-page center spread will be free of advertisements upon one week's notice from the Public Affairs office that the center spread is needed for editorial space.

5. Cost:

a. All proceeds from the sale of advertisements for the (base newspaper) belong to the publisher, who agrees to look exclusively to such advertising sales for all publishing costs and profits, if any.

b. The publisher agrees to bear all costs and expenses of publishing the (base newspaper). It is expressly agreed that neither the United States, the commander, his or her representatives and successors, nor (name of AFB) shall be liable for any expenses or obligations incurred in publishing the (base newspaper).

c. No appropriated funds of the United States shall become due or paid to the publisher by reason of this contract.

d. The publisher shall not be required to pay money to (name of AFB), or to provide goods, services or considerations not directly related to publishing the (base newspaper).

6. Publication and Distribution:

a. The (base newspaper)shall be published on Friday of each week, except when the day of publication falls on a holiday or operational down day. The (base newspaper) will not be published two weeks each year; those weeks, normally the first and last weeks of the year, will be selected by the Public Affairs office.

b. The publisher shall furnish the PAO on the date of publication (amount) copies of the (name of paper). The contracting officer may change the number of copies to be furnished when necessitated by significant increases or decreases of military and civilian personnel at (base name).

c. The published copies of the (base newspaper) become the property of the Department of the Air Force upon delivery at (name of AFB).

d. Government-funded newspapers may not be distributed as an insert to the (base newspaper).

e. The publisher shall not make distribution outside the intended audience of (name of AFB). The publisher may provide a copy of each specific issue of the (base newspaper) to an advertiser whose advertisement is carried therein.

f. The publisher will be responsible for distribution of the (base newspaper) to various locations on base as determined by the Public Affairs office. Delivery of the newspaper to those locations will be completed by (time, i.e. 9 a.m.) on date of publication. The publisher is also responsible for distribution of the (base newspaper) to all individual base housing units by (time, i.e. 2 p.m.) on date of publication. A map showing delivery locations will be provided.

g. The publisher will provide the Public Affairs office a bound volume containing a copy of each issue published during the year. The publisher is responsible for maintaining a copy of each publication for producing the bound volume.

7. Contracts Terms:

a. This contract, unless sooner terminated as herein provided, shall run for a period up to 2 years commencing on (award date) . This contract may be extended by mutual agreement on either a 1-year or 2-year basis for a period not to exceed a total of 6 years. The first issue of the (base newspaper) pursuant to this contract shall be published on (date).

b. This contract may be terminated by the contracting officer prior to its expiration whenever the products and services to be provided by the publisher hereunder fail to comply with the provisions hereof, and publisher, after written notice from the contracting officer of such failure, fails to correct same within a time not to exceed 30 days. (name of AFB) shall not be obligated to renew this contract.

c. The contracting officer may also terminate the contract at the convenience of the Government in the event the Government no longer requires this service.

In witness whereof the parties hereto set their hands this _____ day of 19XX.

_____	_____
Name & Title of Contracting Officer	Name & Title of Signer
_____	_____
Signature of Contracting Officer	Signature of Person Authorized to Sign
_____	_____
Name of Installation	Publishing Company Name
_____	_____
_____	_____
_____	_____
Address	Address
_____	_____
Telephone Number	Telephone Number

Figure 5.4. Sample RFP Award Evaluation.

1. Contract Award:

a. The Government will award a contract resulting from this solicitation to the responsible offeror whose offer conforming to the solicitation will be most advantageous to the Government. The criteria and the procedures the Government will use for evaluation of proposals and source selection are described in this solicitation.

b. The Government may award a contract on the basis of initial offers received without discussions. Therefore, each initial offer should contain the publisher's best terms from the ability to meet the selection criteria and provide the Government the best possible service and product.

2. Selection Criteria. The selection group will review the written data and may hear presentations by the offerors which responded to the request for proposal. An on-site visit of the contractor's plant may be conducted to determine the ability to perform. Since exchange of rights constitutes the consideration in a civilian enterprise publication contract, the best obtainable product and service in exchange for those rights shall be the primary criteria for selection. General elements the selection group will evaluate for:

a. Capability; quality of photo reproduction, color and black and white; variety of type fonts and screens available; quality of paper stock; availability of spot color on request.

b. Convenience of communication between the publisher and the Public Affairs office. Distance, use of computer equipment, ease of communication (not applicable to guides, maps and pocket guides).

c. Ability to meet the contract requirements, current workload, number of copies to be delivered and ability to deliver the paper on time, ability to meet or beat deadlines established in the contract with respect to other work.

d. Experience, past performance, particular experience in publishing this type of publication, evidence of quality workmanship.

e. Services that are proposed beyond or in addition to those required in the solicitation.

f. (List any other items your installation wishes to consider.)

(Order the criteria in descending order of importance in the request for proposal. While exact scoring should not be revealed to unsuccessful offerors, each installation should be able to tell those publishers in general terms where their proposals were deficient.)

5.20. Funded Newspapers Policies and Procedures. Normally, a funded Air Force newspaper is printed by a civilian printer under contract, or in government printing facilities, according to Air Force regulations. Cost is the primary constraint with funded papers. Work closely with Defense Printing Service to determine requirements and sources. Editorial content and distribution are provided by the installation or MAJCOM. Overseas, funded newspapers are authorized to be printed under contract with The European or Pacific Stars and Stripes.

5.20.1. The contract for printing a funded newspaper should be handled according to AFI 37-162, Managing the Process of Printing, Duplicating and Copying, with public affairs as the office of primary interest.

5.20.2. Number of copies. The established publication ratio is one copy for every three intended readers. Intended readers are military members (active duty, Guard and Reserve), Air Force civilian

employees, retirees, and their families. Specific justification for more copies must be submitted with your annual budget.

5.20.3. Armed Forces Day or open house issues may be printed with up to twice the normal number of pages and up to twice the normal number of copies.

5.20.4. The number of copies may be increased to a one-to-one ratio in support of the INTRO Program (to welcome newcomers), family support centers, or base housing delivery.

5.20.5. Color. Printing in two or more colors generally increases costs. Spot color in small areas of the page may be used as a means of adding emphasis or displaying information graphically if it contributes toward effective communication.

5.20.6. Use of full (process) color for the reproduction of photographs, paintings, or illustrations is authorized on an occasional basis – such as U.S. holidays – to enhance effective communication, emphasize traditional holidays and values, and help improve morale.

5.20.7. Provisions for additional color or full color must be included in annual budget requests.

5.20.8. Funded newspapers must not be printed on paper stock heavier than 50-pound offset book (weight basis 25 by 38 inches -- 500 sheets), JCP Specification A60.

5.20.9. Funded newspapers will not carry commercial advertising, but, as a service, may carry non-paid listings of personal items and services for sale by members of the command.

5.20.10. Noncommercial news stories and announcements concerning nonappropriated fund activities and commissaries may be published.

5.20.11. During contingencies, newsletters or newspapers may be published at deployment locations for use by component commanders.

5.21. Distribution of Newspapers.

5.21.1. A funded newspaper will not be distributed as an insert to a CE newspaper, nor a CE newspaper be distributed as an insert to a funded newspaper.

5.21.2. Comic and feature supplements may be inserted into and distributed with a CE newspaper. This applies to supplements with commercial advertising, provided a fair and equal opportunity is offered to responsible people, businesses, or organizations to compete for this privilege, and the front page of the supplement carries the statement prescribed in CE newspaper disclaimers, paragraphs **5.11.2.** omitting the statement: "The editorial content is edited, prepared, and provided by the Public Affairs office of (name of installation, command, FOA or DRU)."

5.21.3. CE and funded newspapers may be distributed through official channels, including use of government transportation, as necessary.

5.21.4. The publisher of a CE newspaper will make as much of the distribution to the intended readership as possible in meeting the contractual requirement to generate maximum savings for the installation. Distribution should include installation housing areas, where possible.

5.21.5. The commander may designate selective and controlled off-base distribution to members of the intended audience where on-base distribution to them would be otherwise impossible or impractical. High-density military off-base housing areas such as a mobile home community would be an example; commercial establishments such as a shopping mall would not qualify.

5.21.6. The publisher of a CE newspaper may charge a reasonable postage and handling fee for mailing issues to segments of the newspaper's audience such as retirees who are outside the local area. Each request must be approved by the Public Affairs officer, who will maintain a mailing list of those individuals. The Public Affairs officer will periodically review and update the mailing list to ensure those receiving the publication are doing so in the best interest of the Air Force.

5.21.7. Except as authorized by MAJCOMs or AFNEWS/NS for special situations or occasions such as an installation open house, base newspapers will not be distributed outside the intended Air Force audience. The publisher of a CE newspaper is not authorized to sell copies of the newspaper, either individually or through subscriptions, to persons outside the intended audience. The publisher may provide an advertiser with a copy of a newspaper containing his or her paid advertising.

5.21.8. On publication date, send two copies of each newspaper to AFNEWS/NSOP, 203 Norton Street, Kelly AFB TX 78241-6105; and one copy to American Forces Information Service, Print Media Directorate, 601 N. Fairfax Street, #300, Alexandria VA 22314-2007. If the newspaper is located on the World Wide Web, the location can be forwarded to American Forces Information Service in place of mailing.

5.22. Mailing Newspapers. Air Force policy is to keep mailing costs to a minimum, consistent with timeliness and applicable postal regulations (see AFI 37-125, Official Mail, Small Parcel, and Distribution Management). DoD official postage includes all means of paying postage with funds appropriated for DoD. In the case of the Air Force, these include payment by regular postage stamps, commercial postage meters, or other means available to private sector such as mailers to transact U.S. Postal Service business.

5.22.1. Use DoD official postage only for mailing:

5.22.1.1. Copies to satisfy mandatory distribution requirements.

5.22.1.2. Copies to other Public Affairs offices for administrative purposes.

5.22.1.3. Copies to headquarters in the chain of command.

5.22.1.4. Bulk copies to subordinate units for distribution to unit members.

5.22.1.5. Information copies to other U.S. government agencies, members of the Congress, libraries, hospitals, schools, and depositories.

5.22.1.6. Individual copy in response to an unsolicited request from a private person, firm, or organization, if such response is in the best interest of the Air Force, MAJCOM, FOA, DRU or installation.

5.22.1.7. Copies to incoming Air Force members and their families to orient them to their new command, installation, and community.

5.22.2. Do not use DoD official postage for mailing to the general readership or by the CE publisher. However, when unit funds are available, official mail may be used to mail Guard and Reserve newspapers to the home address of individual unit members.

5.22.3. Generally, mail Air Force newspapers as controlled circulation, third-class bulk, third-class, or fourth-class.

5.22.4. Comply with 18 U.S. Code 1302 and 1307, for Air Force newspapers sent through the mail. Section 1302 prohibits mailing publications containing advertisements for any type of lottery or scheme based on lot or chance. Section 1307, reference (w), authorizes exceptions pertaining to authorized state lotteries, lotteries conducted by a not-for-profit organization or a governmental organization, or conducted as a promotional activity by a commercial organization and clearly occasional and ancillary to the primary business of that organization. An exception also pertains to any gaming conducted by an Indian tribe under 25 U.S. Code. Lottery is defined as containing three elements: prize (items of value offered in the game); chance (random selection of numbers to produce a winning combination); and consideration (requirement to pay a fee to play).

5.22.5. Annual review. Review mailing and distribution lists annually to determine distribution effectiveness and continuing need of each recipient to receive the publication. Annually, revalidate distribution techniques, target audiences, readers-per-copy ratios, and use of postal facilities to ensure the most economical use of mail services consistent with timeliness.

5.23. Report Requirements. Changes to the name, method of financing, frequency or size of an Air Force newspaper will be reported to AFNEWS/NSOP when a change occurs. Additionally, each Public Affairs office having a newspaper will prepare a Public Affairs Program Report (RCS: SAF/PA(A)7101), covering the period 1 January through 31 December, and send to the MAJCOM or FOA, which collects them and sends them to AFNEWS/NSOP by 31 January. Include in each report:

5.23.1. Name of newspaper/magazine and base served.

5.23.2. Publishing command and mailing address.

5.23.3. Printing arrangement. (Is government equipment used? Is there a government contract with a civilian printer? Is there a civilian enterprise contract? Who is the publisher? What's the address and phone?)

5.23.4. Automation capabilities (desktop publishing, Web address if on the Web, computer bulletin board, etc.).

5.23.5. Frequency and number of issues per year.

5.23.6. Number of copies per issue and estimated readership.

5.23.7. Paper size (metro, tabloid, magazine, newsletter) and average number of pages per issue.

5.23.8. Size of newspaper staff, listed as full time, part time and contractor-provided.

5.24. Non-DoD Publications. Commanders may allow reputable publishers of non-DoD publications to sell or give away their publications at specified locations on base, except as prohibited by AFI 51-903, Dissident and Protest Activities. These publications may not be distributed through official channels.

5.24. (21SW) Non-DoD publications to be sold or given away on the Peterson AFB Complex are defined as multi-page, recurring publications. Personnel from the Colorado Springs *Gazette*, the *Denver Post*, and the *Rocky Mountain News* have standing approval to distribute on Peterson AFB. All requests from other non-DoD publishers to sell or give away publications are coordinated with 21 SW/PA through the facility managers, 21 SPTG/CC, 21 SW/JA, and 21 SW/CC. The publications will be allowed at the Base Exchange and the Commissary. Upon approval by 21 SW/CC, 21 SW/PA prepares a response to the publisher indicating approval or disapproval, the approved distribution points, and the publisher's responsibility to provide enclosed (weatherproof) racks at each approved point. The publisher is responsible for

distributing the product on base and maintaining each rack's neat and orderly appearance. At the 21 SW/CC's discretion, failure to adhere to the policy could result in disallowing the product to be distributed on base.

5.24.1. (Added-21SW) Distribution points (if any) on Peterson AFB are by mutual agreement among the 21 SW/CC, 21 SW/PA, 21 SPTG/CC, the publisher, and the facilities managers.

5.24.2. (Added-21SW) Distribution points (if any) on Cheyenne Mountain AFS are by mutual agreement among the 721st Support Group Commander, the publisher, and the facilities managers.

Section 5C— Other Civilian Enterprise Publications

5.25. Base Guides or Maps. These are optional authorized publications containing advertising prepared and published under contract with civilian publishers. Public Affairs should consider the availability of information on Web sites and other sources when considering the necessity of producing an optional publication. As with CE newspapers, the right to circulate this advertising to the Air Force readership constitutes contractual consideration instead of money to pay for the publications. They become the property of the command, installation, or intended recipient upon delivery according to contract terms. These publications are limited to:

5.25.1. Installation guides, which provide Air Force people information about the mission of their command; command, installation, or community services available; local geography and history; and related information. CE installation guides may contain a telephone directory section, in accordance with paragraph **5.26.3.2.**

5.25.2. Installation maps, which are designed to help orient new arrivals or visitors.

5.26. Establishing CE Publications. When valid communication requirements exist, a commander may establish CE publications other than newspapers. Exercise care not to overburden community advertisers. Only one publication in each category is authorized for each installation. MAJCOMs approve installation publications in these categories. AFNEWS/NS approves MAJCOM and FOA publications. The standardized sample request for proposal/contract (**Figure 5.2.**); sample award evaluation (**Figure 5.4.**); and sample statement of work for a guide or map contract (**Figure 5.5.**) should be followed in contracting for CE publications other than newspapers. Additional provisions may be added to meet command and local requirements, but they must not conflict with required provisions as shown and will not refer to the Federal Acquisition Regulation or its supplements.

5.26.1. Policies and procedures. The policies, procedures, and restrictions established for CE newspapers generally apply to CE publications other than newspapers:

5.26.2. Specific Exceptions:

5.26.2.1. Comic and feature supplements will not be inserted into and distributed with a CE installation guide or map.

5.26.2.2. DoD official postage must not be used for bulk mailing of CE publications, other than newspapers.

5.26.2.3. There is no requirement to forward copies of CE publications other than newspapers to American Forces Information Service.

5.26.3. Specific Additions:

5.26.3.1. The name of the publication may appear on the front cover, inside the front cover, or on the first page. As with CE newspapers, it may include the name and emblem of the command or installation.

5.26.3.2. Telephone directory. The installation commander may elect to include a telephone directory section in a CE installation guide in lieu of printing an installation telephone book, but a separate CE telephone directory is not authorized. Over-run printing of the telephone directory/ yellow pages section of the installation guide is authorized. The number of guides with telephone directories and the number of over-run copies will be clearly specified in the single guide contract.

5.26.3.2.1. The installation communications office responsible for producing the telephone directory section will provide accurate, camera-ready material to the Public Affairs office in a mutually-agreed-to format on a mutually-agreed-to schedule.

5.26.3.2.2. The required communications security message is to be placed on the front page of the telephone directory section and not on the cover of the installation guide. However, the cover may carry a statement that the publication does include a telephone directory section.

5.26.3.2.3. Contracts for CE installation guides containing a telephone directory section must establish a firm delivery date and procedures for distribution.

5.26.4. If a CE installation guide does not contain a telephone directory section, commanders may authorize the inclusion of emergency and service telephone numbers.

5.26.5. Installation guides may carry pictures of city or area officials, and appropriate messages from them to Air Force members.

5.26.6. Upon publication send two copies to: AFNEWS/NSOP, 203 Norton Street, Kelly AFB TX 78241-6105.

5.27. Required Statements. Each installation guide or map will carry a masthead as prescribed in **Figure 5.5.** Section 1e. The masthead should not be placed on the front cover of the publication.

Figure 5.5. Sample Statement of Work for a Guide or Map Contract.

1. Publication Content:

a. For and in consideration of the mutual promises of, and mutual benefits derived by, the parties hereto, this contract is made and entered into by and between the contracting officer, (name of installation), and (publisher's name and address), herein after referred to as the publisher.

b. This contract provides for the publisher to produce a (guide or map) to be known as the (name of publication), a civilian enterprise product published to provide Air Force people information about the mission of their command; command, installation or community services available; local geography and history; and related information. This publication is subject to the requirements of Department of Defense Instruction 5120.4; Air Force Instruction 35-101, and the regulations and instructions incorporated therein by references, and to the conditions and agreements as contained herein.

c. The publisher agrees to use the name (name of publication), which is owned by the Government, and no other name, on the (guide or map) during the life of the contract, unless directed otherwise by the commander. The publisher further agrees not to contest ownership by the Government of the foregoing name or to make any use directly or indirectly of that name or a name confusingly similar to that name on any publication it may independently produce.

d. The publisher agrees to provide in the installation guide a minimum of (number) pages, or the equivalent, which shall be devoted exclusively to editorial copy and photo art about the installation and command. These pages do not include information about the local area and (name of state), or pages used for advertising.

e. The masthead of each product shall carry the following disclaimer in type not smaller than six point:

(1) "Published by (name), a private firm in no way connected with the U.S. Air Force, under exclusive written contract with (Air Force component). This civilian enterprise Air Force (guide or map) is an authorized publication for members of the U.S. military services (add 'overseas' in publications outside the United States). Contents of (name of publication) are not necessarily the official views of, or endorsed by, the U.S. Government, DoD, or the Department of the Air Force."

(2) "The appearance of advertising in this publication, including inserts or supplements, does not constitute endorsement by DoD, the Department of the Air Force, or (name of commercial publisher) of the products or services advertised."

(3) "Everything advertised in this publication shall be made available for purchase, use, or patronage without regard to race, color, religion, sex, national origin, age, marital status, physical handicap, political affiliation, or any other nonmerit factor of the purchaser, user or patron."

(4) "Editorial content is edited, prepared, and provided by the Public Affairs office of (name of installation, command, or FOA). All photographs are Air Force photographs unless otherwise indicated."

f. The masthead may contain the names and editorial titles of military and civilian members assigned the duty of preparing the publication's content. If used, the names and titles shall be listed in a section of the masthead entitled, "(name of installation) Editorial Staff."

g. Editorial content pertaining to the guide shall be based on information prepared and submitted by the Public Affairs office of (name of installation). All other editorial material, including information about the local area and state, must be approved by the Public Affairs officer.

2. Public Affairs Requirements. The Public Affairs office shall:

a. Furnish or approve all editorial materials, headlines, cutlines, photographs and line art for use in the publication. The Public Affairs officer assumes responsibility for the security and accuracy of content provided.

b. Guarantee first publication and distribution rights of the editorial content in the publication(s).

c. Specify design and layout of editorial content and may specify advertising layout to enhance communications effectiveness of the publication(s).

d. Review advertisements prior to publication to identify any that are contrary to law, DoD or Air Force directives.

e. Be responsible for final proofreading of all material, checking for accuracy and security of content.

f. (Add appropriate paragraphs as to when the Public Affairs office will provide editorial copy to the publisher, when photographs and art work will be turned in and when the final proofs will be returned to the publisher. Add other items needed to meet local requirements.)

g. (If an installation telephone section will be included, add appropriate paragraph here to indicate when camera-ready copy for this section will be provided to the publisher.)

3. Publisher Requirements. The publisher shall:

a. Comply with provisions of DoD Instruction 5120.4 and the provisions and requirements as contained herein. Copies of instructions may be obtained through the base contracting office.

b. Use only the editorial material, photographs and art provided by the Public Affairs office.

c. Furnish the Public Affairs office galley proofs of all editorial copy to be used in the publication(s) not later than (number) days before publication.

d. Furnish the Public Affairs office galley proofs of all advertising to be used in the publication(s).

e. Be responsible for the makeup of each page, subject to the Public Affairs officer's approval.

f. Solicit all advertising.

g. (Put your requirements for color in this section.)

h. (Specify what sizes of type the publisher will provide; also point sizes required, screens, engravings, etc.)

4. Advertising:

a. Neither the publisher nor his or her representatives shall solicit advertisements in the name of (installation) or the Department of the Air Force. Active duty military and civilian personnel are prohibited from soliciting, endorsing, or accepting payment for advertisements.

b. The publisher shall not accept for publication advertisements that are worded or phrased to give the reader the impressions the Department of the Air Force in any way endorses, guarantees or sponsors any product or service. Advertising that discriminates or implies discrimination against any person because of race, color, religion, sex, national origin, age, marital status, physical handicap, political affiliation or any other nonmerit factor of the purchaser, user or patron shall not be carried. If a violation or rejection of this equal opportunity policy by an advertiser is confirmed, the publisher shall refuse to print advertising from that source until the violation is corrected.

c. The publisher shall not enter into exclusive advertising agreements with any firm, broker, or individual.

d. No civilian enterprise comic or feature supplements shall be distributed with this publication.

5. Cost:

a. All proceeds from the sale of advertisements for (name of publication[s]) belong to the publisher, who agrees to look exclusively to such advertising sales for all publishing costs and profits, if any.

b. The publisher agrees to bear all costs and expenses of publishing (name of publication[s]). It is expressly agreed that neither the United States, the commander, his or her representatives and successors, nor (name of installation) shall be liable for any expenses or obligations incurred in publishing (name of publication[s]).

c. No appropriated funds of the United States shall become due or paid to the publisher by reason of this contract.

d. The publisher shall not be required to pay money to (name of installation), or to provide goods, services or considerations not directly related to publishing (name of publication[s]).

6. Publication and Distribution:

a. The (name of publication[s]) shall be published in (month and year). The publisher shall furnish the Public Affairs officer (number) copies of the (name of publication) by (date) and (if applicable) (number) copies of (names of separate publications). The contracting officer may change the number of copies to be furnished when necessitated by significant increases or decreases of military and civilian personnel at (name of installation).

b. The published copies of (name of publication[s]) become the property of the Department of the Air Force upon delivery at (name of installation).

c. The publisher shall not make distribution outside the intended audience of (name of installation). The publisher may provide a copy of (name of publication[s]) to an advertiser whose advertisement is carried therein.

7. Contract Terms:

a. This contract, unless sooner terminated as herein provided, shall run for a period up to 2 years commencing on (award date). This contract may be extended by mutual agreement on either a 1-year or 2-year basis for a total period not to exceed 6 years. The first issue of the (name of publication[s]) pursuant to this contract shall be published in (month and year).

b. This contract may be terminated by the contracting officer prior to its expiration whenever the products and services to be provided by the publisher hereunder fail to comply with the provisions hereof, and the publisher, after written notice from the contracting officer of such failure, fails to correct same within a reasonable time. The (name of installation) shall not be obligated to renew this contract.

c. The contracting officer may also terminate this contract at the convenience of the Government in the event the Government no longer requires this service.

In witness whereof the parties hereto set their hands this (day) of (year).

_____	_____
Name & Title of Contracting Officer	Name & Title of Signer
_____	_____
Signature of Contracting Officer	Signature of Person Authorized to Sign
_____	_____
Name of Installation	Publishing Company Name
_____	_____
_____	_____
_____	_____
Address	Address
_____	_____
Telephone Number	Telephone Number

Section 5D— Other Internal Information Products, Services

5.28. Air Force Print News (AFPN). AFPN is produced by the Print News Branch (AFNEWS/NSOP), Air Force News Service and includes Air Force news from HQ USAF, command news about MAJCOMs and FOAs, feature articles, editorials and commentaries, photographs, and line art. Coverage also includes national events with significant Air Force involvement, Air Staff actions of general interest to Air Force people, and material that explains basic Air Force missions and doctrine.

5.28.1. Use of AFPN. Editors are encouraged to adapt AFPN stories by localizing leads and adding local information. Credit or attribution should be given to AFPN, even if stories are localized. News, features, editorials, and art with interest beyond the local level should be sent by e-mail to **mailto:news@afnews.af.mil** after coordination with MAJCOM.

5.28.2. Distribution of AFPN.

5.28.2.1. World Wide Web. AFPN stories, photos and art are posted on Air Force Link at **http://www.af.mil/**.

5.28.2.2. List server. A text-only version of AFPN is provided daily to all interested Internet users via an automatic e-mail subscription service called listserv. To subscribe, send an e-mail to **mailto:listserv@afproducts.ease.lsoft.com**. The e-mail message should be only one line long and should contain the two-word command SUBSCRIBE AFNS (note this command must be in capital letters), followed by the subscriber's rank or title and first and last names. Don't include other comments such as "please," "thank you," or a signature block. Also, leave the subject line blank when subscribing, if possible.

5.28.2.3. Anonymous FTP. Internet users can access AFPN text and image files via the Internet using file transfer protocol (FTP). The Air Force News Agency maintains an anonymous FTP server -- the Internet address is ftp.afnews.af.mil, login: anonymous, password: guest.

5.29. Other News Services. There are a number of other news services available to Air Force editors.

5.29.1. American Forces Press Service (AFPS). AFPS, an element of American Forces Information Service, provides news stories, feature articles, line art and photographs for editors of DoD publications, military service Public Affairs offices, and news directors of DoD's broadcast media.

5.29.1.1. With the exception of copyrighted material, all AFPS material may be produced or adapted for use by Air Force newspaper editors. When AFPS material is localized or revised, accuracy and conformance to DoD policy must be maintained. Credit or attribution should be given AFPS, even if stories are localized.

5.29.1.2. AFPS products are available on the AFPS home page at **http://www.dtic.mil/afps/**. Text products may also be distributed to individual e-mail accounts. For information on establishing an account, check the AFPS home page for the current e-mail address or phone number.

5.29.2. Additional information for other service personnel attending extended training courses or stationed on Air Force installations is available to installation newspaper editors from these sources:

5.29.2.1. Army News Service. DSN 225-3007. E-mail **mailto:arnews@hqda.army.mil** or Internet **http://www.dtic.mil/armylink/** click on News and Information Services.

5.29.2.2. Navy News Service. DSN 235-4251. E-mail **mailto:navpalib@opnav-emh.navy.mil** or Internet **http://www.navy.mil/** click on Navy News Service.

5.30. Commander's Call Program. The Air Force considers no leadership function more important than keeping people informed through direct personal contact. Commander's call -- a meeting of unit personnel with their commander -- provides this contact in a face-to-face forum.

5.30.1. Conducting the Program. Sound leadership, morale, and retention all require consistent communication between leaders and their subordinates. Commanders must take time to help "carry the mail to the lowest levels of the Air Force" on a regular basis. Face to face exchanges, to include Commander's Calls, will be conducted frequently. The commander of every active-duty and Air Force Reserve Command unit will personally conduct commander's call on a scheduled basis, normally monthly or quarterly. Public Affairs representatives will help commanders develop effective programs and topics of general interest to unit people. Overall program content and format will vary according to unit requirements.

5.30.1.1. At each commander’s call the showing of the special edition (approximately 10 minutes long) of Air Force Television News, specifically designed for commander’s call, is strongly encouraged. Copies are available through the Public Affairs office.

5.30.1.2. Suitable areas to cover in commander's call include: Unit activities, achievements, and goals; recognition of newcomers and persons receiving awards or other honors; and discussion of current issues affecting the Air Force and the unit.

5.30.1.3. The program should be used for two-way communication between commanders and their people. Question-and-answer sessions, group discussions, and other similar methods help establish two-way communication.

5.30.1.4. Attendance is highly recommended for all military personnel assigned to the unit and present for duty. Members should not be required to attend during their off-duty hours, and programs should be tailored to accommodate personnel schedules. Encourage civilian employees to attend. Attendance by family members is at the commander’s discretion for parts or all of some commander’s calls, but can be especially effective during individual or unit award presentations.

5.30.1.5. MAJCOM and FOA Public Affairs offices are encouraged to monitor commander's call programs to determine where help may be needed.

5.31. Commander's Call Topics. Commander's Call Topics is produced monthly by the Products and Programs Branch (AFNEWS/NSPP) Air Force News Service, for use in commander's calls.

5.31.1. The publication provides current information on key Air Force-wide items of interest or importance to Air Force military personnel, civilian employees and their family members. It should be localized to fit unit needs and host base Public Affairs offices should produce local Commander's Call Topics. Periodically, Commander's Call Topics also provides suggested techniques on how to conduct a more effective commander’s call program. Send items of Air Force-wide interest for possible use in Commander's Call Topics to AFNEWS/NSPP, 203 Norton Street, Kelly AFB TX 78241-6105 (e-mail: **mailto:products@afnews.af.mil**).

5.31.2. Commander's Call Topics are available electronically to all public affairs offices.

5.31.2.1. World Wide Web. Commander's Call Topics are posted on PA Link, the Air Force Public Affairs home page at **http://www.palink.af.mil/**.

5.31.2.2. List server. A text-only version of Commander's Call Topics is provided monthly to all interested users via an automatic e-mail subscription service called listserv. To subscribe send an e-mail to **mailto:listserv@afproducts.ease.lsoft.com**. The e-mail message should be only one line long and should contain the two-word command SUBSCRIBE CCTOPICS (note this command must be in capital letters), followed by the subscriber's rank or title and first and last names. Don't include other comments such as "please," "thank you," or a signature block.

5.31.2.3. Anonymous FTP. Internet users can access Commander's Call Topics via the Internet using file transfer protocol (most commonly referred to simply as FTP). Air Force News Service maintains an anonymous FTP server -- the Internet address is ftp.afnews.af.mil, login: anonymous, password: guest.

5.32. Air Force Television News (AFTVNews). AFTVNews is a biweekly, 30-minute production that highlights what's happening in the Air Force. Using stories produced by the Electronic News Branch (AFNEWS/NSOE), Air Force News Service as well as from field units from around the world, AFTN delivers an up close and personal look at the Air Force community, significant events, and important issues.

5.32.1. AFTVNews airs on Armed Forces Radio and Television Service outlets around the world. The program is broadcast on more than 700 cable outlets throughout the United States, on base commanders' access channels, and at various U.S. government facilities worldwide, bringing the potential audience to more than 50 million people.

5.32.2. A special commander's call edition (approximately 10 minutes in length) is produced and distributed to Air Force public affairs offices and other customers who request it.

To submit a story idea to AFTVNews contact the assignments editor at DSN 945-1363.

5.33. Air Force Radio News (AFRN). AFRN is produced daily in two versions: a five-minute and two-minute program. The programs are produced by AFNEWS/NSOE using official Air Force news sources, as well as reports from field units and Public Affairs offices around the world. AFRN distributes breaking news stories involving the Air Force. It also serves as an outlet for in-depth reporting of issues affecting the Air Force community.

5.33.1. AFRN airs on Armed Forces Radio and Television Service radio networks around the world. AFRN has a potential audience running well into the hundreds of millions.

5.33.2. The program can be heard on Air Force Link at **http://www.af.mil/**. Web browsers need RealAudio client software, which is free, to access and play these audio files.

5.33.3. Customers can also call commercial (210) 925-1363, DSN 945-1363 or toll free at 1-877-AFRADIO (1-877-237-2346).

5.33.4. AFRN's primary audience is every member of the Air Force; active duty, Guard, Reserve and family members as well as the civilian community.

5.33.5. To submit an AFRN beeper, call DSN 945-4099. For more information or to submit a digital beeper go to PA Link **http://www.palink.af.mil/home/afrshome.html**.

5.34. Air Force Biography Program. Biographical information is gathered by authority assigned to the Secretary of the Air Force under Title 10, U.S. Code, Section 8013, to keep military personnel, civilian employees and the public informed about the Air Force and its leaders. The Products and Programs Branch (AFNEWS/NSPP), manages the Air Force Biography Program. General officer biographies are also part of personnel records maintained by the Air Force General Officer Matters Office. Locally produced biographies on the Internet do not meet the requirements of this instruction. The only official Internet site for biographies on senior Air Force leaders is Air Force Link (**www.af.mil**). Organizational web sites will "point" to the appropriate official biography on Air Force Link.

5.34.1. Individuals required to have a biography are responsible for approving material that appears in their biographies, and must make sure the data agrees with their official records. To verify data, general officers can request their military history records from Air Force General Officer Matters Office, 1040 Air Force Pentagon, Washington DC 20330-1040. Since the information sent to AFNEWS/NSPP will be released on the Web and available to the public, the information must be sensitive to current policies concerning Internet security (See **Chapter 18**, New Media and Public Affairs). Biographies are required for:

5.34.1.1. The Secretary of the Air Force

5.34.1.2. Air Force senior civilians (includes Senior Executive Service members - both career and political appointees and employees occupying Scientific and Professional, Senior Level and Senior Intelligence positions.)

5.34.1.3. Air Force active-duty general officers

5.34.1.4. Chief Master Sergeant of the Air Force

5.34.1.5. Air Force attachÈ officers

5.34.1.6. Air National Guard general officers on active duty

5.34.1.7. Air Force Reserve Command general officers on active duty.

5.34.2. Air Force General Officer Matters Office will provide AFNEWS/NSPP with a notification message listing the names of all colonels nominated for appointment to the grade of brigadier general. Air Force General Officer Matters Office will provide a copy of the colonel's military history record to AFNEWS/NSPP to use as reference. The promotion notification from the Air Force General Officer Matters Office to the general officer will advise the general to submit a draft biography and photo in the new grade to AFNEWS/NSPP. In addition, the Air Force General Officer Matters Office will provide AFNEWS/NSPP a copy of all general officer promotion and assignment announcements, including monthly promotion increment messages. The Senior Executive Matters Office will civilians at the time of appointment to submit a biography with photo to AFNEWS/NSPP.

5.34.3. The Public Affairs office – or the executive staff in the absence of a public affairs office – and those individuals listed in paragraph **5.34.1.** are jointly responsible for preparing the biography, obtaining an official photograph and submitting the material.

5.34.3.1. Prepare draft biographies or make pen and ink changes to most current biography and send to AFNEWS/NSPP, 203 Norton Street, Kelly AFB TX 78241-6105. Changes can also be e-mailed to AFNEWS/NSPP at **mailto:products@afnews.af.mil**.

5.34.3.2. Mail biographies for new brigadier generals or attachÈs on 3¾-inch disk if email not available.

5.34.3.3. Print biographies from Air Force Link and distribute for reference or release as required.

5.34.3.4. Send biography files and photographs to gaining unit when individual transfers.

5.34.4. Format. The format in **Figure 5.6.**, Biography Format, and the following requirements should be used in preparing a biography.

5.34.4.1. Advise the individual of the Privacy Act Statement. A copy of the Privacy Act Statement must be given to the individual at the time of collection of information. The individual isn't required to sign the statement. The statement is necessary when information is being collected for an initial biography or update.

5.34.4.1.1. Authority: 10 U.S. Code 8013.

5.34.4.1.2. Principle purpose: Used to prepare official biographies or other public information materials.

5.34.4.1.3. Routine uses: Official biographies are public domain material, are published on the internet, and may be released to any requester.

5.34.4.1.4. Disclosure: Voluntary; however, failure to furnish information would result in member not having a biography available for media release.

5.34.4.2. Do not exceed four pages in length (two pages single-spaced).

5.34.4.3. Do not include acronyms or abbreviations.

5.34.4.4. Do not include editorial comments (best squadron, world-class organization, most diverse, etc.)

5.34.4.5. Ensure the current as-of-date (month and year) is typed at the bottom of page one, flush with left margin.

5.34.4.6. Provide phonetic spelling for individuals with hard-to-pronounce names.

5.34.4.7. List the individual's service decorations and awards (to include devices) according to order of precedence (see Air Force Instructions 36-2803 and 36-2903, and Department of Defense Manual 1348.33-M).

5.34.5. The official photograph must be an 8 by 10-inch color print without frisket (overlaid name and social security number) or a minimum 8 by 10-inch digital image in JPG format set at a minimum resolution of 200 dots per inch. Do not send a digitally produced print, instead send the photo electronically. AFNEWS/NSPP does not download images from a website, and images embedded in a document with the narrative cannot be extracted. Photographs must be high quality and in sharp focus for reproduction. Include the individual's name on the back of the photo and protect the photo with cardboard when mailing. Avoid distracting foregrounds or backgrounds. Flags may be included, but must not detract from the main subject – the individual.

5.34.5.1. Military personnel will wear service dress uniform, without hat, showing ribbons and rank. Check decorations against the order of precedence.

5.34.5.2. In photographs for biography changes resulting from a promotion (e.g., brigadier general to major general), officers will wear the new rank.

5.34.5.3. Civilian employees will wear appropriate business attire.

5.34.6. Submit all biography drafts, updates and photographs to AFNEWS/NSPP within 30 days of the changes listed in **5.34.8.** Material should be submitted immediately if an approved biography is ready for publication at the time a general is frocked. Submitting offices must also comply with the following requirements:

5.34.6.1. Active-duty general officer and senior civilian must send an information copy and photograph to their command Public Affairs office.

5.34.7. AFNEWS/NSPP is responsible for producing (styling, proofing, formatting and cropping photographs) and maintaining biographies. The Associated Press Stylebook and Libel Manual is used in preparing all biographies. Official Air Force biographies are available on Air Force Link or through anonymous FTP (ftp.afnews.af.mil, login: anonymous, password: guest).

5.34.8. A biography must be updated if information is more than two years old; the individual is promoted, reassigned or changes duties; or if there is an organizational name change. These changes take priority and are accomplished in the order in which received.

5.34.8.1. Other changes are considered minor and will be accomplished as the workload permits.

5.34.8.2. General officers, Secretary of the Air Force and Chief Master Sergeant of the Air Force are encouraged to perform a final review of their biography before retiring or stepping down.

5.34.9. Biographies for general officers retiring after April 1995 are available on Air Force Link. Biographies for general officers retiring before April 1995 eventually will be available on Air Force Link. Until then, their biographies are available from Facts on Demand at DSN 224-6031, (703) 614-6031 or toll free at (800) 422-USAF. Retired officer biographies reflect information through their final assignment. Updates or revisions are not done on biographies after an individual retires. Biographies are removed from Air Force Link for all senior civilians except the SECAF.

5.34.10. Distinguished Civilians. Limited biographical data on distinguished civilians not officially connected with the Air Force at local, state and national levels may be collected, kept and used by Public Affairs offices subject to the following conditions:

5.34.10.1. Do not disclose data outside the DoD without written permission of the individual.

5.34.10.2. Use data only to enhance protocol and community relations programs by giving Air Force leaders and Public Affairs people a general knowledge about prominent community leaders.

5.34.10.3. Gather data only from public domain sources, such as "Who's Who," chamber of commerce publications, press releases or as volunteered by the individual concerned. Record only the minimum information, and do not compile or keep derogatory or nonbiographical data.

Figure 5.6. Biography Format.

LIEUTENANT GENERAL JOHN H. JONES

Lieutenant General John H. Jones is (current assignment and location). (Short statement of current job responsibilities, if desired. If included, the statement must conform to current policies concerning Internet security.)

The general is a graduate of (colleges, military academy, major military schools, year graduated). Begin a brief nontechnical narrative of military career, including commissioning program (ROTC, Officer Training School, aviation cadet, military academy), most prestigious tours of duty and locations. (Avoid a laundry list of assignments with locations since they are listed further down in biography.) Do not include family information.

EDUCATION: (List year, type of degree earned, field in which earned, school attended and location. Executive courses should include the year, full name of course, school attended, and the location [city and state].)

1965 Bachelor of science degree in (degree), Syracuse University, Syracuse, N.Y. 1970 Squadron Officer School, by correspondence

1976 Air Command and Staff College, Maxwell Air Force Base, Ala.

1976 Master's degree in business administration, Auburn University, Auburn, Ala.

1990 Program for Senior Officials in National Security, John F. Kennedy School of Government, Harvard University, Cambridge, Mass.

ASSIGNMENTS: (CAREER CHRONOLOGY: for civilians) (Show month/ year assigned to month/ year departed, position, unit assigned, location. Civilians may list year to year only. Career Chronology will include military and civilian assignments for civilians who've served in the Armed Forces. For their military assignments, include, year to year, position, unit assigned and location.)

1. June 1965 - September 1966, student, undergraduate pilot training, 3625th Student Squadron, Craig Air Force Base, Ala.

2. September 1966 - October 1967, F-4 pilot, 16th Tactical Fighter Squadron, Eglin Air Force Base, Fla.

3. October 1967 - August 1968, F-4 pilot and aircraft commander, 13th Tactical Fighter Squadron, Udorn Royal Thai Air Force Base, Thailand

NOTE: Continue entries to present assignment showing dates, duties, type aircraft if applicable, locations, and significant temporary duty assignments. (For an assignment within an assignment, list as: 16 April 1992 - August 1994, commander, 363rd Fighter Wing (redesignated 20th Fighter Wing), Shaw Air Force Base, S.C. (August 1993 - February 1994, commander, 4404th Composite Wing (Provisional), Dhahran Air Base, Saudi Arabia)

FLIGHT INFORMATION:

Rating: Command pilot

Flight hours: More than 3,400 including 149 combat missions

Aircraft flown: T-37, T-33, F-4C/D/E (models are combined), Mirage III and C-20

MAJOR AWARDS AND DECORATIONS: (AWARDS AND HONORS: for civilians)(If an award needs to be explained, it should not be included or include the information as part of the narrative in paragraph 2.)

Vietnam Service Medal with seven oak leaf clusters

Republic of Vietnam Campaign Medal

Kuwait Liberation Medal (specify Kingdom of Saudi Arabia or Kingdom of Kuwait)

1984 Kent Scholar, Columbia University School of Law

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS: (If individual is no longer a member, enter "Former" with position held.)

Air Force Association

Order of Daedalians

Women's Bar Association

OTHER ACHIEVEMENTS:

H.H. Arnold Trophy

Council of Foreign Relations, New York, N.Y.

"Who's Who in America," 1993 and 1994

PUBLISHED ARTICLES:

EFFECTIVE DATES OF PROMOTION: (Dates are "pin for pay dates, not frocking dates. Eliminate for civilians)

(Current as of August 1998)

5.35. Air Force Lithographs. The Air Force lithograph program is managed by the Products and Programs Branch (AFNEWS/NSPP), Air Force News Service. Lithographs are prints made from high-resolution, high-quality images of aircraft or other Air Force subjects. Lithographs are 18 inches by 24 inches to match standard General Services Administration picture frames. Each lithograph series is packaged in sets for mailing, and each set consists of eight to 12 lithographs. Subjects are selected by a board at AFNEWS/NS from images submitted by Air Force photojournalists and other sources. The images chosen support leadership themes. Once a lithograph series is printed, it is shipped to the Publications Distribution Center (PDC) in Baltimore, Md. AFNEWS/NSPP (e-mail: **mailto:products@afnews.af.mil**) provides the PDC a mailing list for initial distribution.

5.35.1. Lithographs are intended for display in Air Force common-use areas such as dormitory day-rooms, hallways in office buildings, and classrooms in Air Force or DoD schools. The lithograph program is intended to build, maintain and strengthen airman morale and readiness. Lithographs are not designed to provide handouts for open houses or pictures for departing personnel. Some lithographs may be obtained for personal use through the Superintendent of Documents, U.S. Government Printing Office (GPO), 710 North Capitol Street NW, Washington DC 20401-4231. There is a charge for lithographs obtained through GPO.

5.35.2. The local Public Affairs office fills requests for base customers. AFNEWS/NSPP arranges for distribution of lithographs but does not maintain a shelf stock.

5.35.2.1. The Public Affairs office, not the base customer, sends requests for extra lithographs to AFNEWS/NSPP by e-mail or facsimile. These requests are then sent to the PDC for processing. Delivery time is 6 to 8 weeks.

5.35.2.2. When Air Force sources for lithographs are exhausted, another source may be the GPO. However, there is no assurance the GPO will print sets for sale to the public.

5.35.2.3. An inventory of lithographs is available through FTP at AFNEWS (ftp.afnews.af.mil, login: anonymous, password: guest).

5.35.2.4. Images of lithographs are also available on Air Force Link at **http://www.af.mil**.

5.36. Senior Leadership Speeches. . Senior Leadership Speeches are texts of speeches or statements by key Air Force and DoD leaders selected by AFNEWS/NSPP based on subject timeliness, importance, and application or interest Air Force-wide. The speeches have three main uses: they can be used in speeches written for commanders and other speakers, they help keep Public Affairs people up-to-date on Air Force and DoD policies, and they are definitive statements of policy and can be used as research reference material.

5.37. Air Force Speech Series. Air Force Speech Series are original speeches produced by AFNEWS/NSPP that focus on national days of recognition as well as special topics. They are written in a format that can be localized by the host Public Affairs office. However, each speech may be presented as written.

5.37.1. Public Affairs officers, members of speaker's bureaus or senior leaders may use the speech series to expand their role in the Air Force and civilian communities. The speeches may also be excerpted for use in other ways such as newspaper editorials, feature articles or radio sound bites.

5.37.2. The speech series is distributed to public affairs offices and available on PA Link at **http://www.palink.af.mil/**.

5.38. Air Force Fact Sheets. Air Force Fact Sheets are brief summaries of factual information on commands, weapon systems, aircraft or special interest topics. AFNEWS/NSPP is the fact sheet monitor which prepares and edits them for distribution. Fact sheets are updated when substantial changes in the subject matter occur. MAJCOMs and other organizations are responsible for monitoring the accuracy of information in fact sheets falling under their purview and for informing AFNEWS/NSPP of any needed changes. New fact sheets are created when circumstances warrant and with the approval of AFNEWS/NS.

5.38.1. Organizations. These fact sheets include MAJCOMs, FOAs and DRUs. All organizational fact sheets have the following elements: mission, personnel and resources, organizational structure and history.

5.38.2. Weapon systems. These fact sheets include aircraft, missiles, munitions, space launch vehicles and satellites. Weapon system fact sheets have the following elements: mission, features, background and general characteristics.

5.38.2.1. Aircraft. The following information on aircraft is needed in the general characteristics section: primary function, contractor or builder, power plant, thrust, length, height, wingspan, speed, ceiling, range, maximum takeoff weight, armament (if appropriate), crew, date deployed, unit cost and Air Force inventory including Guard and Reserve. If any category of information is classified, state "classified."

5.38.2.2. Missiles and munitions. The following information on missiles and munitions (if appropriate) is needed in the general characteristics section: primary function, contractor or builder, power plant, thrust, length, height, diameter, speed, range, guidance system, sensor, warhead, date deployed, unit cost and Air Force inventory including Guard and Reserve. If any category of information is classified, state "classified."

5.38.2.3. Space launch vehicles and satellites. The following information on space launch vehicles and satellites (if appropriate) is needed in the general characteristics section: primary function, contractor or builder, power plant, thrust, lift capability, height, diameter, speed, range, guidance system, date deployed, unit cost and Air Force inventory including Guard and Reserve. If any category of information is classified, state "classified."

5.38.3. Use of fact sheets. Fact sheets may be used as reference material to answer questions from the general public, media representatives or other government agencies. Fact sheets should be maintained in three-ring binders until updated or declared obsolete, according to the fact sheet index. Local reproduction of fact sheets is authorized and encouraged to support speakers, base visits or any other requirement deemed appropriate.

5.38.3.1. Distribution of fact sheets. Fact sheets are distributed to Public Affairs offices. They are also available on Air Force Link at **http://www.af.mil**.

5.39. Airman Magazine. As the official magazine of the Air Force, Airman, AFRP 35-1, is a primary internal information tool of the Secretary of the Air Force and the Air Force Chief of Staff. Published monthly by the Airman Magazine Branch (AFNEWS/NSPA), Air Force News Service, it informs the total force audience (active duty, Guard, Reserve and civilian employees) about Air Force policy, programs, hardware and people.

5.39.1. Airman typically prints from eight to 10 features each month. Outside contributions are encouraged and should be coordinated with the magazine's managing editor prior to the article being written and submitted.

5.39.2. Articles are edited to meet Airman style and standards. In addition, articles are coordinated by AFNEWS/NSPA with units and MAJCOMs, as applicable, prior to publication.

5.39.3. A news department permits late-breaking stories to be printed as early as the following month. Deadline for other submissions to this department is normally two months prior to publication date. Cleared copy is accepted from Public Affairs offices by e-mail, message or mail.

5.39.4. Since the magazine is not copyrighted, articles are considered in the public domain and may be reprinted without permission. Reprinted articles should include the credit line "Reprinted from Airman magazine." Upon publication, a copy of the reprint should be sent to: AFNEWS/NSPA, 203 Norton Street, Kelly AFB TX 78241-6105.

5.39.5. Airman is distributed through base publication channels based on the established ratio listed in the magazine's masthead.

5.39.6. Airman is available by paid subscription. For subscription, send check or VISA/Master Card number (including expiration date) to Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954. Cost: $23 yearly domestic; $28.75 foreign.

5.39.7. Airman also is available on Air Force Link at **http://www.af.mil**. The electronic Airman supports the printed version. The number of printed copies must not be decreased simply because the magazine appears on the Web site.

5.39.8. Supporting a visit by an Airman writer and photographer. Planning is essential for a successful visit. Before the visit, the team leader will discuss story ideas, people to be interviewed, photo possibilities, and support requirements with the local public affairs representative. Normally, the team does not add or change stories after arrival. When planning an Airman visit, as a minimum, public affairs representatives should consider the following:

5.39.8.1. Individuals to be interviewed and photographed must meet all requirements of AFI 36-2903, Dress and Personal Appearance of Air Force Personnel. Particular attention is given to haircut, mustache and weight compliance. In addition, subjects being photographed must comply with current safety, security, and technical order requirements.

5.39.8.2. Airman staff members have no need to be briefed on any classified material since articles contain only unclassified information. Those being interviewed should be advised not to discuss classified material.

5.39.8.3. People being interviewed should be informed that interviews may be tape-recorded to ensure accuracy of all comments.

5.39.8.4. When making billeting arrangements, clerks should be advised that Airman staff members' orders authorize separate, secure, private rooms to protect high-value equipment and to meet mission requirements.

5.39.8.5. Travel costs are a major consideration in story selection and trip scheduling. Therefore, on-base billeting and government transportation should be provided when possible.

5.40. Air Force Policy Letter Digest. The Air Force Policy Letter Digest, AFRP 35-3, is a six-page monthly newsletter that provides unclassified national, DoD and Air Force policy to Air Force leaders. The policy letter is compiled and written by the Internal Information Division, Secretary of the Air Force Office of Public Affairs (SAF/PAI), and printed and mailed by AFNEWS/NSPP. The Policy Letter is distributed to Air Force leaders, commanders, active-duty officers, senior noncommissioned officers, senior-level civilians and to Air Force retirees who request it. It is available on Air Force Link at **http://www.af.mil/**.

5.41. Commander's Access Channel (CAC). Commander's Access Channels are one avenue to reach internal information audiences through a cable distribution system to standard television or radio outlets. While creation of a CAC is the responsibility of other agencies on base, the Public Affairs office is responsible for managing overall program content. PAOs should be familiar with several references for establishing a CAC. These include AFI 33-117, Visual Information Management, and the SAF/AQ web site for acquiring cable television services and the use of CAC at: **http://www.safaq.hq.af.mil/contracting/policy/AQCO/catv/index.shtml**. The site also features an interactive "Cable Talk" forum to answer questions.

5.41.1. CAC Responsibilities

5.41.1.1. The installation commander has final authority over the CAC, and establishes rules and procedures for using CAC.

5.41.1.2. The servicing contracting office is responsible for negotiating and awarding contracts for Cable TV services, and manages CATV contracts to ensure compliance.

5.41.1.3. The installation Cable TV project manager is charged with defining requirements and submitting the purchase request for equipment to support the CAC.

5.41.1.4. Base visual information, in accordance with AFI 33-117, is responsible for purchasing, operating and housing the video equipment for program origination and cable transmission of dedicated channel programming. Additionally, visual information personnel may operate the equipment to support the base Public Affairs office. The system may be maintained by visual information or communication center staff, or by private contractor.

5.41.1.4. (21SW) Commander's Access Channel (CAC). The 21 SW/CC and 21 SW/PA, or designated representative, are the approval authorities for information aired.

5.41.1.5. Public Affairs is responsible for the overall programming content.

5.41.1.5. (21SW) Actual operation of the equipment to input information for CAC, located in Bldg 845, Room 219, is limited to trained 21 SW Public Affairs personnel. No loaning of equipment will be approved.

5.41.2. General Guidelines.

5.41.2.1. Bases that operate a CAC should establish a standing committee to determine how the CAC will be used, and to settle programming conflicts. Committee members may include: public affairs, staff judge advocate, base visual information manager, contracting officer, services chief, chaplain, military community and base advisory council representatives.

5.41.2.2. If overseas, ensure the CAC is not in competition or conflict with the local Armed Forces Radio and Television outlet.

5.41.2.3. Ensure the CAC is meeting the needs of the internal information program.

5.41.2.4. Services may share the use of the CAC as long as its material is aired in separate blocks and not intermingled with other command internal information.

5.41.2.5. Information should be informative and appropriate and presented attractively.

5.41.2.5.1. (Added-21SW) Submissions will be accepted from all 21 SW organizations and tenant units.

5.41.2.5.2. (Added-21SW) Announcements will be typed and sent to PA office via fax, e-mail, or dropped off in person.

5.41.2.5.3. (Added-21SW) Requests to air ½-inch VHS tapes during normal duty hours will be made 72 hours in advance. Requester must provide proof that tape is cleared for public release. Requests may be denied if manpower in PA office cannot support airing during requested duty hours.

5.41.2.5.4. (Added-21SW) During normal operating conditions at Peterson, the following priorities will be given to announcements on the CAC:

5.41.2.5.4.1. (Added-21SW) Emergency announcements will have the highest priority.

5.41.2.5.4.2. (Added-21SW) Exercise announcements will have second highest priority.

5.41.2.5.4.3. (Added-21SW) Announcements from 21 SW activities will have next priority.

5.41.2.5.4.4. (Added-21SW) All other activities have lower priority, and announcements will be aired dependent on workload from higher priority announcements.

5.41.2.6. Broadcasting commercial movies on the CAC raises copyright issues and is therefore prohibited.

5.41.2.6. (21SW) No commercial advertisements or movies will be accepted.

5.41.2.6.1. (Added-21SW) No personal messages will be allowed.

5.41.2.7. Public Affairs should have 24-hour access to the programming equipment.

5.41.2.7. (21SW) The time frame for information to be aired is up to the discretion of the 21 SW/PA.

5.42. Air Force Link. AF Link is the official Air Force homepage on the Internet. It is a continuously updated site featuring Air Force news, fact sheets, biographies, photographs, artwork and contains a listing of all officially registered Air Force World Wide Web sites. AF Link is maintained and updated by both SAF/PA and AFNEWS. All Air Force public homepages are required to be registered through Air Force Link; registration procedures are posted at **http://www.af.mil**.

5.43. Public Affairs Link. PA Link provides Public Affairs professionals an on-line resource offering guidance, updates and information crucial to conducting day-to-day-activities. The site is maintained by SAF/PAI with input from AFNEWS/NSOP. Air Force Public Affairs professionals will need a password and log-in name to use the site, which is obtainable from SAF/PAI. The site's address is **http://www.palink.af.mil**.

5.44. Public Affairs Guidance Letter. The Public Affairs Guidance Letter is a professional development product from SAF/PA that provides updates on DoD and Air Force public affairs issues and procedures to Air Force public affairs offices. The guidance letter is compiled by SAF/PAI and designed, printed and mailed by AFNEWS/NSCP.

Chapter 6

MEDIA RELATIONS

Section 6A— Purpose and Objectives of Media Relations

6.1. Purpose of Media Relations. Media relations is one of the primary means for achieving the Public Affairs core competencies of airman morale and readiness, public trust and support and global influence and deterrence. Media relations programs are used to link airmen and their leaders, link the Air Force to the community and inform global audiences about aerospace capabilities. Media Relations expertise is critical to an Expeditionary Public Affairs force as the Public Affairs triad may be called upon to handle media issues anywhere in the world on a moment's notice.

6.2. Objectives of the Media Relations Program.

6.2.1. Achieves delivery methods to reach target audiences with Air Force messages.

6.2.2. Achieves capability to deploy time-sensitive information.

6.2.3. Achieves capability to convey Air Force core competencies to a broader audience.

6.2.4. Achieves capability to target media strategies to an international audience.

Section 6B— General Release of Information

6.3. Responsibilities. The SAF/PA director is the release authority for all Air Force media activities and issues that have national or international implications. The senior commander is responsible for releasing information to the public. Even though material is unclassified or has been cleared through security review channels, do not give it to the public unless the commander (or the commander's authorized public affairs representative) approves it for that purpose. This avoids releases out of context that could mislead the public. It also filters out inaccurate material or information which must be protected for legal or policy reasons.

6.3. (21SW) The UPAR is the focal point for the unit commander and the 21 SW/PA for all news queries and stories released to the news media. The UPAR does not offer information directly to the media but works with the host public affairs office and the 21 SW/PA on all queries and stories for external media.

6.3.1. All military and civilian personnel must comply in spirit and letter with the Secretary of Defense's principles of public information and Air Force "full disclosure/minimum delay" standards; thereby assuring commanders and public affairs staffs of rapid, accurate and continuous flow of information to the public.

6.3.1.1. Present Air Force information professionally, simply and honestly.

6.3.1.2. Be accurate, prompt and factual.

6.3.1.3. Confine the information to field of expertise.

6.3.1.4. Avoid the hypothetical and speculative.

6.3.1.5. Reflect Air Force policy.

6.3.2. Classified Information. Do not release classified information. Consult DoD 5200.1-R Industrial Security Program Regulation; AFI 31-401, Information Security Program; and AFI 37-131, Freedom of Information Act. These publications tell: how to classify, downgrade, and declassify information; who may release and receive certain information; what to do before telling the public about weapon systems; how to challenge the classification of material; and how open publication affects classified material.

6.3.2.1. Commanders will inform public affairs on all important operations and operational information affecting the organization, including classified aspects.

6.3.2.2. Unfavorable information must not be classified or withheld simply to avoid criticism of the Air Force.

6.4. Freedom of Information Act (FOIA) and Privacy Act. Federal statute, DoD and Air Force policy requires prompt and accurate disclosure of information to the public. The FOIA (Title 5, United States Code, Section 552) explained in AFI 37-131, Freedom of Information Act, and the Privacy Act of 1974 (Title 5, United States Code, Section 552a), AFI 37-132, Privacy Act, are important to public affairs. The FOIA directs maximum release of information. This means full disclosure, subject to lawful exemptions, including the Privacy Act.

6.4.1. Consider rights of living relatives and associates of deceased Air Force people. The Privacy Act, and the privacy exemptions of the FOIA, do not protect the personal privacy of deceased persons. Records about the deceased, however, may be withheld under FOIA or the Privacy Act to protect the privacy of living relatives and associates if the records contain private, personal information about the family or other background of persons still living. Use good judgment.

6.4.2. The commander, through public affairs and with the advice of the staff judge advocate, should provide media releasable information without forcing representatives of the news media representatives to go through FOIA channels. This requires the staff judge advocate to provide advice in a timely manner. Media representatives can request information under FOIA, completely bypassing public affairs. FOIA channels take longer than public affairs due to administrative procedures. The FOIA does not provide explanations or answer questions. In cases where news media representatives submits FOIA requests and public affairs can provide more information, both the FOIA and public affairs offices should coordinate responses.

6.4.3. The Privacy Act was designed to protect individuals. It often prevents the Air Force from disclosing information to the news media even though an individual may have already chosen to voluntarily discuss Privacy Act matters with the news media. If individuals want the Air Force to assist the news media with a particular matter, they can waive their rights under the Privacy Act by signing a Privacy Act Release. On a case-by-case basis, public Affairs should consider the option of contacting the individual or the news media to offer a Privacy Act Release.

6.4.3.1. An example of a Privacy Act Release statement is: "I hereby authorize Air Force officials to disclose any information about me, whether or not protected by the Privacy Act, Freedom of Information Act, or any Air Force regulations or instructions, to (specific news organization or person) in response to (his/her) interest in my case." This release document must be signed and dated by the individual waiving his or her rights.

6.5. Policy Limits. Special policies often govern the release of information. They come from HQ USAF, MAJCOM, FOA, or local levels within the Air Force. They also come from higher or lateral levels within the U.S. Government.

6.6. Published, Released or Cleared Information. Do not assume information about the Air Force has been officially released because it appears in the media. Neither does the appearance of classified information mean it is now unclassified, nor can it be used or referred to by Air Force spokespersons. Operational or technical information combined for re-release must meet the same release standards as the original information.

6.7. Air Force People. Occasions may arise when special regulations control releasable information about individuals under certain conditions. The following guidelines apply to the release of information:

6.7.1. Address. Home of record, home address, and home telephone number are not releasable.

6.7.2. Administrative actions. Administrative discharge boards or aviator flight boards generally are not releasable. Selective early retirement boards and reduction in force boards are boards affecting individuals and are not generally releasable.

6.7.3. Age and date of birth. Not releasable without consent of member.

6.7.4. Biographies and Photographs of Key Persons. Official photographs and biographies of general officers and key military and civilian individuals maintained according to official biography requirements are releasable. For other than these individuals, official photographs and biographies are not releasable.

6.7.5. Death of Civilian Employee or of Military Personnel. See **Chapter 15**, Security and Policy Review; AFI 36-809, Survivor Assistance; and AFI 37-131. The apparent cause of death (i.e. homicide, suicide) is not releasable until the investigation is completed. Any news releases and interviews will not include tentative or speculative conclusions, or use terms such as: homicide, suicide, or self inflicted. Comments concerning the death should be limited to: “The cause of death is under investigation (or undetermined).” Release must not be made until next of kin have been notified.

6.7.6. Discharges. Administrative discharges are not releasable. Don’t release whether honorable, under honorable conditions (general), or under other than honorable conditions, unless the affected person gives written consent. Exception: If a case has extensive publicity, this information may be releasable (ask your SJA or SAF/PAM). If the discharge results from a court-martial, the record of trial is a public document. The sentence and subsequent clemency action, if any, are releasable.

6.7.7. Duty Location. Current, past, and future assignments are releasable, except sensitive and overseas assignments masked in unit records. Past duty assignments, present and future approved and announced stateside assignments are releasable. Present or future assignments, office and unit address and duty phone for overseas or for routinely deployable or sensitive units are not releasable.

6.7.8. Duty Status. Releasable (active duty, retired, etc.) The following information concerning duty status is also releasable: military grade and rank; civilian grade; military basic pay; civilian gross salary; and all allowances except basic allowance for housing (BAH). In addition, duty telephone number; date of rank (DOR); entered active duty date (EAD); pay date; source of commission; and promotion sequence number, Air Force specialty code (AFSC), position title, office, unit address, and duty phone number, and professional military education are releasable. See AFI 37-132, for other items releasable under the Privacy Act Program not requiring consent.

6.7.9. Education. Civilian educational degrees and major areas of study, school and year of graduation is not releasable without written consent of the member.

6.7.10. Employers of Reserve or National Guard Members. Not releasable without the consent of the Reserve or National Guard member.

6.7.11. Family Members. Family members, including number or gender of family members is not releasable.

6.7.12. Gender. (Male/Female) Releasable.

6.7.13. General Officer Assignments. General officer assignments are announced by OASD/PA in coordination with the White House and other agencies or departments. Exception: An assignment within a MAJCOM or FOA may be announced by the MAJCOM or FOA commander after HQ USAF has published orders on the assignment.

6.7.14. Marital Status (single, divorced, married, widowed) or family members, including number or gender of family members. Not releasable.

6.7.15. Military Awards and Decorations or Citations. Releasable.

6.7.16. Military Personnel Records. See AFI 36-2608, Military Personnel Records System. Personnel board decisions should follow these rules: Actions that affect groups--such as promotion boards or augmentation boards--generally are releasable.

6.7.17. Name. Releasable unless member is involved in an accident, see **Chapter 7**, paragraph **7.6.**

6.7.18. Names of Air Force Reserve and Air National Guard Aircrew members. Do not release names of AFRES or ANG aircrew members involved in incidents under investigation by the FAA. Air Force policy is for crew members to assist FAA by using their assigned radio call signs. Coordinate responses to such queries with the flying safety officer or director of operations.

6.7.19. Prisoners. Base releases about stockade or guardhouse prisoner escapes, unusual incidents, or disturbances in the local confinement facilities lead to satisfactory relations with the general public and the news media. Limit release to information on DD Form 553, Deserter/Absentee Wanted by the Armed Forces.

6.7.20. Prisoners of War and Missing in Action (POW/MIA). OASD/PA regulates information release. Since hostilities and conditions of peace vary, information policy changes periodically. SAF/PAM distributes current policy.

6.7.21. Race or National Origin. Generally not releasable unless it is germane to an issue that may impact the public's perception of Air Force equal opportunity programs or accusations of racism.

6.8. Accidents and Safety. See **Chapter 7**, Crisis Communications, and AFI 91-204, Investigating and Reporting Mishaps.

6.9. Copyright Material. Do not use copyright material in Air Force writing without permission of the copyright holder. The only exception is short passages of copyright works may be used for purposes specifically approved by the copyright holder in advance, such as book reviews. Questions concerning proper use of copyrighted material should be referred to your servicing SJA. Credit the source of copyright material when using it in Air Force publications or documents.

6.10. Courts. Legal directives provide detailed guidance concerning the types of releasable information before a trial. In all cases, closely coordinate with your staff judge advocate (SJA) before releasing information on any of these subjects. Serious charges are newsworthy, especially those that directly or indirectly concern the public. These may include cases for flying violations, aircraft accidents, and nonmilitary offenses such as larcenies and assaults allegedly committed by Air Force people in the community. Air Force policy for releasing information on criminal proceedings is that:

6.10.1. Media representatives, as members of the public, may attend open sessions of Air Force courts.

6.10.2. Cameras, video equipment and audio equipment are not permitted in Air Force courtrooms during court sessions (see Manual for Courts Martial).

6.10.3. News releases should convey that military and civilian courts are similar, based on the principle that the accused is considered innocent until proven guilty beyond reasonable doubt.

6.10.4. Releasable material may include:

6.10.4.1. Names of persons charged with crimes unless the person is a minor.

6.10.4.2. Date and nature of the alleged offense, as shown in the court-martial order.

6.10.4.3. Sentence, if approved.

6.10.4.4. Type of discharge (if any) from the Air Force, and whether it was executed, suspended, or remitted.

6.10.4.5. Confinement circumstances or date of release from confinement.

6.10.4.6. Previous convictions or absence of them, provided the court finds the accused guilty in the present case.

6.10.4.7. Acquittal, emphasizing it is commensurate with previously published accusations.

6.10.5. Avoid sensationalism, exaggeration and use of the term “criminal”. Do not use editorial words prejudicial to the accused before trial, such as hit-and-run driver, deserter or murderer. Before conviction, releases may say the accused is charged with the crime, or alleged to have committed it. Avoid military terms, jargon, clichÈs or slang, unless in a direct quote.

6.10.6. Media interviews and telephonic communication between media and people in confinement are prohibited by DoD Directive 1325.4, Confinement of Military Prisoners and Administration of Military Correctional Programs and Facilities, and AFI 31-205, Corrections Programs.

6.10.7. Do not release the names of minor children or other victims.

6.10.8. Coordinate requests for release of information about courts-martial with the servicing SJA.

6.11. Dissent. Dissident and protest activities are rare in the Air Force. They might concern human rights, political activism, or other causes. As a rule, protests arise from local grievances. Problem resolution must stay at that level to be effective. Local commanders are responsible for solving the problem. Consult with installation experts, such as social actions officer, SJA, chaplain. See **Chapter 7**, Crisis Communication.

6.12. Experiments Involving Laboratory Animals. See AFI 40-401, The Use of Animals in DoD Programs.

6.13. Gifts to the Air Force. Gifts are a contribution, donation, bequest, or device offered to the Air Force. This does not address gifts to individuals. Guidance on gifts to individuals can be found in DoD 5500.7-R, Joint Ethics Regulation, and AFI 51-904, Gifts from Foreign Governments. Gifts to the Air Force must be desirable and useful, and contribute to the health, comfort, and morale of Air Force people. Acceptance is based on the best interests of the Air Force, subject to the rules established in AFI 51-601, Gifts to the Department of the Air Force and the following guidelines:

6.13.1. The Air Force, and the command accepting the gift, must not publicly acknowledge it, such as in a news release, except when the mention of the gift is incidental to the story. For example, a gift given to commemorate the Air Force anniversary may be mentioned in a story about the anniversary or celebration.

6.13.2. The donor may announce the gift through a news release, publicity, advertising or any other means. Such announcements should not imply that the Air Force, or Air Force people, indorse the product.

6.13.3. The U.S. Government cannot furnish free transportation for gifts. Donors must consider the time and expense of commercial transportation, especially to overseas areas, before offering gifts. Gifts may be mailed to the commander of the particular unit that receives the gift, or to another specific individual.

6.13.4. The Air Force must not give the donor any special concessions or privileges.

6.14. Investigations or Reports by Office of Special Investigations (AFOSI). See AFPD 71-1, Criminal Investigations and Counterintelligence; and AFI 71-101, Criminal Investigations, Counterintelligence, and Protective Service Matters.

6.15. Legal Procedures and Litigation. See AFI 51-301, Civil Litigation.

6.16. DoD Homosexual Conduct Policy. Refer to the most current public affairs guidance and contact the local judge advocate and higher headquarters public affairs for specifics.

6.17. Meteorological Information. HQ USAF/XOW authorizes the exchange of classified meteorological technical information and publications with countries hosting U.S. forces. This information may be provided to host national government agencies or to nongovernment host nation scientific organizations. HQ USAF/CVAII grants authority to release this information and publications. Submit any requests for additional information to HQ USAF/CVAII for approval.

6.18. Force Structure Announcements. As a matter of policy Force Structure Announcements or Base Realignment and Closure announcements are made at Headquarters Air Force level. No public comments should be made until official announcements are made at the headquarters level and congressional notification has been completed. PAs must work closely with JA and higher headquarters PA before commenting.

6.19. Reductions in Force (RIF). Contact higher headquarters public affairs office before releasing any reduction in force information.

6.20. Scientists and Engineers. Significant work by Air Force scientists and engineers can be releasable, see AFI 38-203, Commercial Activities Program.

6.21. Technical Documents. See AFI 61-204, Disseminating Scientific Technical Information.

Section 6C—Release of Information on Operational Subjects.

6.22. Alert Status. Information concerning changes of alert status, defense conditions (DEFCON), may be released only by SAF/PA after coordination with OASD/PA. In addition, public affairs offices at all levels must be notified at once by their local command post when there are changes in alert status. Local threat conditions (THREATCON) may be released to the general public if conditions affect other than base population. For example, if the base will be closed or an ID check at the gate will be instituted, release the information. However, do not release the steps taken during a THREATCON except to say that the unit is increasing its vigilance.

6.23. Deployments.

6.23.1. Releasable information. Release guidance from higher headquarters usually precedes deployment. However, if it's obvious the unit has departed, confirm the obvious but notify your higher headquarters. Unless directed otherwise, the following items of information are releasable:

6.23.1.1. Arrival of U.S. units in the commander's area of responsibility once announced by DoD or the unified command.

6.23.1.2. Date of the unit's departure from home station.

6.23.1.3. Home station.

6.23.1.4. Approximate friendly force strength (multi-squadron, group, wing – not how many people).

6.23.1.5. Approximate friendly casualty and POW figures.

6.23.1.6. Approximate number of enemy personnel detained.

6.23.1.7. Nonsensitive, unclassified information regarding past and present operations.

6.23.1.8. In general terms, identification and location of military targets previously attacked and types of ordnance expended.

6.23.1.9. Date, time, or location of previous conventional missions and their results.

6.23.1.10. Number of combat air patrol or reconnaissance missions or sorties flown in the operational area – and a characterization of whether they were "land- or carrier-based."

6.23.1.11. Weather and climate conditions.

6.23.1.12. If appropriate, allied participation by type of units (ground units, ships, aircraft).

6.23.1.13. Conventional operations' unclassified code names.

6.23.1.14. Names of U.S. military personnel, unless assigned to an overseas, sensitive and routinely deployable unit. Check PA guidance.

6.23.1.15. Deployed units and locations. Check PA guidance.

6.23.1.16. Type of equipment, including aircraft, unless classified.

6.23.1.17. General personal interest stories.

6.23.1.18. General stories of training facilities, methods, etc., when not classified and when they would not indicate future operational planning.

6.23.1.19. General scope and duration of air training performed.

6.23.1.20. Battle damage may be described as “light,” “moderate,” or “heavy.”

6.23.2. Not releasable. The following items of deployment information are not releasable:

6.23.2.1. Classified aspects of equipment, procedures, and operations.

6.23.2.2. Name of the operation, until released by the Joint Forces Commander.

6.23.2.3. Information placing future operations in jeopardy.

6.23.2.4. Information which could place people’s lives at risk.

6.23.2.5. Information that, if released, would violate host nation or allied sensitivities.

6.23.2.6. Information that would reveal intelligence methods and sources.

6.23.2.7. Information that would reveal intelligence targeting and battle damage assessments.

6.23.2.8. Specific numbers of deployed troop strength, aircraft, weapons systems, on-hand equipment, or supplies available; unless otherwise stated in public affairs guidance from higher headquarters.

6.23.2.9. Information that would reveal details of future plans, operations, or strikes – including postponed or canceled operations.

6.23.2.10. Information or imagery that would reveal specific location of forces.

6.23.2.11. Information or imagery that would reveal the level of security at deployment sites or installations.

6.23.2.12. Datelines showing specific countries when those countries have not acknowledged their participation in the operation.

6.23.2.13. Rules of engagement.

6.23.2.14. Details of training of specialized units.

6.23.2.15. Details of techniques, results, efficiency, etc., of forces involved.

6.23.2.16. Destination -- unless initially released by OASD/PA.

6.23.2.17. Point of origin for an operational mission for an attack.

6.23.2.18. Information on the effectiveness of weapon systems and tactics.

6.23.2.19. Specific identifying information on missing or downed aircraft.

6.23.2.20. Special operations’ unique methods, equipment, tactics which, if disclosed, could harm mission accomplishment.

6.23.2.21. Information on operational or support vulnerabilities.

6.23.2.22. Specific methods and tactics, speeds, and formations.

6.24. Intelligence or Reconnaissance Activities. News releases may not be made regarding intelligence activities, except as authorized by SAF/PA.

6.25. Chemical, Biological and Radiological Warfare. Air Force public affairs material that deals with chemical, biological, or radiological warfare must be cleared by OASD/PA, through SAF/PA.

6.26. Simulated Employment of Nuclear Weapons on Maneuvers and Training Exercises. The fact that a particular maneuver or exercise will involve the simulated employment of nuclear weapons may be released to news media, as the maneuver commander deems necessary. However, the technique required in the use of any nuclear weapon must not be released.

6.27. Movement of Units. See Deployments for general information on movement of Air Force units.

6.27.1. CONUS to overseas. Information on the movement of Air Force units to overseas areas must be released initially by OASD/PA. SAF/PA must immediately notify all public affairs offices of commands, directly or indirectly concerned, that such a release is being made. The time and content of the release must be included in this notification. In addition, policy guidance on releasing any information subsequent to the initial release must be incorporated. This policy applies to all commands affected by the move, even if the unit is only passing through. MAJCOM public affairs offices will disseminate the guidance immediately to their affected units. Unit public affairs officers and commanders must comply strictly with the policy outlined in the notification, deviating from it only when specifically authorized by SAF/PA.

6.27.2. Within overseas areas. Within overseas areas, movement releases are governed by instructions issued by the theater commander.

6.27.3. Within CONUS. For unit movements within the CONUS, the following information is releasable:

6.27.3.1. Designation of unit.

6.27.3.2. Name and location of new station, assembly point, training area, etc., within the US, unless the movement itself or new station are classified.

6.27.3.3. Departure date, if routing for training and details of movement are not classified.

6.27.3.4. General information necessary for local civic relations, such as housing, recreation, etc.

6.27.3.5. On arrival at new station within the United States, resume normal public affairs activities.

6.28. Personnel Wounded in Combat. Public affairs must exercise care in releasing information and photographs of personnel wounded in action or hospitalized for other reasons. Give every consideration to the rights of the concerned individuals and to the effects publication would have on families and friends of the wounded, on the Air Force, and on public morale.

6.29. Casualties. Information on unit casualties and losses should be described in general terms only, e.g. light, moderate, heavy. The use of percentages, numbers of aircraft damaged or destroyed, buildings,

facilities, vehicles, etc., will not be released without approval of the unified commander, a designated representative, or DoD.

6.30. Unit Activations, Inactivations, Phasedowns, or Movements. A significant change in unit level of operations is extremely important news for local communities. This change takes place after deliberation at appropriate levels of government. Public affairs personnel should not discuss these subjects without guidance from higher headquarters.

6.31. Weapon Systems. This category includes aircraft, missiles, munitions, support systems, subsystems, and space vehicles. Information about the existence, characteristics, potential, or capabilities of new systems, or improvements or modifications of existing ones, must be reviewed by SAF/PAS before it is released. The same is true for military applications of nuclear energy, and the following types of warfare subjects: biological, radiological, chemical, electronic, and psychological.

6.32. Contracts and Contractors' Releases.

6.32.1. Unclassified Contracts. Companies or institutions with unclassified Air Force contracts may release information about them unless the contract states otherwise. DoD 5220.22-R, Industrial Security Regulation, governs release of information by colleges and universities holding unclassified research and development contracts or letters of intent. The following may be released without further DoD approval:

6.32.1.1. A statement that the contract, letter of intent, or supplement agreement has been received. Certain types of contracts (such as proposals for a new electronic system, a high-altitude research study, etc.) if this information is not limited by the contract.

6.32.1.2. Information of public or professional interest about the work being done, if this information is not limited by terms of the contract.

6.32.1.3. Information previously approved for release.

6.32.2. Classified Contracts. Companies or institutions with classified Air Force contracts prepare initial information announcements relating to new Air Force programs. DoD 5220.22-M, Industrial Security Manual for Safeguarding Classified Information, regulates these announcements. The manual is an attachment to DD Form 441, DoD Security Agreement. The agreement enables a company to receive classified contracts and the classified information to meet them. This agreement prohibits the contractor from releasing information that pertains to classified contracts or projects until it is approved for this purpose. The contractor usually sends it directly to the Directorate for Security Review, Office of the Secretary of Defense, for approval.

6.32.2.1. The contract may specifically require the contractor to route the proposed release through an Air Force activity. In this case, public affairs reviews and clears the information for open publication. Public affairs must coordinate the proposed release with the appropriate system program office, security office, and other interested agencies. If a non-DoD agency awards the classified contract or project to the contractor, requests for information release are sent to that agency.

Section 6D—Working With the Media.

6.33. General Guidelines. The media are the primary communication channel to the public. The media's need for rapid, accurate information requires immediate response by Air Force officials. It is important to understand media capabilities, organization, technology and deadlines. It is important to know individual capabilities for each medium to allow tailoring the Air Force message for maximum effectiveness. This bridge of mutual respect and understanding is critical to credibility and essential to Air Force interests. Maintain open, honest dialogue with the news media. Be impartial: Don't favor any medium or media representative. All are entitled to the same consideration. Establish personal contact with media representatives throughout the area. Media should know Air Force public affairs people and the type of material and support available to them.

6.33.1. Access to Installations. Bona fide media representatives, freelance writers, and photographers may visit Air Force installations. If the installation has closed access, public affairs must notify the security forces at the main gate. For open bases, arrange a convenient place to meet, and escort the media representatives. Public affairs will escort media at all times when they are on a military installation.

6.33.1. (21SW) The primary or alternate UPAR will escort media at all times when they are on a military installation. They also help arrange interviews and photo opportunities, and inform the 21 SW/PA of any activities occurring at the unit, either favorable or unfavorable, which may cause interest on the part of local, national, or international media.

6.33.2. Market Material. Determine which media want Air Force materials and the type of information they need. Include the small weekly newspapers, radio stations, and public television in your thinking. The smaller media often serve special interest publics. Do not, however, send material to media that do not express an interest, as this is a waste of time and money unless the newsworthiness of the story is high.

6.33.3. Bad News. When bad news occurs, release it quickly and candidly. Experience proves candor is best. It may be big news for a day or two, but concealing bad news will keep it in the headlines longer. Public suspicion will linger indefinitely and future communication will be strained. The Air Force recognizes occasional bad news is inevitable and it cannot afford any attempt to conceal bad news.

6.33.4. Story Balance. Make sure the reporter gets all the facts before printing the story. Ensure the information presented is non-technical and straightforward. Often, the biggest problem is getting the right information in time for the reporter's deadline.

6.33.5. Clippings and Tear Sheets. Do not request these items from the media. If multiple original clippings are needed regularly, arrange with the publication's administrative offices to buy the necessary copies. The same principle applies for video, photography and film.

6.33.6. Technical Jargon and Acronyms. Speak the public's language.

6.34. Exclusive Request. An exclusive is a reporter's request for information that no other reporter has asked for. It can involve a minor or major story. The Air Force allows reporters to work on exclusives, but 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, i.e. quotes and statements, but not in content if another reporter requests it.

6.34.1. Minor 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 person already is working on it. The second reporter probably won't press the issue. If it is pressed, provide the same material to the second reporter, and inform the first reporter that another individual is also working the story.

6.34.2. Major Story. Do not honor any request for exclusive information on a truly major story. The Air Force must release information on major stories to all media equally. 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.

6.35. Air Force Reports on News Programs. Air Force members may do regular reports of installation news on radio or television stations, if the subject matter pertains exclusively to Air Force life and activities. All material must be read from written scripts approved by the proper authority.

6.36. Review of Material. Do not ask a reporter to send material for review unless security considerations are involved. The primary responsibility for protecting classified information lies with the Air Force, not the reporter, and the reporter can justifiably refuse any requests for prior review. If there is a strong possibility that classified information or material will be revealed or exposed, the request for a visit or interview should be denied.

6.37. Duty Officer. Public affairs, or a designated representative, must be available 24 hours a day for significant breaking news stories, accidents and other events which require immediate action. Arrange to have someone on call during off-duty hours. Brief security forces, operations center, and telephone personnel on the procedures for contacting the duty representative. An instruction book should be prepared for the duty representative's use. As a minimum, it should contain emergency checklists and off-duty telephone numbers of public affairs staff members, and key unit installation officials. Instruction books must be checked frequently to ensure instructions and officials' names and telephone numbers are current.

6.37. (21SW) Only representatives from NORTHCOM/PA, NORAD/PA, AFSPC/PA, 21 SW/PA, and 302 AW/PA are authorized to invite media to an event or sponsor media representatives on base. When an organization wants media coverage for an event, they coordinate with the appropriate public affairs office. When a public affairs office is expecting media on base, they should notify 21 SW/PA. The 21 SW/PA makes the appropriate notifications to the Security Forces, commanders, etc.

6.37.1. (Added-21SW) A PA representative must escort media on base at all times. The 21 SW/PA office will help other PA offices requiring media escort, if needed. Events occurring after duty hours or on a weekend, which have not been scheduled in advance with 21 SW/PA, are coordinated with the 21 SW/PA on-call representative through the 21 SW/WOC. Security Forces will contact the 21 SW/PA office or the on-call representative when media arrive at the visitor center without a PA escort. Media are not allowed on base without a public affairs sponsor/escort.

6.37.2. (Added-21SW) The public affairs offices are also the only ones responsible for releasing information to the media. If an organization has an event of interest, 21 SW/PA should be contacted and the PA office will make the proper release.

6.37.3. (Added-21SW) UPARs handle media visits to the geographically separated units. These PA representatives are authorized to escort media at their units; however, the UPARs will coordinate

information requests through 21 SW/PA. Once the media query is answered or visit is completed, the UPAR will submit an immediate after-action notice indicating the results of the query or visit and expected nature of the coverage.

6.38. News Release. The news release 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. Prepare news releases according to the guidelines in **Figure 6.1.** For sample news releases dealing with crises, see **Chapter 7**, Crisis Communication.

6.38.1. Follow-up of story. If the news is interesting invite media to cover the event. Media are more apt to use the story if they invest time in its development.

6.38.2. Photographs, video and graphics. Provide available photographs, video and graphics with the story. Products should meet requirements of the intended media. This often makes the difference between use and rejection. Know the local media's preferences -- vertical or horizontal photos and graphics, color slides or digital imagery; and video format.

6.38.2.1. Identify the action and people in photos. Don't write on the back of the photograph -- the pen may bleed through the photo. Some PAs attach a photo page with the release. Others use a label with a caption. Identify the photographer and annotate "US Air Force Photograph."

Figure 6.1. News Release Format Sample.

United States Air Force News Release
AIR FORCE MILITARY PERSONNEL CENTER PUBLIC AFFAIRS
RANDOLPH AFB TX 79150-6001
(210) 652-5167

Release No. 98-06-04
June 23, 1998

Format for writing a news release

RANDOLPH AIR FORCE BASE, Texas -- Type your release using this format and if extra pages are needed use plain paper and number the pages.

Start typing the story about one-fourth of the way down from the top of the first page. Make copy clean and legible. Double space, using one side of each page, and give the release a brief title so an editor can understand it at a glance.

Summarize the story's outstanding facts in the lead, or first paragraph and make it concise. Answer these questions: who, what, when, where, and how. Later in the story, answer the question: why?

Use simple, clear sentence structure with active verbs. Avoid disconnected or involved sentences, long paragraphs, and paragraphs beginning with the same word or phrase.

-- more --

NEWS RELEASE/2-2-2-2

Type slug line and page number at the top left-hand corner of the second and subsequent pages.

Don't make the lead a direct quote or question. Also, don't put names, including your commander's, in the lead unless it's part of the story. Make the time element clear. Is the story today's or yesterday's news? A good way to freshen the time element is to lead with a fact that updates slightly stale news. This often can save a story you could not release earlier.

After summarizing the pertinent facts, amplify remaining details in subsequent paragraphs. Present them in descending order of importance using the inverted pyramid style. Tell the story once. Do not repeat facts. Simple and logical presentation gives a release its punch. Present information honestly. Avoid statements taken out of the original context.

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For further information, contact TSgt. Ben Smith, (210) 652-6141; E-mail **mailto:doverb@af.pentagon.af.mil**; Fax (210) 652-4741.

6.39. Response to Query. When working on an Air Force story, media usually call the nearest Air Force installation for facts or comments. Public affairs must be ready to answer these queries. Answer queries about your unit's activities. Don't respond to Air Force policy questions unless higher headquarters has provided public affairs guidance. For example, if the Pentagon is reviewing policy on integrated training – even if you are at a training base, you would refer questions beyond your unit's scope to SAF/PAM.

6.39.1. PA availability. The media may not know there is an installation public affairs office. They may ask for operator assistance or some agency appropriate to the query, such as the personnel office. For this reason, media sometimes are referred to an inappropriate office. Keep this to a minimum by periodically reminding telephone operators and functional staff to refer media callers to the public affairs office.

6.39.2. Deadlines. Find out the deadline to provide the best, timely response. Functional staffs may not realize the consequences of a missed deadline. If a query cannot be answered by the deadline, the story probably will appear without an Air Force comment, and the Air Force has missed an opportunity. If something delays response, call the reporter as soon as possible and before the deadline. If possible, offer partial information or an interim reply. If the information is not available locally, tell the media. Identify the source and offer the media the option to work it themselves, or have you continue working it.

6.39.3. Write down media queries. Repeat the reporter's questions to make sure you understand the request. Use AF Form 39, Response to Query. It has fill-in blocks for all the essentials, including space to coordinate the proposed answer with all necessary functional agencies. This provides an accurate answer and shows the leadership the answer was staffed.

6.39.4. Gather information. Public affairs must often coordinate with other staff agencies to get the information reporters are requesting. Other staff agencies usually realize media queries require rapid response, but they also have other work to do. Success depends on staff cooperation, so be sensitive and diplomatic when requesting help.

6.40. Classified answers. If an answer is classified, tell the reporter. If possible, explain why it's classified.

6.41. Coordination. Establish media query coordination procedures for your organization. If the query involves sensitive information, or comes from national-level media, the next higher headquarters public affairs office should be consulted before responding. If the query involves a subject of local significance, coordinate the response with the host commander. If the query involves a controversial or sensitive subject directly related to a tenant unit that may result in unfavorable publicity, coordinate the reply with the tenant's command public affairs office.

Section 6E—Interviews

6.42. Interviews. The Air Force cannot accomplish its mission without the support of an informed American public. As a steward of the nation's defense, you should view each interview as an opportunity to carry Air Force messages clearly, concisely, and positively to the American people. With proper preparation, knowledge of your messages and use of a few tools to control an interview, you can have a positive influence on the outcome of stories about the Air Force. The bottom line is without your support, the Air Force will miss important opportunities to present its side of the issues.

6.42.1. Purpose of interviews. Interviews give reporters the chance to get in-depth information on the Air Force directly from primary sources. This also permits rapid correction of misconceptions. Reporters like individual interviews to protect exclusive stories from competitors. Usually, interviews are one-on-one between a reporter and the official, with PA monitoring.

6.43. Attribution. Public affairs communicates Air Force policy. Ask media to attribute statements to the Air Force, an Air Force spokesperson, or something similar. If this does not suit the event or media needs, they may quote you by name. Always consider interviews "on-the-record" and do not say anything you don't want to see in print or broadcast. However, should you decide to say something "on-background" or "off-the-record," clearly state that the portion of the interview is "off-the-record," to ensure there is no confusion. The interviewer must agree you are on-background or off-the-record. Otherwise, you're on-the-record.

6.43.1. On-the-record. Provides only information releasable and attributable.

6.43.2. Background. The reporter may use material verbatim, but may not identify the interviewee by name or title. The reporter and the interviewee come to an agreement regarding attribution. An example is: "A senior Air Force official said."

6.43.3. Deep background. The reporter may use material verbatim, but may not identify the individual, his or her title or place of duty. There is only general attribution, such as: "Air Force (or Defense) sources said."

6.43.4. Not for attribution. Not attributed to anyone or any establishment. An example is: "It was learned today that..."

6.43.5. Off-the-record. Provides information which may not be used unless confirmed by another source. It is provided for a reporter's understanding of an issue. Off-the-record should be used rarely, if at all, and only when there are compelling reasons.

6.44. Interview Preparation. Success in an interview is directly tied to the quality of preparation, ability to articulate messages, and level of control exercised during the interview. Prior to any interview, find out as much as possible about the interviewer and audience. Don't think an interview is a conversation and "wing it." Instead, view it as a chance to make a well-developed presentation reflecting research, preparation, and enthusiasm.

6.44.1. Dealing with reporters. Make sure the news organization and the reporter are reputable. If in doubt, ask higher headquarters for advice. Determine what the reporter wants to know and the intended use of the information. What kinds of stories does the reporter usually work on? Are other interviews being done on the subject (if so, with whom)? Could the Air Force be placed in an adversarial relationship to a community interest? Answers to these questions will help you determine whether, and to what extent, you should cooperate by providing an interview.

6.44.2. Identify spokesperson. After receiving an interview request, determine the right spokesperson. The spokesperson must present a positive Air Force image and be able to speak on the subject without further clearance.

6.44.3. Interview Set Up. Determine the time, place, and uniform for the particular interview. It should be appropriate to the subject matter. For example, for a TV interview about an aircraft, consider conducting the interview on the flightline with the spokesperson in either a flight suit or BDUs.

6.45. Messages. Anticipate issues and questions a given interview will present and be ready with short, memorable, positive and relevant messages. Identify three to five points the public needs to understand about the subject. These are the key messages. Use these messages to control the interview. Messages should be:

6.45.1. Short. Think in terms of sound bites and one to two dozen quotable words.

6.45.2. Memorable. Use crisp, high-impact words that will stick with your audience.

6.45.3. Positive. Write messages to emphasize the affirmative.

6.45.4. Relevant. For impact, a message must be meaningful to the audience.

6.46. Interview Techniques.

6.46.1. Honesty. Always answer honestly, but without saying “no comment.” If you don’t know the answer to a question, or if the answer is classified, or would invade someone's privacy -- say so. Then bridge to a message.

6.46.2. Protect the Record. Unless challenged, bad information has a way of propagating and taking on a life of its own. If an interviewer asks a question based upon false data, be sure to protect and, if necessary, correct the record. However, don’t repeat the negative assertion or misconception. Respond with the corrected, positive message.

6.46.3. Inverted Pyramid. Put significant information at the beginning of the interview.

6.46.4. Bridging. Bridging is a smooth transition from the question to a message. A direct question deserves a direct answer. After briefly touching on the answer, bridge to a message.

6.46.5. Hooking. Hooking is taking advantage of opportunities before and during the interview to help focus on what you want to talk about. Tell the reporter what’s on your mind -- you'll be amazed at how receptive a reporter can be to what you want to talk about.

6.46.6. Flagging. Flagging is a way to underscore, verbally and nonverbally, what's important. Use voice inflection, a hand gesture, eye contact, body language or a phrase like, "What is really critical to know about this issue..." to ensure the reporter and the audience have a clear understanding of what is important.

6.46.7. Personal credibility. Use personal knowledge and experience to avoid speaking about the Air Force in the abstract. If you can say, "I've flown the plane" or "I've talked to the men and women using the technology"... do it. Critics use their credentials and so should you.

6.46.8. Repeat your message. Repetition is important to ensure messages are remembered so clearly that to leave them out of the final story would constitute negligence by the reporter.

6.46.9. Non-verbals. Make sure facial expressions and hand gestures are appropriate to the words and seriousness of the issue. Concentrate on the interviewer, maintain eye contact, and convey conviction and enthusiasm. Don't slouch, rock back and forth, swivel, twitch, or twiddle.

6.46.10. Enthusiasm. Research shows the average viewer remembers only 7 percent of the words spoken. The balance of the audience impression depends on voice, face, uniform, and the personal charm and credibility you bring to the interview.

6.46.11. Language. Remember to speak the public's language. Avoid acronyms, jargon, or technical terms. Messages must be easily understood by every audience member.

6.46.12. Stay Current. Know what's been on the evening news and in the papers prior to an interview. Interviewers will know what's in the news. So should you.

6.46.13. Arguments. The old saying goes: "You won't win an argument with someone who buys newspaper ink by the barrel, or videotape by the case" -- don't argue. However, by the same token, there may be times when an interviewer is being confrontational, and you must "step up" to the situation to maintain control of the interview. Never become a passive interview participant.

Section 6F—Media Support

6.47. News Conferences. A news conference is the best way to release news to all media at one time. Be sure the news warrants the news conference. Media resent a news conference that does not produce immediate, important and useful news. If in doubt as to whether a topic should be considered for a news conference, talk to higher headquarters public affairs. Since a news conference is a major event, it often involves key installation people. Be sure the commander and staff understand the purpose of a news conference.

6.47.1. Consider a news conference when: A story or announcement is so important, sensitive or complex both the Air Force and media benefit from face-to-face presentation.

6.47.1.1. A high level person visits or is assigned.

6.47.1.2. Other types of releases can't adequately convey the information.

6.47.2. Invitations to media should:

6.47.2.1. Be made by telephone as far in advance as possible. If time allows, follow up in writing. The day before the event, call again with a very brief reminder.

6.47.2.2. Briefly cover the subject and material the news conference will address. Do not disclose details, but tell editors enough so they can judge whether or not to send a reporter.

6.47.2.3. Don't promise anything that cannot be delivered.

6.47.2.4. Consider deadlines. Plan the conference for a day and time when coverage possibilities are best. An early afternoon news conference will satisfy the morning newspaper, but not the afternoon newspaper.

6.47.2.5. Go to all local media, even those that do not usually cover your activities.

6.47.3. Set-up requirements.

6.47.3.1. A suitable room or location that is easy to find. It needs enough electric power for broadcast equipment and lights. The power requirements for television lighting are substantial; make sure power lines have sufficient amperage. Network crews use more lighting than local crews. Generally, the first crew on the scene will provide light for everyone. If it is a large room, install public address equipment and a multiple outlet box, if available, for audio pickup.

6.47.3.2. Telephones nearby for news filing.

6.47.3.3. An appropriate background. Avoid reflective surfaces or highly patterned or distracting backgrounds. Use background colors that contrast favorably with the Air Force blue uniform and any equipment models that will be displayed.

6.47.3.4. Coordinate with security forces so reporters' entrance to the installation is smooth. Meet reporters at the gate and escort or convoy to the news conference site.

6.47.3.5. Press kits may include background information, biographies, manufacturer literature, statistics, photographs, artists' drawings, television film clips, or anything else appropriate to the subject. Do not overload the kits with irrelevant material.

6.47.3.6. Refreshments are optional. A news conference is a business event and not a social event. If you decide light refreshments such as soft drinks, coffee, and doughnuts are necessary, keep them on an out-of-the-way table, self-service. The commander's contingency fund may be used to pay for refreshments. (See AFI 65-603, Official Representation Funds).

6.47.4. Conduct the News Conference.

6.47.4.1. Distribute press kits as the reporters arrive.

6.47.4.2. Begin on time. Media have deadlines and other obligations.

6.47.4.3. Public affairs opens the news conference by establishing the ground rules. Ground rules consist of a short statement outlining the purpose of the news conference; sequence of events, including length of time and opportunity for questions; any limitations on subject matter; and state the news conference is on the record and is being recorded. Public affairs also introduces the spokesperson.

6.47.4.4. The question period follows the spokesperson's statement. Have subject matter experts present to assist with in-depth, technical questions. Limit subject matter experts to only those needed. Public affairs briefs all news conference participants on message development and interview techniques.

6.47.4.5. Quickly summarize and close the news conference.

6.47.4.6. The news conference should be either videotaped or recorded. This helps public affairs answer any subsequent requests for clarification, provides a complete record for reporters unable to be present, and helps meet any other requests for the information.

6.47.5. Follow-up.

6.47.5.1. If appropriate, prepare and distribute a news release to media not present. Provide a copy of the transcript to the media if they request it.

6.47.5.2. Do an interim report for principals and higher headquarters public affairs offices, so they will know who attended, questions asked, and what coverage to expect.

6.47.5.3. Prepare a final report when newspaper clippings and broadcast summaries are available. Assess impact of this coverage for the official who conducted the press conference.

6.48. Informal Communication. Informal communication is a fine way to establish rapport and build sound professional relationships with media and key staff people. Visit all significant local area media and officials on the installation and determine expectations and needs. Although official contact probably will be the primary form of communication with most people from that point, it is equally important to see media and installation officials in other contexts. Through personal contacts, a quality and responsiveness of service can evolve that never would be achieved through purely official channels. On every installation, there are people who make things run smoothly -- the informal leaders as well as formal ones. Become one of them.

6.49. Pooling Media. Consider pooling when circumstances such as limited space preclude accommodating all 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.

6.50. Air Force Visual Information Support for Media. The Air Force supports all bona fide print and electronic media (which include media organizations and their accredited representatives) requests to release VI and Combat Camera products when such release meets the responsibility to inform the public, and when it does not compromise national security. Releasable materials are equally available to all interested media. Air Force stock audiovisual materials or location photography on Air Force facilities are provided to media without charge when used for news projects.

6.50.1. VI Policy. The Air Force makes VI materials available to inform the American people about its missions. Public affairs can task VI and request Combat Camera support of public affairs plans for contingencies, operations and exercises.

Section 6G—Supporting Media Travel.

6.51. Media Travel. Media travel is one of the Air Force's most credible public affairs tools. Properly planned and coordinated, a media travel project can dramatically expand a media representative's understanding of the Air Force's mission, equipment and people. DoD 4515.13-R, Air Transportation Eligibility, authorizes media travel aboard DoD-owned aircraft. Do not commit Air Force transportation prior to obtaining approval from proper authorities. The categories of media travel are local, non-local and overseas. Media travel on an Air Force aircraft must be integral to the news coverage to be developed, such as in demonstrating Air Force capability or to convey or enhance an Air Force position. Air Force transportation must not compete with commercial carriers and will not be used to provide point-to-point travel if the trip is available with a commercial carrier with the same result. See **Table 6.1.** for specific planning instructions.

6.52. Local Travel. Local travel for media means departing and returning to the same installation without stopping at another location. This type of travel is sometimes described as "around the flagpole."

6.52.1. Operational Approval Authority. The wing commander has approval, unless otherwise specified by MAJCOM supplements to this instruction. Outside the CONUS Unified Commands define travel requirements; check with the MAJCOM for specific guidance.

6.52.2. Public Affairs Coordination. Units will inform MAJCOM/PA, which will inform SAF/PAM.

6.53. Non-local CONUS Travel. Non-local travel for media means taking off from one location and landing at a different location within CONUS.

6.53.1. Operational Approval Authority. MAJCOMs have approval authority.

6.53.2. Public Affairs Coordination. Inform MAJCOM/PA and SAF/PAM.

6.53.3. General Guidelines: Initiate formal request for non-local media travel by sending a message to higher headquarters, with information copies to SAF/PAM and all intermediate and interested headquarters and units. A complete list of addressees on the first message expedites the approval process. Initiate travel requests soon enough to allow all coordination and approval to be completed by letter or message.

6.53.3.1. Message will include the reason for the media travel; names and social security numbers of the news media representatives and public affairs escort; media affiliation; an outline of the travel plan; and requests for assistance.

6.54. Overseas Travel. Overseas travel for media means the flight departs the continental U.S., lands and returns to the CONUS.

6.54.1. Operational Approval Authority. MAJCOMs have approval authority.

6.54.2. Public Affairs Approval Authority. OASD/PA approves overseas travel for media.

6.54.3. General Guidelines.

6.54.3.1. Overseas travel for media requires at least 30 days notice to gain approval and country clearance. Media travel to some countries could require more time. Check the DoD Foreign Clearance Guide. Short-notice trips can sometimes be done in less time; check with AMC/PA.

6.54.3.2. Initiate formal request for overseas travel for media by sending a request-for-approval message to MAJCOM/PA, with information copies to OASD/PA, SAF/PAM and all intermediate and interested headquarters and units. A complete list of addressees on the first message expedites the approval process. MAJCOM/PA will coordinate with SAF/PAM, which will gain OASD approval. Message will include reason for media travel; names, social security numbers and passport numbers of the media representatives and public affairs escort; media affiliation; an outline of the travel plan and requests for assistance, including country and theater clearances for the media and PA escort.

6.55. Overseas Deployments and Major Exercises. Instead of processing numerous individual requests for overseas travel for media covering deployments and major exercises, the sponsoring MAJCOMs may request one-time authority from OASD/PA (through SAF/PA) to approve travel aboard aircraft supporting or participating in the exercise or deployment. All media travel in conjunction with a deployment must be coordinated with the gaining unified command.

6.56. Ground Rules. Grounds rules are a written agreement between the media and the Air Force. It advises media of their responsibilities during their travel with the Air Force. Include media's name, affiliation, social security number, passport number, next of kin, safety requirements, equipment needs and other pertinent information. See **Figure 6.4.**, Media Ground Rules Sample.

6.57. Reporting Requirements. Submit a media memo input to SAF/PAM no later than the morning media travel begins. Include a list of media and their affiliations; trip itinerary, including significant interviews, briefings, or events to be observed; and type of coverage anticipated, including specific details for when resulting stories will be published/aired.

Table 6.1. Media Travel Planning Instructions.

Planning Actions	Local	Non-Local CONUS	Overseas
1. Contact PA office of MAJCOM which owns the aircraft for approval at least 30 days prior to travel. MAJCOM will seek approval, if necessary from SAF/PA.	X	X	
2. Contact MAJCOM/PA owning the aircraft for initial approval. MAJCOM will seek approval from OASD/PA through SAF/PA.			X
3. Secure the points of departure and destination, dates of travel, news media representative information and escort information.	X	X	X
4. To find a flight between departure and destination on the dates desired, consult the unit operations or flight scheduling offices. For assistance in finding flights contact MAJCOM PA. Secure a mission number, aircraft type, unit, aircraft commander and dates and times of travel.	X	X	X
5. When flying with a unit other than your own, work closely with the PA office at the unit flying the mission. They can put you in touch with the aircraft commander and assist in gaining command approval	X	X	X
6. Contact all PA offices at departure and arrival bases to let them know you will be bringing media. Pass on mission number and escort name and phone number. Request they notify the command post and base operations.	X	X	X
7. Contact the aircraft commander of your mission. Brief them on the particulars of the media travel, provide command messages, interview tips. Make any arrangements necessary to accommodate media on the mission.	X	X	X
8. Escort will coordinate, as necessary, invitational travel orders (see **Figure 6.3.**, Invitational Travel Order Example), billeting, ground transportation, flight meals and other arrangements for media travel. The PA office at your departure installation can assist you in making arrangements.	X	X	X
9. In the event of a schedule change, escorts can make their own arrangements for a return flight through the installation command post or base operations.		X	
10. In the event of a schedule change, escorts can make their own arrangements for a return flight through the Air Mobility Command Center. The AMCC performs the command post function for the Air Mobility Command aerial port facility at an overseas installation.			X

Planning Actions	Local	Non-Local CONUS	Overseas
11. Make sure country or theater clearance is granted, media representatives have passports, visas, and required immunizations well before the travel date.			X
12. Advise media, as necessary, of the approximate costs of meals, lodging, and incidental expenses. Media must also be advised to be prepared to return commercially at their own expense, if the military aircraft on which they are traveling must divert from or terminate the mission.	X	X	X
13. Meet media and process them for aircraft departure.	X	X	X
14. Make sure media are aware of en route stops and final destination. At a minimum, the accompanying or designated escort should know the travel plans; what arrangements have been made at each en route stop; who will meet the media representatives at the destination; and how to contact a public affairs person at the destination.		X	X

Figure 6.2. Media Travel Request Message Sample.

436AW DOVER AFB DE//PA// (FROM)

OASD WASHINGTON DC//PA-DDI/DPL// (TO/ACTION)
USCINCENT MACDILL AFB FL//CC/PA//
HQ AMC SCOTT AFB IL//PAM//

SECSTATE WASHINGTON DC//USIA// (INFO)
SECDEF/USDP/ADMIN//
OASD WASHINGTON DC//PA-DDI/DPL//
SAF WASHINGTON DC//PAM//
HQ USAF WASHINGTON DC//XOXXI//
USCINCTRANS SCOTT AFB IL//TCPA/J3/J4//
CJTF SOMALIA//PA//
KUSLO NAIROBI KE//DR//
USDAO CAIRO EG
AMEMBASSY ADDIS ABABA ET

SUBJ: REQUEST FOR MEDIA TRAVEL TO OPERATION RESTORE HOPE

1. REQUEST APPROVAL, DIPLOMATIC AND THEATER CLEARANCES FOR NON-LOCAL MEDIA TRAVEL FOR THE FOLLOWING NEWS MEDIA REPRESENTATIVES WANTING TO DO A STORY ON AMC's PARTICIPATION IN OPERATION RESTORE HOPE IN SOMALIA. NMRS WANT TO ACCOMPANY A C-5 MISSION LEAVING DOVER AFB ON OR ABOUT 22 JAN 93. AIRCRAFT MISSION NUMBER IS 50271. ALSO REQUEST AMC/PA SEEK MMO STATUS FOR NMRS AND MEGP STATUS FOR PUBLIC AFFAIRS ESCORT. ELECTRONIC WAIVER ALSO NEEDED.

2. THE FOLLOWING NMRS HAVE COMPLETED GROUND RULES AND WILL BE ON FLIGHT:

A. BETTY SCOOP, SSN: 111-11-1111, PPN: 3333333, WTCV-TV, CHATTANOOGA TN

B. TOM STONE, SSN: 222-22-2222, PPN: 4444444, NBC NEWS WASHINGTON

PUBLIC AFFAIRS ESCORT WILL BE TSGT JANE SMITH, SSN: 999-99-9999, PPN: 8888888

3. TVL BY MILITARY AIRCRAFT IS AN INTEGRAL PART OF STORY. NMRS INTEND TO INTERVIEW CREWMEMBERS, PILOTS, FLT ENGINEERS AND LOADMASTERS DURING THE AIRLIFT. ESCORTS WILL BRIEF AIRCREW THAT NMRS ARE PRESENT AND THAT CONVERSATIONS OR ACTIONS BY CREW MAY RESULT IN ARTICLES, PHOTOS, OR VIDEO PRESENTATIONS.

4. NMRS WILL BE ACCORDED ALL COURTESIES AND PRIVILEGES AS EQUIVALENT GRADE OF GS-12, RANK OF MAJOR, FOR BILLETING.

5. 436 AW/PA ESCORT HAS ENSURED THAT NMRS HAVE READ, UNDERSTOOD AND SIGNED HQ AMC/PA GROUND RULES AS SPECIFIED BY USCENTCOM/PA. NMRS HAVE ALSO BEEN BRIEFED THAT UNEXPECTED MISSION REQUIREMENTS MAY DIVERT ACFT TO ANOTHER LOCATION, POSSIBLY REQUIRING NMRS TO PROVIDE THEIR OWN TRANSPORTATION TO FINAL DESTINATION.

6. WHEN MEDIA FLIGHT IS APPROVED, 436 AW/PA WILL CUT INVITATIONAL TVL ORDERS AND WILL CONTAIN WORDING SIMILAR TO THE FOLLOWING: NMRS LISTED BELOW INTEND TO GATHER MATERIAL/FILM, VIDEO, AND/OR STILL PHOTOGRAPHIC COVERAGE ON AMC MISSION SUPPORT OF OPERATION RESTORE HOPE. THE AIRCRAFT COMMANDER MAY GRANT NMRS ACCESS TO THE FLT DECK DURING THE FLIGHT. NMRS WILL FASTEN SEAT BELTS DURING TAKE OFFS AND LANDINGS, AND OBSERVE SAFETY REGS. PER DOD INST 4515.13R. TVL IS ON A NONREIMBURSABLE, NONINTERFERENCE-WITH-MISSION BASIS. MEDIA WILL NOT BE GIVEN ACCESS TO CLASSIFIED INFORMATION OR MATERIALS. HQ AMC/PA/XO HAS GRANTED MMO STATUS FOR NMRS AND MEGP STATUS FOR PA ESCORT. HQ AMC/PA/XO LETTER DATED) CIC MMO 00000000000 APPLIES.

7. SPONSORING PA OFFICE WILL GATHER MEDIA CLIPS, VIDEOS, AND OTHER PRODUCTS AND SEND TO HQ AMC/PA AS SOON AS AVAILABLE. 436 AW/PA POC IS CAPT STONE, DSN: 556-8970.//

Figure 6.3. Invitational Travel Orders Sample.

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS 436TH AIRLIFT WING (AMC)
SPECIAL ORDER 21 JAN 97
TA-123

The news media representatives (NMRs) listed below are on a 436th Airlift Wing, USCENTCOM and DoD-approved media travel and may use Air Force aircraft to proceed on or about 25 Jan 93 from Dover AFB DE to Restore Hope AOR and return to CONUS. Purpose of the travel is to gather material film/video and/or still photographic coverage of AMC airlift missions, aircraft, aircrews, sponsoring unit deployment aboard these airframes and other areas of operations approved by unit officials, pertinent to Operation Restore Hope. Travel authorized per DoD 4515.13R, AFI 35-101, OASD/PAL message 210630Z March 92. NMRs will fasten seat belts during takeoffs/landings, observe all safety regulations and follow the directions of the flight crew at all times. NMRs agree that they will not cover (i.e. use recording equipment while at, or report in any way) on activities at staging/ transshipment locations en route to or returning from the AOR. NMRs will be advised that possibility exists that aircraft may be diverted to another location if unexpected mission requirements develop. In this case, NMRs may be required to provide their own transportation to final destination. Travel is on a non-interference with mission basis. Authorization to travel does not authorize displacement of duty passengers or cargo. Waiver of AFI 11-206, General Flight Rules, for use of electronic recording equipment is granted at the discretion of aircraft commander. Such equipment will be turned off if so directed. Aircraft commander will not expend additional fuel. No one will give NMR access to classified information or materials. Public Affairs escort must advise the aircraft commander of the contents of this order. NMRs will be accorded all courtesies and privileges at equivalent grade of GS-12, rank of major for billeting, official transportation and open mess (when available). NMRs authorized MMO status per HQ AMC PA/XO letter dated _____. CIC 4 MMO 00000000000 applies.

Betty Jones,	SSN: 111-11-2222,	PPN: 111111,	WTCV-TV Chattanooga, TN
Tom Stone,	SSN: 222-22-2222,	PPN: 333333,	NBC News Washington
Eileen Smith,	SSN: 333-33-3333,	PPN: 222222,	Aviation Magazine
Kim Tyler,	SSN: 444-44-4444,	PPN: 444444,	Time Magazine

FOR THE COMMANDER
JOHN J. FORTIN, Colonel, USAF
Director, Information Management

Figure 6.4. Media Ground Rules Sample.

MEDIA GROUND RULES FOR RESTORE HOPE

Transportation can be provided, on a space-available basis, on Restore Hope missions. However, no guarantees of travel or travel dates can be made. Media must be prepared for possibility of return to the U.S. via commercial carrier and should plan accordingly. Additionally, return military flights may not come back to media's U.S. embarkation point; media representatives may have to get home on their own.

Travel on Air Force aircraft is solely for the purpose of showing media representatives how aerial global mobility supports this operation. Media wanting only transport to the area must make commercial arrangements. NOTE: Media must follow PA instructions at all times. If you "break away" from your escort/group at any time while in-theater, the Air Force cannot accept responsibility for logistical arrangements or return travel to the U.S.

You must pack for inhospitable climate, with possibility of no extra support. As a minimum, you will need: Passports, visas (if required), sleeping bag, mosquito netting and spray, comfortable shoes and clothes, spare cash, credit cards, copies of invitational travel orders, and shot records with required immunizations etc.

It's possible that no government meals, lodging, or ground transportation will be provided. Conditions are inhospitable. If available, estimate to spend approximately $150 a day for food and lodging. You are limited to 140 pounds of personal effects and equipment.

Host nation requirements. All host nation requirements must be met by media, i.e. passports, visas, inoculations, etc. Required inoculations are: immune serum globulin, tetanus-diphtheria, oral polio, typhoid, yellow fever, malaria pills and tuberculin skin test on departure and return. Proof of inoculation may be required at interim stops. It is the media's responsibility to request and obtain documents through the embassy or consulate serving their area.

Each traveler must provide the information below and return to the PA Office closest to where you wish to depart from NLT 10 days prior to desired travel date. Please sign below acknowledging that you have read and understand these ground rules and limitations.

NAME_____AFFILIATION_____

POSITION_____ TELE NO:_____

FAX NO:_____

SSN:_____ Passport No:_____DATE OF BIRTH_____

NAME, ADDRESS AND TELEPHONE NUMBER OF NEXT OF KIN:

_____

I UNDERSTAND AND WILL COMPLY WITH GROUND RULES LISTED ABOVE. I UNDERSTAND THAT THE U.S. GOVERNMENT ASSUMES NO LIABILITY OR RESPONSIBILITY FOR MY PERSONAL SAFETY.

(Signature) (Date)

Section 6H— Magazine and Books Support

6.58. Magazines and Books. SAF/PAN and SAF/PA field offices are the points of contact between the Air Force and magazine and book representatives.

6.58.1. SAF/PA Responsibilities. The New York field office (SAF/PANM) generally handles book activities since most publishers have major offices in that city. These responsibilities include:

6.58.1.1. Responding to requests for available material on Air Force subjects.

6.58.1.2. Referring requesters to MAJCOM, FOAs, Air Force record centers and depositories.

6.58.1.3. Coordinating and approving requests for interviews, base visits, and media orientation flights with OASD/PA, Air Staff, MAJCOMs, and FOAs.

6.58.1.4. Screening manuscripts, articles and photographs for technical accuracy, security, and Air Force policy.

6.58.1.5. Marketing Air Force stories about unit or MAJCOM and FOA missions, activities or people.

6.58.2. MAJCOM Responsibilities. SAF/PAN may delegate direct liaison between Air Force and book and magazine representatives to MAJCOM and FOA or unit level (with MAJCOM or FOA coordination and approval) on a case-by-case basis.

6.58.2.1. Overseas MAJCOMs and FOAs are the liaison with foreign magazine and book representatives covering subjects solely within their areas of responsibility. Send all foreign magazine and book representatives' requests for material not available at the overseas location to SAF/PAN for coordination, support, or concurrence. Advise overseas-based foreign magazine and book representatives who request to visit CONUS installations to contact the press office in their respective U.S. embassies. Appropriate MAJCOMs and FOAs are the Air Force focal point for coordination and support after approval by USIA and OASD/PA. Public affairs at every level may support unofficial Air Force authors as they would support civilian writers, and may review submissions for policy and technical accuracy, if requested.

6.59. National Magazine Story Ideas. Placement of solid, mission-oriented stories in the national magazine market are a critical part of the public affairs mission.

6.59.1. Without assigning production goals, MAJCOMs and FOAs encourage public affairs to develop original story ideas for proposal to national and regional magazines. These include trade, technical, fraternal, consumer group, and industrial publications. Stories receive official support

when they satisfy Air Force public affairs requirements; that is, the topic must be related to an operational mission on an AF organization; or it must directly support AF programs.

6.59.2. All public affairs people are encouraged to write for national publications as part of their official duties. On a voluntary basis, writers may prepare articles while on official duty and be credited in print with a by-line. Air Force people may not accept payment for these articles.

6.59.3. Public affairs screens story ideas for accuracy, quality, security and policy. In addition, public affairs is responsible for quality control to ensure the final product presents a professional image. Contact SAF/PANM for assistance in marketing, when appropriate.

6.59.4. Public affairs at all levels may contact or send story ideas or articles directly to national magazine representatives. Inform SAF/PAN of national level media requests.

6.60. Payment and Honoraria for Writing. Air Force military and civilian professionals are encouraged to write for publication. Air Force and civilian professionals are not allowed to receive payment or honoraria for writing produced as part of their official duties. However, they can accept payment and honoraria, for writings that are done off-duty and are unrelated to their official duties. Consult the servicing SJA for more information. Refer to DoD 5500.7-R, Joint Ethics Regulation.

6.60.1. Air Force people must receive the same service from the PA office as all other writers when they write for profit. They must not have access to technical or operational military information not available to all. They must not receive payment for materials their duties require them to provide at no cost.

6.61. Commercial Use of Published Official Air Force Material. Official U.S. Government and contractor-produced unclassified Air Force manuals, symposium papers, and other documents often provide valuable story material for publishers. Excerpts are frequently reprinted commercially. If a publisher requests Air Force documents for this purpose, contact SAF/PAN.

Section 6I—Support for NonGovernment, NonEntertainment VI Productions Other Than News; Contractor VI Productions; and Commercial Advertisements

6.62. Visual Information Policy. See AFI 33-117, Visual Information Management. Per DoD Instruction 5410.15, Air Force assistance, access to installations, equipment, personnel for interviews, photo and video opportunities, and unclassified VI material may be provided when it is considered beneficial to the Air Force and DoD or is in the national interest. The following factors are used to make this determination.

6.62.1. Accuracy in the portrayal of Air Force people, places, equipment, military operations and events.

6.62.2. Information value and enhancement of public understanding of the Air Force, DoD and defense issues.

6.62.3. There should be no explicit or implied Air Force or DoD endorsement of any person, product, partisan or political cause or solicitation of any direct contributions to the selective benefit of any person or organization.

6.63. General Policy Guidelines.

6.63.1. Classified information may not be disclosed, nor classified equipment shown.

6.63.2. Operational readiness must not be impaired. Use of people, equipment and other resources will not interfere with military operations or training.

6.63.3. There will be no deviation from established Air Force safety standards.

6.63.4. Activities of persons being videotaped, filmed, or photographed will be within the scope of their normal duties.

6.63.5. No additional cost will be incurred by the government to provide assistance.

6.63.6. Footage shot with Air Force assistance (or by Air Force members) and released to support a specific production must not be reused for or sold to other productions without Air Force consent.

6.63.7. Air Force VI material cannot be provided exclusively to a particular group, nor can any organization be given preferential treatment.

6.63.8. Since the Air Force cannot compete with commercial sources, Air Force support may be provided only when similar civilian assets are not reasonably available.

6.64. SAF/PA Responsibilities. SAF/PAN evaluates and approves support for national-level, non-government, non-entertainment VI productions. SAF/PAN determines if the VI production meets Air Force and DoD policy and coordinates with OASD/PA. Requests are generally supported when they serve the Air Force interest, meet guidelines in Air Force and DoD directives, and are not prohibited by legal or policy restrictions. When a national production involves more than one MAJCOM, SAF/PAN coordinates assistance to obtain or produce the VI material. SAF/PAN notifies the requester the project is approved; reiterates policy restrictions and arranges for release of stock footage or puts the requester in contact with the right POC.

6.64.1. SAF/PA must approve support for VI productions involving Air Force level contracts.

6.65. MAJCOM Responsibilities. MAJCOMs approve regional and local requests. MAJCOMs review, evaluate and determine support for VI productions judged as having regional and local impact only. Withhold approval until support is coordinated with SAF/PAN if it is believed interest may expand beyond a regional audience. Keep SAF/PAN apprised of MAJCOM-approved projects.

6.66. Unit responsibilities. When contacted by a non-government, non-entertainment group (other than news media) seeking VI support units forward requests through channels with a unit recommendation, if appropriate. Provide normal public affairs assistance in the form of advice or guidance. Take care to ensure no commitment of resources is made without approval.

6.66.1. Units approve requests for assistance from Air Force contractors when the support relates to contract requirements. Contract-associated support should be confirmed with the contract administrator. Requests relating to contractor-sponsored photography outside the scope of the contract must be sent through channels to SAF/PAN.

6.67. Support Procedures:

6.67.1. Non-government, non-entertainment VI productions Other Than News. Productions done by organizations outside the federal government which are primarily intended to inform. These include commercial and nonprofit industrial, institutional, documentary, educational and commercial enterprise productions. The key is these productions are intended to inform.

6.67.1.1. SAF/PA approves support to national level, non-government, non-entertainment VI productions other than news media. MAJCOMs approves support on the local and regional level. Requesters submit the request in writing as outlined below.

6.67.1.1.1. Include detailed description of the desired material stock footage or photography (footage format, amount, etc.); desired receipt date (2 to 4 weeks is normal processing times).

6.67.1.1.2. 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.

6.67.1.1.3. A synopsis or explanation of the product in which the Air Force VI material will be used. Include a treatment, outline, script or story board for the project.

6.67.1.1.4. A description of 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.).

6.67.1.1.5. A statement that the requested VI support cannot be reasonably obtained from commercial or private sources.

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

6.67.1.1.7. A statement that SAF/PAN (or appropriate level) will be given the opportunity to review the final product before release.

6.67.2. Contractor VI Productions. These are products by Air Force and DoD contractors such as annual reports, corporate in-house training videos and promotional/marketing productions.

6.67.2.1. Government contracts often include VI productions which address the contract program. Contractors are responsible for clearing their produced print and electronic promotional, marketing and advertising material before public release. Subjects of material that requires OASD/PA and SAF/PA clearance are listed in DoD Directive 5330.9. Material not requiring OASD/PA or SAF/PA clearance will be cleared at the lowest level competent to evaluate the information.

6.67.2.2. Contractors seeking VI material for a production must certify in writing that funding of the production will not be billed to the government unless the production itself is being done pursuant to a government contract that authorizes such costs.

6.67.3. Commercial Advertisements. These are requests by advertising agencies for Air Force materials or assistance in campaigns designed to sell a particular product, service or company.

6.67.3.1. DoD is prohibited from endorsing or appearing to endorse or selectively benefit any particular product, company or commercial concern. Because of this, the Air Force generally does

not support commercial advertising unless the Air Force uses the product or service being advertised. The requester must show a specific tie between the Air Force and the advertised item. Proof can be via valid contract numbers or other verifiable information which shows their company does in fact provide the advertised goods or services to the Air Force. Any request for Air Force support for a commercial advertisement must be coordinated through SAF/PAN. In all cases, a proposed advertisement must meet the policy guidelines and the following:

6.67.3.2. Must be factual and in good taste.

6.67.3.3. Must be of some benefit to the Air Force (informational value, enhancement of public understanding, etc.)

6.67.3.4. Must not state or imply Air Force endorsement or preference of one product over another. Such terms as "government approved" or "Air Force certified" must not be used.

6.67.3.5. Must not compare the relative merits of current weapons or weapons systems.

6.67.3.6. Must not refer to the economic impact of a proposed continuation or cancellation of a defense contract.

6.67.3.7. Must not reproduce the Air Force seal or any of its parts, except as authorized by Air Force Manual 37-126, Preparing Official Communications.

6.67.3.8. Active duty Air Force military and civilian personnel may not use their title or position to: Endorse commercial products, services, or activities; assume responsibility for advertising claims; or obtain personal gain.

Section 6J—Support for Non-Government Entertainment Productions

6.68. Television, Motion Picture, Other Entertainment Productions. This section covers policies and procedures governing Air Force assistance to non-government, theatrical and television motion pictures, television mini-series, network, cable, syndicated television, or direct video release productions that are primarily entertainment-oriented.

6.68.1. Policy. DoD Instruction 5410.16, DoD Assistance to Non-Government Entertainment-Oriented Motion Picture, Television and Video Production, authorizes assistance to an entertainment-oriented motion picture, television or video production when cooperation benefits DoD or when this would be in the best national interest, based on consideration of the following factors:

6.68.2. Production Restrictions. The production must be authentic in its portrayal of actual persons, places, military operations, and historical events. Fictional portrayals must depict a feasible interpretation of military life, operations and policies.

6.68.2.1. The production is of informational value and considered to be in the best interest of public understanding of the U.S. Armed Forces and DoD.

6.68.2.2. The production may enhance the U.S. Armed Forces recruiting and retention programs.

6.68.2.3. The production should not appear to condone or endorse activities by private citizens or organizations when such activities are contrary to U.S. Government policy.

6.69. General Information. In addition to guidelines listed, the following policies apply to entertainment projects.

6.69.1. The production company must reimburse the Air Force for any additional expenses incurred as a result of assistance rendered. The Air Force organization that owns the resources expended or equipment involved during assistance should present its bill to the production company through the SAF/PANE project officer.

6.69.2. Diversion of equipment, personnel and material resources from normal Air Force locations and operations must be kept to a minimum and must not interfere with military operations.

6.69.3. All government property and facilities used in the production shall be restored by the production company to the same or better condition as when they were made available for the company's use.

6.69.4. Before filming, the production company must provide proof of adequate industry standard liability insurance. A certificate of insurance provides evidence of insurance by studios for damages to the Air Force. A minimum of $1 million is standard.

6.69.5. The production company must also sign a "Hold Harmless Agreement" (sample in DoDI 5410.16, DoD Assistance to Non-Government Entertainment-Oriented Motion Picture, Television and Video Production, which releases the government from liability in case of accident, injury or loss of property in connection with Air Force assistance to the project. Before filming, "Hold Harmless Agreements" must be signed for each installation or command used as a location.

6.70. Support and Approval. Pending final approval of Air Force cooperation, public affairs officers at all levels may provide producers information or suggestions and access for unclassified technical research. Public affairs must make it clear that interim help does not commit the Air Force to final cooperation or approval of the project.

6.70.1. OASD/PA Responsibilities. OASD/PA is the sole authority for approving DoD assistance to non-government motion picture, television and video productions.

6.70.2. SAF/PA Responsibilities. SAF/PAN is the OPR for obtaining final approval on cooperation and support to be provided. SAF/PANE reviews the request, coordinates with MAJCOMs and makes a recommendation to OASD/PA. Before a producer officially submits a project to OASD/PA, SAF/PANE may provide advice and assistance which might ultimately qualify the project for support. However, no premature commitments may be made. SAF/PANE also sends the producer a copy of DoDI 5410.16, DoD Assistance to Non-Government Entertainment-Oriented Motion Picture, Television and Video Production.

6.70.3. MAJCOM Responsibilities. MAJCOMs review requests and make recommendations to SAF/PANE, to include MAJCOM and local unit ability to support. MAJCOMs ensure required documents are accomplished for their units before filming is allowed.

6.70.4. Unit Responsibilities. If initially contacted by a representative from the entertainment industry (to include TV and motion picture companies and city and state film commission offices), the unit should contact SAF/PANE before agreeing to anything. If contacted by SAF/PA or MAJCOMs concerning projects already under SAF/PANE review, units should advise MAJCOMs of their ability to support.

6.70.5. Track news queries and coverage resulting from participation for lessons learned, with an eye to potential opportunities or pitfalls in the future.

6.71. Production Company Responsibilities. Production Company Responsibilities. The producer's formal letter requesting support should be directed to Defense Visual Information, American Forces Information Service, 601 North Fairfax, Alexandria, VA, (703) 428-0632 or DSN 328-0632. DVI coordinates review with the appropriate services. The request should include:

6.71.1. A letter describing the proposal to produce a specific motion picture, television program or video product, stating the project objectives and identifiable benefits for DoD.

6.71.2. Statement acknowledging the producer has read and agrees to abide by DoDI 5410.16, DoD Assistance to Non-Government Entertainment-Oriented Motion Picture, Television and Video Production.

6.71.3. Five copies of the script for review and evaluation.

6.71.4. A detailed list of requirements. If not yet known, requirements should be stated in general terms.

6.72. Script Review Procedures. SAF/PANE reviews the request and determines initial support feasibility and, when necessary, coordinates with appropriate Air Staff agencies and MAJCOMs. Any comments, changes or problems are resolved by SAF/PAN and recommendation for approval or disapproval is sent to OASD/PA.

6.72.1. Support authorized will be communicated to the producer by OASD/PA or SAF/PAN.

6.72.2. If original request submitted was not complete as far as final scripting or specific support requirements, these must be coordinated and approved by SAF/PAN and OASD/PA.

6.72.3. When assistance has been provided for a production, the production company must arrange for an official DoD screening in Washington, DC before public release.

6.73. Use of Air Force People as Extras. Air Force people who appear in non-government VI productions (non-news) must do so voluntarily, whether on duty or off duty.

6.73.1. If they are performing normal duties during the time of the production, the airmen are said to be on duty and cannot be paid by the producer, but they are not required to participate.

6.73.2. If they are not performing normal duties while taking part in the production, they must be off duty. They may then negotiate with the producer for pay for their services. Payment should be consistent with current industry standards.

6.73.3. The producer is responsible for resolving any disputes with unions governing the hiring of non-union actors and extras.

6.74. Individual Participation in Radio and Television Programs. Air Force members may appear on radio or television programs when such appearance does not detract from the dignity and prestige of the Air Force. Exercise care to make sure a sponsor's product or business practices do not reflect adversely on the Air Force.

6.74.1. Air Force members must not endorse commercial products, services, or activities, either directly or by implication. However, a formal disclaimer of endorsement is not necessary in a radio or television broadcast.

6.74.2. The program is devoted entirely to observing a national holiday, or is dedicated to the armed forces or a particular service.

6.74.3. The program is local and originates entirely from a military installation.

6.74.4. The appearance of Air Force personnel is for a purpose that has no commercial counterpart, or that contributes to a specific Service interest.

6.74.5. The program supports national interests.

6.74.6. Members may appear when they are newsworthy in their own right, or when appearing as an Air Force official to provide information on Air Force subjects to the listening or viewing audience.

6.74.7. Members may appear on an audience participation program without prior clearance of their remarks.

6.74.8. Before Air Force members appear on a radio or television entertainment program, or to represent their own views, their unit, MAJCOM or FOA public affairs offices, and SAF/PAN will determine whether it is appropriate to wear the uniform. Each case must be considered individually.

6.74.9. In all cases the appearance must be coordinated with the proper public affairs office. SAF/PAN may grant exceptions to the above rules.

Chapter 7

CRISIS COMMUNICATION

Section 7A—Purpose, Objectives and Planning

7.1. Purpose of Crisis Communication. Building, maintaining, and strengthening trusted counsel to leaders, airman morale and readiness, and public trust and support is critical during crisis communication. Crises usually occur without warning. Public affairs must be ready to provide leaders with recommended courses of action to provide target audiences with accurate information. Expeditionary Public Affairs demands trained professionals have the skills to engage the media to keep airmen and the public informed during crises.

7.2. Objectives of Crisis Communication.

7.2.1. Establish procedures which prepare public affairs to handle any crisis communication issue.

7.2.2. Provide public affairs rules of engagement for the proper release of information during crises.

7.3. Planning and Preparation. MAJCOMs and FOAs must prepare comprehensive public affairs accident plans, or supplements to this instruction, for both nuclear and non-nuclear accidents. These plans must include provisions for adequate personnel, administrative, communication, and logistical support for a nuclear accident or incident IRF. Plans must agree with AFI 32-4001, Disaster Preparedness Planning and Operations, which establishes requirements for local responses, and AFI 91-204, Investigating and Reporting U.S. Air Force Mishaps which describes mishap investigation management after initial response. MAJCOM, FOA and DRU public affairs should coordinate with SAF/PA when activating accident plans. Base level public affairs offices should coordinate with the appropriate MAJCOM, which will notify SAF/PA.

7.3.1. Unclassified Information. It is Air Force policy to give the public unclassified information on all activities subject to the guidance in paragraph **7.6.** Provide free, accurate and timely release of news--good and bad--to recognized news media. Promptly release unclassified facts about accidents and incidents, including near misses or missing aircraft, consistent with national security responsibilities.

7.3.2. Classified Information. Federal law and Executive Order 12356 require protection of classified information. Air Force people must protect classified information against compromise as required. The on-scene commander, with the advice of the security police representative, will provide initial guidance to the PA representative when it is determined classified information is involved. However, there are limits to Air Force authority at an accident site, particularly away from Air Force installations. Civilian police enforce Federal, State, and foreign criminal law.

7.4. Requirements Explained.

7.4.1. Media Operations Center. Establish a centrally located media operations center (MOC), as needed, for news media representatives. Do not collocate the media center and the PA office. The MOC must have enough commercial lines to serve anticipated media representatives, plus at least one commercial line for PA personnel only. Consider having several computer modems available, fax machine, and additional telephone lines to accommodate media requirements.

7.4.2. Straight Talk Center. Establish a Straight Talk Center to provide base personnel with an authoritative point of contact for current, accurate information about the status of any disturbance, and the command's actions. PA personnel and augmentees will perform such tasks as preparing fact sheets, messages for automatic telephone answering devices (if used), and news articles for base newspapers. Also, make updated statements available to base telephone operators.

7.4.2.1. Publicize the existence of the Straight Talk Center both before and during an on-base disturbance by the internal information program, newsletters, base bulletins, and meetings of equal opportunity and human relations councils.

7.4.2.2. Straight Talk Center must have enough telephone lines to provide at least one dial-out only line (Class A), plus at least one with direct commercial dial-out capability for PA personnel. When available, use answering service systems incorporated into base telephone exchange facilities for the Straight Talk Center's automatic answering service.

7.4.3. Initial Response Force (IRF). Because media often arrive at off-base accidents before the IRF, include a PA person in that IRF. This individual must be prepared to aid in safeguarding classified information from the media within legal and policy bounds.

7.4.4. National Defense Area (NDA). An NDA is the temporary establishment in the United States of Federal areas for the protection or security of DoD resources (50 U.S.C. 797). If the off-base site is designated as an NDA, support news media representatives as on a military installation. Brief the media on appropriate disclosable information during a nuclear accident or incident and the procedures to be followed, such as escort requirements.

7.4.5. Jurisdiction. In the United States, public affairs officers must respect the jurisdiction and interests of all concerned government agencies at national, state, and local levels to include additional coordination which may be required with the Departments of Justice and State, Federal Bureau of Investigation (FBI), and Federal Aviation Administration (FAA).

7.4.6. Transportation Requirements. Mobility is vital during a disturbance. The public affairs officer must request sufficient radio-equipped vehicles for on-base internal information program support and vehicles for media through the base disturbance contingency plan. Certify PA personnel to drive these vehicles.

7.4.7. Additional Duties. Do not assign PA personnel to other operational duties during a natural disaster, on-base disturbance, crisis situation, accident, or serious incident.

7.4.8. Installations Without Public Affairs Officers. Major commands and FOAs must ensure that commanders of units without primary duty public affairs officers understand the need to release accident information to the news media on a timely basis.

7.4.9. Crisis Notification. Report operational incidents or events using OPREP-3. Ensure command post procedures exist to notify public affairs duty officers of known or suspected incidents or events. PA organizations at all levels must ensure that local command post procedures exist to notify the PA duty personnel of a known or suspected incident. To confirm notification, inform the PA duty officer at the next higher level of command of the incident.

7.4.10. Overseas Precedence. When instructions or plans of a unified command conflict with this instruction in procedural detail (such as naming a release authority for confirming a nuclear accident) or with host nation sensitivities, use the unified command plan.

7.4.11. Exemption from MINIMIZE. When disturbance contingency plans are implemented, the commander may impose MINIMIZE to reduce the flow of voice and message traffic. Requirements in MINIMIZE instructions must include exemption of disturbance of PA voice and message traffic. These exemptions allow the public affairs officer to meet the rapid response requirements of SAF/PA and OASD/PA.

Section 7B—Crisis Procedures and Release of Information

7.5. Procedures. In significant weapon system mishaps, Public Affairs should be in place at the PA office, the accident scene, and the installation command post.

7.5.1. When the accident occurs off the installation in an area accessible to the media, a PA person must arrive at the site at the same time as the OSC and the IRF. Public Affairs officers must ensure unit contingency plans include transportation to the accident site.

7.5.2. Regardless of location, establish communication at once between the on-scene PA representative and those at the installation. This permits Public Affairs at the site and those at the PA office to coordinate information for release on a timely basis.

7.5.3. The host Public Affairs office must establish procedures to notify a tenant unit commander of any follow-on PA actions in accidents involving that commander's resources.

7.5.4. In accidents or incidents likely to require public affairs support for extended periods of time, or likely to exceed the capabilities of the responsible PA office, public affairs should:

7.5.4.1. Set up a 24-hour news media operations center. If other federal, state, and local response force public affairs officers are on scene, the media center should be a joint operation.

7.5.4.2. Give Air Force news releases about the accident to state, local, or other officials responsible for informing the public and media, or who need the releases for any other purpose.

7.5.4.3. Anticipate public concerns and issue news releases before such concerns distort public perceptions.

7.5.4.4. Ask the next higher PA echelon for additional people and equipment if needed.

7.5.4.5. Have each PA staff member record media, and public queries on AF Form 39, Response to Query .

7.5.4.6. Use a central log to record: Time of accident, important developments, time of releases, policy received from higher PA echelons and how or when it was implemented, and thumbnail sketches of most significant queries and events.

7.5.4.7. Alert switchboard operators to direct all news media and public calls to the media center.

7.6. Release of Personal Information. This section provides guidelines for the release of personal information about victims of accidents, incidents, disturbances, and disasters.

7.6.1. Names of Survivors. Generally, release the names of all survivors immediately. Make releases quickly, to relieve the fears of people with kin in the accident, and also to ease the concern of families and friends of other individuals flying similar aircraft or on similar duty in the vicinity.

7.6.1.1. Report information on survivors who are believed to be in immediate danger of dying as survived but in critical condition. Public affairs must ensure releases do not invade the personal privacy of the victims or relatives (see AFI 37-132, Air Force Privacy Act Program).

7.6.1.2. If, in the judgment of the commander, releasing survivors' names would reveal the identity of deceased individuals prior to next of kin notification (in the case of crew members known by their families to customarily fly together, for example), the survivors' names may be withheld. Do this only when the potential for the next of kin deducing their loss through news stories about the survivors is so strong that the circumstances clearly warrant leaving other families in suspense.

7.6.2. Names of People Aboard Aircraft Missing or Presumed Lost. When an Air Force aircraft, including a contract or charter flight, is officially declared missing or crashes in a remote area, the PA office at the departure base will release the names of passengers and crew to news media individually, as the next of kin are notified. This should not delay the announcement that the aircraft is missing.

7.6.3. Names of Persons Admitted to Military Medical Facilities. Releasable information includes: admission; a general statement of condition (fair, good, serious, stable, critical, conscious, semiconscious, unconscious), as determined by a physician, and the information outlined above. Do not release the specific injury or illness, or other detailed medical information, without the patient's expressed approval. Do not release the names of minor children injured or involved in accidents.

7.6.4. Names of Deceased. The responsible installation public affairs office releases the names of people killed in Air Force accidents according to the following rules:

7.6.4.1. Do not release the names of people killed until next of kin have been notified.

7.6.4.2. When a military accident in a civilian community causes significant property damage or civilian loss of life, the commander may release the names of Air Force members killed in the accident before their next of kin have been notified. This is only done when, in the judgment of the commander, the needs of the public outweigh any potential distress of the victim's next of kin. This may be necessary when the commander needs to immediately reassure the community the Air Force members were well qualified and experienced, or when civilian authorities need information on the members to identify the accident victims' remains.

7.6.4.3. Releasable information includes gender; Air Force Specialty Code (AFSC); military grade and rank; civilian grade; military base pay and all allowances except Basic Allowance for Housing (BAH); civilian gross salary; current and past assignments; date of rank (DOR); extended active duty (EAD) date; pay date; source of commission; Professional Military Education (PME); military awards and decorations; duty status, attendance at technical, scientific, or professional meetings; and in the case of key personnel, biographies and photographs.

7.6.4.4. Home of record is normally releasable. Consult with the local staff judge advocate (SJA) before release.

7.6.4.5. Non-releasable information includes home address; home telephone number, date of birth; marital status; number and gender of family members; civilian education degree, and year of graduation; and civilian awards, or race. If in doubt, consult the local SJA.

7.6.5. Release of Information When More Than One Service Is Involved. In joint exercises or operations, the joint command public affairs officer is responsible for all PA actions. In all other cases, if circumstances permit, the parent service of the involved aircraft or vessel makes the initial announcement of the accident. If this is not feasible because of location or time constraints, any other service

directly involved may assist media as necessary, including release of facts. The responding service must keep the parent service PA informed. Once an official statement is released by the parent service, other services involved may release a full description of their own participation, such as rescue or disaster relief activities.

7.6.5.1. Release specific casualty information according to parent service's regulations. Names and numbers of casualties are released by the service to which the casualties belong. When time does not permit and facts are obvious to the public, any other service involved in the operation may announce, when queried, only the number of dead, number of survivors, and number of injured. If possible release all services' casualty names simultaneously.

7.6.6. Names of Foreign Nationals. When a foreign national (other than a locally hired employee) is an accident casualty while under Air Force auspices, Air Force officials will not release the name without host nation coordination and confirmation that next-of-kin notifications have taken place. When the foreign national is locally employed by a host nation agency, that agency's rules take precedence. Overseas MAJCOMs must develop policy for releasing names of local national U.S. Air Force employees injured on duty.

7.6.7. Key U.S. and Foreign Government Persons. Because of national and international interest and implications, carefully coordinate the release of casualty information concerning key U.S. Government personnel or equivalent rank foreign government visitors. When the following key persons are killed, injured, or listed as missing while on an Air Force installation or traveling in an Air Force vehicle or aircraft, notify OASD/PA press desk for public announcement by the White House Press Secretary:

7.6.7.1. The President of the United States

7.6.7.2. The Vice President of the United States

7.6.7.3. Speaker of the House of Representatives

7.6.7.4. President Pro Tempore of the Senate

7.6.7.5. Members of the Cabinet

7.6.7.6. Foreign visitors of political or royal rank equivalent to the above list of U.S. officials, and chiefs of foreign military services

7.6.7.7. U.S. Senators

7.6.7.8. U.S. Representatives

7.6.7.9. Secretaries of the Military Departments

7.6.7.10. The Joint Chiefs of Staff

7.6.7.11. Commanders of unified and specified commands

7.6.7.12. Federal Government department heads

7.6.7.13. The installation PA office withholds casualty information on the following officials until OASD/PA approves. Other military officers and civilian employees in the grades of Lieutenant General, GS-18, Senior Executive Service Precedent Priority Code DV4, and above. (SAF/PA may authorize releasing casualty information before securing OASD/PA approval if specific

by-name queries are received. Only do this when OASD/PA approval is not available in time to meet immediate needs.)

7.6.7.14. When it is necessary to telephone OASD/PA directly about releasing casualty information on key personnel, send an immediate confirmation message to OASD/PA, with SAF/PA and any intermediate headquarters as information addressees. Coordinate with the U.S. Embassy or Consulate to ensure the host government is notified of accidents occurring outside the United States.

Section 7C—Controlling Photography

7.7. On U.S. Military Installations During Crises. If no classified material is exposed, the commander will permit news media photography.

7.7.1. Classified Material. If classified information or materials are exposed and cannot be covered or removed immediately, media or visitors will not be allowed to photograph or videotape in the area. The appropriate agency will cover exposed classified objects and information in order to allow escorted media to photograph or videotape the site. The commander and public affairs will:

7.7.1.1. Notify media or visitors of any restrictions with regard to what can and cannot be filmed in a given area or activity or, of the situation. Bar or restrict media and visitors from sensitive sites or activities.

7.7.1.2. Immediately notify security forces of suspected photography of classified material by media or visitors. Security forces will confiscate film and videotape and provide a receipt for any film or videotape seized. Do not detain the media or visitor.

7.7.1.2.1. Coordinate closely with command officials to confirm the existence of classified information on the seized film or videotape, review the film and return all portions that do not contain classified information.

7.7.1.3. Immediately notify the local Air Force Office of Special Investigations (AFOSI) for its determination as to whether an AFOSI investigation is warranted if it is determined that:

7.7.1.3.1. The film contains classified information and in some cases, AFOSI will develop and review the film, and will handle further necessary coordination on processing classified information. AFOSI will review and electronically edit classified information from the videotape.

7.7.1.3.2. If it appears there was an intent to deliberately film or videotape 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 should immediately report the above actions to OASD/PA, through normal PA channels.

7.8. Accident Photographs. Public affairs may not release official Air Force accident photographs that show classified information, bodies, or parts of bodies. It does not mean the presence of bodies is in itself a reason to prohibit media photography.

7.9. Control of Photography at an Off-Base Location in the United States and its Territories. The authority of PA personnel, on-scene commanders (OSC), accident 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.

7.9.1. The senior Air Force representative at the scene must find out, as soon as possible, if there is any identifiable classified information present.

7.9.2. If no classified information is exposed, or if it has been covered or removed, the senior Air Force representative authorizes media photography.

7.9.3. 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 them taking pictures without permission may violate federal law and, if possible, identify them for future investigative purposes if they persist.

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

7.9.4.1. Explain the situation and ask the media to cooperate.

7.9.4.2. Explain federal law prohibits photography when official permission is expressly withheld (18 U.S. Code 795 and 797).

7.9.4.3. Do not use force if media representatives refuse to cooperate unless declared an NDA. If photographs are taken after a warning is issued, Air Force officials must ask civilian law enforcement authorities to stop further photography of the exposed classified information, and to collect all photographs (including exposed and unprocessed film).

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

7.9.5.1. Immediately contact the managing editor or news director of the newspaper, magazine, or television station employing the photographer.

7.9.5.2. Explain the situation.

7.9.5.3. Request the return of videotape or film having suspected classified information.

7.9.5.4. Explain failure to return the material to military authorities violates federal law (18 U.S. Code 793(e), 795,797).

7.9.5.5. Review videotape and film turned over to the Air Force.

7.9.5.6. Report the action by telephone and follow-up message, when such contact is made, through normal PA channels to OASD/PA.

7.10. Liaison With Media. Accidents 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 disturbance. When this is done, the OSC must coordinate media access to the accident site with civilian officials.

7.10.1. 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 personnel do not have authority to physically restrict movement of media representatives.

7.11. Control of Photography Off-Base in a Foreign Country. Air Force officials at the scene must comply with status of forces agreements, the laws of the host nation, and other instructions of the unified commander responsible for that area. Overseas MAJCOM commanders will publish supplements to this instruction that state policy on relations with media at accident sites.

Section 7D—Aircraft and Missile Accidents -- Non-nuclear

7.12. Initial News Release. Write a news release within an hour after notification of an accident. The release should include as much of the following information as possible. Note: If all the information listed below is not available, release the information you have. Refer to **Figure 7.1.**. through **Figure 7.3.**

7.12.1. A general description of the type of accident (crash, mid-air collision, etc.).

7.12.2. The time and location.

7.12.3. The aircraft's or missile's departure point and destination (unless that information is classified or foreign country sensitivity precludes release).

7.12.4. The number of crew members and passengers aboard.

7.12.5. The type of aircraft or missile. Withhold this information if the aircraft or missile is an experimental type that has not been publicly announced or is on a classified mission and an exact description would reveal the nature of that mission. In these cases, release a general description (for example: "...an Air Force jet aircraft...").

7.12.6. Release unclassified facts about the mission the aircraft and crew were on when the accident occurred. Avoid non-descriptive phrases, such as "on a routine training flight." Instead, describe the purpose of the flight (for example: the specific training involved) and give as many facts about the mission as security permits.

7.12.7. A board of officers will investigate the accident. See paragraphs **7.13.** through **7.15.** for guidance on answering queries about this board's findings and the cause of the accident.

Figure 7.1. Aircraft Accident --Traveling Point To Point, News Release Sample.

United States Air Force News Release
(UNIT NAME) PUBLIC AFFAIRS
(BASE NAME) AFB (STATE) (ZIP CODE)
(Phone number)

Release No. (XXXX-XX-X)
(Date)

(Title)

(BASE NAME) AIR FORCE BASE, (State) -- An Air Force (B-52, C-141, etc.) (bomber, cargo plane) crashed about (time) today (near) (at) (location). The aircraft was en route from (departure base) to (destination) on a (description of mission). The plane was assigned to (name) Air Force Base, (state or country). It carried (number) people. Their conditions are unknown at this time, (or, there were survivors, but details are not known at this time). The name(s) will be released upon notification of next-of-kin.

A board of officers will investigate the accident. As soon as additional details become available they will be provided.

(NOTE: This release may be modified for other types of accidents)

Figure 7.2. Aircraft Accident -- Operating Out of One Base, News Release Sample.

United States Air Force News Release
(UNIT NAME) PUBLIC AFFAIRS
(BASE NAME) AFB (STATE) (ZIP CODE)
(Phone number)

Release No. (XXXX-XX-X)
(Date)

(Title)

(BASE NAME) AIR FORCE BASE, (State) -- An Air Force (F-16C, MH-53) (jet fighter, helicopter) crashed about (time) today (near) (at) (location). The aircraft was from (name) Air Force Base, (state or country). At the time of the accident, it was (describe the mission). (Number) people were on board. Their conditions are unknown at this time (or there were survivors, but details are not known at this time). The name(s) will be released upon notification of next-of-kin.

A board of officers will investigate the accident. As soon as additional details become available they will be provided.

(NOTE: This release may be modified for other types of accidents)

Figure 7.3. Aircraft Accident -- Hazardous Material, Classified Cargo or Weapons, News Release Sample.

United States Air Force News Release
(UNIT NAME) PUBLIC AFFAIRS
(BASE NAME) AFB (STATE) (ZIP CODE)
(Phone number)

Release No. (XXXX-XX-X)
(Date)

(Title)

(BASE NAME) AIR FORCE BASE, (State) -- A United States (type aircraft or other transport) carrying (hazardous material, classified cargo, or unarmed nuclear weapon or weapons) (crashed, or other circumstances) approximately (location) at (time) today.

The public is restricted from entering the area, which is under surveillance by guards, to preclude any remote possibility of hazard from the (accident, conventional high explosive detonation) and to aid removal operations.

A board of officers will investigate the accident. As soon as additional details become available they will be provided.

(NOTE: This release may be modified for other types of accidents)

7.13. Accident Investigations. Commanders and PA representatives must not speculate about the possible causes of the accident, even if the cause seems obvious. If pressed by a reporter, explain only an accident board is qualified to determine the causes. Explain the processes for the safety investigation board and the accident investigation board. The SIB report is not releasable. The AIB report is releasable.

7.14. Safety Investigation Board (SIB). SIBs are conducted to prevent future mishaps. Safety investigations take priority over accident investigations because of the need to quickly assess the impact on a

weapons system's ability to fulfill its national defense role. The SIB convenes within days of the mishap and has approximately 30 days to return its assessment. Safety investigators are given wide-ranging freedoms to assist in quickly moving to conclusion. For example, SIBs have the authority to take testimony under promise of confidentiality and to deliberate on causes and recommendations without bearing a substantial burden of proof. The SIB's conclusions reflect the best professional judgment of the board members. SIB members are specifically selected because of their intimate familiarity with the maintenance, operation, employment roles and mission of the weapon system involved in the mishap.

7.14.1. The SIB report is in two parts. The first part is factual and passed to the Accident Investigation Board to be incorporated into its report in its entirety. The second part is privileged, meaning it is to be used solely for mishap prevention and is restricted from release outside the Air Force. The privileged portion contains testimony taken under promise of confidentiality; private individual medical material and a record of the SIB's deliberations.

7.14.2. If a media representative requests the SIB report, direct the representative to the convening authority of the accident investigation. Tell the requester the releasable portions of the SIB report are in the AIB report. If no accident investigation was conducted, media representatives may apply in writing to AFSC/IMR, 9700 Avenue G, SE, Suite 235A, Bldg. 24499, Kirtland AFB NM 87117-5670, for a copy of the releasable information. Findings, including determination of causes and recommendations, will not be in the material released. Reports generally are not available until 60 to 90 calendar days after an accident.

7.15. Accident Investigation Board. The AIB is also appointed immediately and begins its investigation as soon as it can do so without interfering with the SIB. The board president is a senior pilot, and the other team members are a maintenance expert, flight surgeon, judge advocate and any other needed specialists. The AIB begins its investigation by reviewing the factual information from Part 1 of the SIB report and building on it to determine the cause of the accident. The AIB re-interviews all witnesses and performs any additional testing required. The AIB report includes the board president's opinion about what caused the mishap, using a "clear and convincing evidence" standard. If there is insufficient evidence to meet that high standard, the report will describe the factors believed to have contributed to the accident. After the report is approved, if there are fatalities in the mishap, the families of the deceased or any injured victims are briefed privately prior to public release. For more information see AFI 51-503, Aircraft Accident Investigations.

7.15.1. The AIB report is releasable to the public. The report is completed and released in approximately 60 to 90 days. This timeline allows for technical review, coordination, approval by the convening authority (MAJCOM CC) and a briefing to family members, if applicable. If a press conference is held, the AIB president serves as the Air Force spokesperson and is available to answer questions.

7.15.2. Refer requests for accident information or for copies of the AIB report to the convening authority. The convening authority is the MAJCOM to which the aircraft is assigned. For ANG units the AIB is handled by the gaining command.

7.15.3. Coordinate with MAJCOM PA for local release of the AIB report.

Section 7E—Disturbances and Crises

7.16. On Base Disturbances. Disturbances, such as protests and marches, due to social, political, or economic unrest, can occur on any Air Force installation. Public affairs must ensure their actions do not aggravate the existing situation. Public affairs also must ensure all actions are in close coordination with security forces activities. In overseas areas, ensure PA activities during on-base disturbances conform to policies and directives established by the unified or specified commander and the country team.

7.16.1. Release Authority. The local commander is the release authority. Higher headquarters may issue public affairs guidance. See **Chapter 6** for media guidance. See **Figure 7.4.** for sample news release.

7.16.2. Commander's Responsibilities.

7.16.2.1. Adequately staff the PA office to provide required support during a disturbance, including authorized augmentation, where needed, to assist PA personnel.

7.16.2.2. Meet with internal and external media when needed.

7.16.2.3. Record a message for the Straight Talk Center's telephone answering machine.

7.16.2.4. Conduct on-base town hall meetings or other open forums to quiet fears of non-participants and to help stabilize the situation.

7.16.3. Public Affairs Responsibilities.

7.16.3.1. Situation Report (SITREP). Send SITREP to MAJCOM PA as warranted. Continue reporting during emergency conditions; priority precedence. Continue reporting during MINIMIZE. SITREP includes:

7.16.3.1.1. Base facilities involved and how affected.

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

7.16.3.1.3. Number of PA augmentation forces requested or in place.

7.16.3.1.4. Assessment of impact on base personnel, including information about previous similar incidents.

7.16.3.1.5. PA actions already taken and known or anticipated media interest.

7.16.3.2. Deploy to Disturbance Area. Public affairs will deploy with the on-scene response force to provide liaison between the disturbance area and the PA office.

7.16.3.3. Activate and operate the Straight Talk line.

7.16.3.4. Media Actions.

7.16.3.4.1. Activate and operate Media Operations Center.

7.16.3.4.2. Respond to local media. Release information about the crisis as soon as it is available.

7.16.3.4.3. Initial News Release. The initial news release must include the nature and background of the disturbance, numbers of personnel involved, damage or injury estimates, command actions, and a statement that the cause is being investigated.

7.16.3.4.4. Escort Media.

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

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

7.16.3.5. After-Action Report. Provide an after-action report to MAJCOM within 7 days after the end of the disturbance. Report should contain a chronology of PA actions, problems encountered, community relations aspects, and lessons learned.

7.17. Crisis Incidents. A crisis incident is characterized by violence and the intended purpose. Crises may include, but are not limited to, the use or threatened use of automobile, luggage or parcel explosives; land mines; fire bombs; poisons; environmental terrorism; ambush killings and assassinations; taking of hostages; kidnapping; hijacking; theft of weapons; armed robbery; mass demonstrations; sabotage; and a multitude of other forms of violence. Public affairs should follow the same procedures established for on-base disturbances.

7.17.1. Crisis Management Forces. There must be no discussion of tactics, unit or personnel identification, locations, or equipment of these forces. For this reason, it is a DoD policy to disapprove media requests for interviews, videotaping, and coverage of training for crisis response forces. Beyond confirming that: "DoD has trained forces and equipment to cope with crisis situations," there will be no further comment unless specifically authorized by OASD/PA after coordination with other government agencies. Refer queries beyond the scope of these responses to SAF/PAM for coordination.

7.17.2. Crisis Statements. During crisis incidents, it is essential U.S. Government representatives in Washington DC, and the Air Force on-scene spokespersons speak with one voice. For proposed responses to media queries, prior coordination is mandatory with relevant local or foreign authorities and the Joint Chiefs of Staff (JCS) (through SAF/PAM to OASD/PA). Overseas, host governments have primary responsibility for managing crisis incidents that involve U.S. citizens or property, including possible attacks on U.S. Government organizations.

7.17.3. Interviews. Refer interview requests to SAF/PAM. Discourage live broadcasts that could reveal tactics, eliminate the element of surprise, or endanger lives.

7.18. Chemical or Biological Material. If an accident involves chemical or biological material, release information according to AFI 32-4001, Disaster Preparedness Planning and Operations. The release must also comply with more specific instructions given in movement and operations plans or orders, and DoD or overseas unified command policies that apply.

7.19. Near Mid-Air Collision. In case of a near mid-air collision that is of more than local public affairs significance, advise higher headquarters of the details and the PA situation. Include any actual or proposed responses to queries. MAJCOMs and FOAs must decide whether SAF/PAM should be advised. Responses to news media queries at any level should be coordinated with the appropriate FAA office.

Figure 7.4. On-baseDisturbance Sample News Release.

United States Air Force News Release
(UNIT NAME) PUBLIC AFFAIRS
(BASE NAME) AFB (STATE) (ZIP CODE)
(Phone number)

Release No. (XXXX-XX-X)
(Date)

(Title)

(BASE NAME) AIR FORCE BASE, (State) – Special control measures were activated here because of a (minor, major) disturbance, (name), base commander, said today. The situation is (use phrase best describing status: under control, being contained, being resolved, etc.)

There were (no, minor, major) personal injuries and (no, minor, major) property damage. (No one, or give numbers of persons) was/were taken into custody. (Further amplification may be given if desired).

The cause of the disturbance is being investigated.

Section 7F— Nuclear Weapons

7.20. Policy for Information Releases After Nuclear Accidents and Incidents. DoD policy is to establish efficient and effective procedures for release of information to the public in the event of nuclear accidents or incidents. However, procedures must be consistent with the policy of neither confirming nor denying the presence or absence of nuclear weapons at any specific location.

7.21. U.S. Initial Public Affairs Responsibility. In the United States and its territories and possessions, OASD/PA retains initial public affairs responsibility for nuclear weapon accidents and significant incidents. In overseas areas, unified commanders, in coordination with OASD/PA, have this responsibility, with the exception of losses, thefts, or seizures.

7.22. Neither Confirm Nor Deny (NCND). The presence of nuclear weapons or radioactive nuclear weapon components at any specified location must not be confirmed or denied, except for the following exemptions.

7.22.1. Exception for Public Safety. In the interest of public safety in the United States and its territories and possessions, confirmation of nuclear weapons or radioactive nuclear weapon components may be made by any OSC. The deputy director of operations, National Military Command Center, also may invoke this exception to policy before the OSC arrives, based on available information and coordination with the Air Force Chief of Staff, or designee. Notify public authorities in a timely, candid manner to enable them to take public safety actions. Notification is required if the public is or may be in danger of radiation exposure or any other danger posed by the nuclear weapon or radioactive nuclear weapon component. Make confirmation promptly when protective action or evacuation of civilians may be required. These actions may include releasing statements to news media to expedite public safety procedures. Advise SAF/PAM and OASD/PA as soon as practicable when confirmation is made directly by the OSC or Deputy Director of Operations, National Military Command Center.

7.22.2. Exception To Prevent Public Alarm. To reduce or prevent widespread public alarm in the United States and its territories and possessions, the OSC may issue an official statement of reassurance to the public that confirms or denies the presence of nuclear weapons or radioactive nuclear weapon components. Before the OSC arrives, the Deputy Director of Operations, NMCC, may invoke this exception to policy with available information and in coordination with the Air Force Chief of Staff, or designee. An official confirmation should be accompanied by appropriate assurances, such as that the chance of injury from high explosive detonation or potential exposure to radiation is highly unlikely. The confirmation also may state that use of explosive ordnance disposal teams and evacuation of military personnel is only a protective measure to limit the number of personnel at the accident site. A denial should characterize the accident or incident as a non-nuclear event. Notify SAF/PAM and OASD/PA in advance if practical, or as soon as practicable thereafter if this exception to policy is initiated to enable OASD/PA and SAF/PA to continue initial public affairs responsibilities and ensure release of timely, accurate information at the national level.

7.22.3. Overseas. In overseas areas other than United States territories and possessions, unified commanders, with concurrence of the host government through the Chief of the U.S. Mission, may officially confirm or deny the presence of nuclear weapons or radioactive nuclear weapon components at the scene of an accident or significant incident in the interest of public safety or to reduce public alarm. Advise SAF/PA and OASD/PA, in advance if practical, if exception to policy is necessary. Inform civil authorities through the Chief of the U.S. Mission of an accident or significant incident involving nuclear weapons or radioactive nuclear weapon components in countries where international agreements require this information. Should a nuclear mishap occur in a country that requires public announcement either for public safety or to ease public alarm where public affairs coordination procedures are not established, the unified commander or designee coordinates the announcement with the host government through the Chief of the U.S. Mission.

7.23. Release of Information. Information about any nuclear accident which does not cause a public hazard or undue public alarm must not be released without OASD/PA approval. In event of losses, seizures, or thefts of nuclear weapons, materials, or components by terrorists or other dissident groups, or in the case of seizures of nuclear storage sites or any site or location having a nuclear weapon or nuclear weapon system, release of information must be approved in advance and handled by OASD/PA. However, this does not apply in overseas areas where governmental agreements exist for the release of this

information. Terrorist activities on or near an Air Force installation are considered a special case of civil disturbance rather than an accident. For general policies on release of information, see **Chapter 6**.

7.23.1. Release Texts and Requests. Aside from exceptions cited above, units involved in nuclear accidents or incidents must send proposed release texts and requests for releasing authority through channels to SAF/PAM for coordinating with OASD/PA. Telephone notifications are followed as soon as possible by an immediate precedence message, from the installation involved, to USAF WASHINGTON DC//PAM//; with ASD WASHINGTON DC//DDI:PA//; and the installation's higher headquarters as information addressees.

7.23.2. Procedures for Release After Nuclear Accidents and Incidents. Within the United States and its territories and possessions, the responsible commander must:

7.23.2.1. Require the on-scene public affairs officer to contact SAF/PA by the most expeditious means. Phone numbers are DSN 225-0640 or commercial (703) 695-0640. During non-duty hours, contact the Air Force Operations Support Center, DSN 227-6103 or commercial (703) 697-6103, and ask for the SAF/PA duty officer.

7.23.2.2. If action has not been taken by Federal Emergency Management Agency (FEMA) or the Department of Energy (DOE) to establish a Joint Information Center (JIC), immediately establish one near the accident site. Make sure all public information is coordinated at the JIC before release.

7.23.2.3. Direct the release of basic accident or incident information without reference to nuclear material; see **Figure 7.5.**, Nuclear Accident or Incident (No Danger to the Public; Confirms Hazardous Material to Reduce Public Alarm) Sample News Release.

7.23.2.4. If needed, direct the preparation of a proposed follow-up release that is more specific to the situation that involves nuclear weapons, components, or radioactive materials and any conventional high explosives. See **Figure 7.7.**, Announcement To Notify Local and State officials of a Nuclear Accident or Incident (When Public is Possibly in Danger; Neither Confirms nor Denies) Expanded Sample News Release. If the mishap causes a public hazard or undue public alarm, the responsible OSC issues the release on his or her own authority. If there is no public hazard or alarm, OASD/PA approval is required for confirmation or denial of the presence of nuclear material.

7.23.2.5. Notify higher headquarters and obtain OASD/PA approval of the proposed follow-on release. Both telephonic and message notifications are required.

7.23.2.6. Coordinate all further releases and proposed responses to queries that go beyond the scope of previously approved releases with appropriate members of the Joint Information Center (JIC) or through channels to OASD/PA if the JIC has not been formed.

7.23.2.6.1. Community Emergency Action Team (CEAT). When key local officials and civilian and state officials are informed of an accident or significant incident where radiation and other hazards may exist, direct a Community Emergency Action Team (CEAT) be formed by the JIC. The CEAT may include public affairs, medical, legal, security, communication, administrative, logistics, and other appropriate personnel. As these resources become available, they function under the direction of the OSC, and are physically located in the JIC to facilitate coordination.

7.23.2.6.2. Coordinate CEAT activities through the SFO and with other agency PA activities to ensure a unified approach to working with the community. For military nuclear reactor or radiological accidents, state and local officials may be informed by FEMA in the United States and its territories and possessions.

7.23.2.7. Acknowledge the presence of nuclear weapons, components or radioactive materials, as soon as possible, if the accident or incident causes a public hazard or undue public alarm. See **Figure 7.9.**, Release To Notify the General Public About Nuclear Accident or Incident (When Public is Possibly in Danger).

7.23.2.8. Avoid talking about nuclear weapons or materials, beyond the scope of the above guidance, unless authorized by OASD/PA.

7.23.2.9. Ensure the OSC or designee establishes communication with OASD/PA immediately if an accident or incident requires implementing public safety measures. Direct communication between the OSC and OASD/PA ensures appropriate coordination of PA policy matters and provides timely, accurate information for public release at the national level until the Air Force Service Response Force takes responsibility for public affairs at the scene.

7.23.3. Nuclear Accident Planning. PAs for MAJCOMs possessing, storing, or transporting nuclear weapons, or supporting nuclear-capable units, will prepare sample PA annexes that can be tailored by unit public affairs officers. MAJCOMs and FOAs must guide subordinate units, describing what additional supplements or annexes are needed in support of accident or incident plans.

7.23.3.1. Briefing Requirement. DoD Directive 5230.16, Nuclear Accident and Incident Public Affairs Guidance, December 20, 1993, requires that certain military and civilian people be briefed to help them understand Air Force procedures for handling nuclear accidents or incidents. However, since there is usually intense local public interest in any Air Force aircraft accident, recommend this briefing be expanded to cover aircraft accident procedures in general.

7.23.3.1.1. Off-Base Briefings. The DoD directive requires commanders and public affairs officers to brief news media and civil law enforcement and disaster response officials at least once a year. Areas discussed should include security, base plans, policies, and laws. While face-to-face meetings and briefings are preferred, public affairs officers have the option, if conditions warrant, to provide the required information through by-name letters, videotapes, or handouts. The sensitive nature of nuclear accidents and incidents requires public affairs, disaster preparedness, and security police officials to conduct active public affairs and education programs with their civilian community counterparts; see DoD Directive 5230.16. Through annual briefings and meetings, installation officials must provide information for these civilians to ensure:

7.23.3.1.1.1. Their understanding of nuclear safety and Air Force procedures used to eliminate hazards, in case of an accident that involves nuclear weapons or material, to include the establishment of NDAs. These meetings will not confirm or deny the presence of nuclear weapons or materials at the installation, and attendance by news media representatives is not recommended.

7.23.3.1.1.2. The cooperation of civil officials and news media in making sure that any nuclear information given to the public is accurate, timely, and as complete as security allows.

7.23.3.1.1.3. The preparation of joint plans and procedures to complement installation or unit plans for releasing information in nuclear accidents and incidents.

7.23.3.1.2. On-Base Briefings. Public affairs officers are responsible for briefing base disaster response and support agencies at least annually. The manner of presentation (e.g., in person, videotape, or a combination of both) should be determined by local needs, resources, and availability of personnel to be briefed. At intervals not to exceed 12 months, a PA person must brief:

7.23.3.1.2.1. At all levels, unit security forces, AFOSI agents, firefighters, explosive ordnance disposal, operations, legal, medical, disaster preparedness, and any other Air Force people who respond to accidents. The briefing should include any intermediate commander's special PA instructions.

7.23.3.1.2.2. Outside the United States and its territories, U.S. Defense AttachÈ officers and U.S. Embassy officials.

7.23.3.1.2.3. At intermediate, MAJCOM, and FOA levels, give this briefing (at the same interval) to staff members who are eligible to serve on accident investigation boards and to those who would advise or monitor the activities of installation level people who respond to accidents. (NOTE: Overseas, MAJCOM and FOA commanders will decide the relevance of informing local news media and civil authorities about the terms of this instruction and whether a waiver is needed. When the requirement to brief the media is waived for an installation, the MAJCOM PA office must keep a copy of that waiver and justification for as long as the waiver applies.)

7.23.3.2. Conduct tests of PA procedures with other nuclear accident tests and training.

7.23.3.3. Overseas. Overseas, the responsible U.S. Air Force commander must:

7.23.3.3.1. Develop PA planning guidance that supplements unified command plans for dealing with nuclear weapon provisions and procedures to inform SD/PA, Chief of U.S. Mission, and host government of emergency news releases and use of host government's public release capabilities.

7.23.3.3.2. Establish contingency procedures, announcements, and methods of release developed with the Chief of U.S. Mission.

7.23.3.3.3. Specify provisions for clearing contingency announcements and methods of release with host government when required by international agreement and accomplished through the Chief of the U.S. Mission.

7.23.3.3.4. Following unified command guidelines, develop procedures to acknowledge presence of nuclear weapons, components, or radioactive materials as soon as possible if the accident or incident causes a public hazard or undue public alarm. Unless the unified command has alternate procedures, use the sample contingency releases in this chapter as guides. Initial and follow-up releases must be coordinated with the Chief of U.S. Mission and with the unified commander. When an accident or incident occurs, coordinate news releases through channels and notify OASD/PA by telephone, message, or facsimile as soon as practicable.

7.23.3.3.5. OASD/PA does not require advance coordination if the news releases are in response to mishaps resulting in public hazard or undue public alarm.

7.23.3.3.6. Constitute a CEAT, which must coordinate its activities through the unified commander, chief of U.S. Mission, and host government authorities. For military nuclear reactor or radiological accidents, overseas areas-host government authorities may be informed through the unified commander and Chief of U.S. Mission. Conduct tests of PA procedures with other nuclear accident tests and training.

Figure 7.5. Nuclear Accident or Incident (No Danger to the Public; Confirms Hazardous Material to Reduce Public Alarm) -- Sample News Release.

United States Air Force News Release
(UNIT NAME) PUBLIC AFFAIRS
(BASE NAME) AFB (STATE) (ZIP CODE)
(Phone number)

Release No. (XXXX-XX-X)
(Date)

(Title)

(BASE NAME) AIR FORCE BASE, (State) (MAJCOM) -- A United States (type aircraft or other transport) carrying hazardous material crashed (or other circumstance) approximately (location) at (time) today.

Visitors have been warned to stay out of the area of the accident in the interest of public safety.

A board of officers has been appointed to investigate.

(NOTE: This includes the minimum amount of information required.)

Figure 7.6. Sample Announcement To Notify Local and State officials of a Nuclear Accident or Incident (When Public is Possibly in Danger; Neither Confirms nor Denies.)

United States Air Force News Release
(UNIT NAME) PUBLIC AFFAIRS
(BASE NAME) AFB (STATE) (ZIP CODE)
(Phone number)

Release No. (XXXX-XX-X)
(Date)

(Title)

(BASE NAME) AIR FORCE BASE, (State) (MAJCOM) -- Any local official at the scene of the accident who can provide details on the situation should make a telephone call to (number). Current information from the accident scene will assist in evaluating the accident and providing additional public safety guidance.

(NOTE: This includes the minimum amount of information required.)

Figure 7.7. Expanded Sample Announcement To Notify Local and State officials of a Nuclear Accident or Incident (When Public is Possibly in Danger; Neither Confirms nor Denies.)

United States Air Force News Release
(UNIT NAME) PUBLIC AFFAIRS
(BASE NAME) AFB (STATE) (ZIP CODE)
(Phone number)

Release No. (XXXX-XX-X)
(Date)

(Title)

(BASE NAME) AIR FORCE BASE, (State) (MAJCOM) -- Law enforcement officials should prevent unauthorized personnel from entering the site and picking up fragments of the (plane, vehicle) or its cargo. If any fragments already have been picked up, avoid further contact or handling.

Notify (name authorities) for retrieval and proper disposition. Military personnel (have been, will be) dispatched and (will, are scheduled to) arrive at the site soon. (If contact with the accident scene is established, determine the following (see note)):

Condition of the aircraft or vehicle, such as burning, evidence of explosion, extent of damage, or fire or blast damage.

Condition of accident site, such as burning, evidence of explosion, extent of damage, or fire or blast damage. Evidence of obvious cargo, such as shapes of containers. Determine the need for a public announcement of nuclear weapon involvement based on responses to the above.

(NOTE: For use if public safety considerations require notification of local and state officials that hazardous cargo has been involved in an accident, the possibility exists for contamination due to fire or explosion, and details are unknown.)

Figure 7.8. Announcement To Notify Local and State officials of a Nuclear Accident or Incident (When Public is Possibly in Danger; Neither Confirms nor Denies.)

United States Air Force News Release
(UNIT NAME) PUBLIC AFFAIRS
(BASE NAME) AFB (STATE) (ZIP CODE)
(Phone number)

Release No. (XXXX-XX-X)
(Date)

(Title)

(BASE NAME) AIR FORCE BASE, (State) (MAJCOM) -- A United States (type aircraft or other transport) carrying hazardous material crashed (or other circumstances) approximately (location) at (time) today. The public is warned to stay out of the area, which is under surveillance by guards, in the interest of public safety and to aid operations at the accident scene.

A United States (military service) team from (installation) is (en route to, has arrived at) the scene of the accident.

We have no details yet on civilian or military casualties or property damage. Further announcements will be made as more information is known.

(NOTE: For use if public safety considerations require making a public release that hazardous cargo was involved in an accident, the possibility exists for contamination due to fire or explosion, and details are unknown.)

Figure 7.9. Release To Notify the General Public About Nuclear Accident or Incident (When Public is Possibly in Danger):

United States Air Force News Release
(UNIT NAME) PUBLIC AFFAIRS
(BASE NAME) AFB (STATE) (ZIP CODE)
(Phone number)

Release No. (XXXX-XX-X)
(Date)

(Title)

(BASE NAME) AIR FORCE BASE, (State) (MAJCOM) -- (An, A) (aircraft, train, truck, other transport) accident occurred (location) at (time) today.

The accident involved a nuclear weapon that contains conventional high explosives and radioactive material. There is no danger of a nuclear detonation.

The public is warned to stay out of the area (or name the area), which is under surveillance by guards, because the conventional high explosives in the weapon (have detonated, are burning, may detonate). Again, there is no danger of nuclear detonation, but there is danger from the conventional high explosives in the weapon.

An experienced Federal response team has been ordered to the scene of the accident.

The most immediate danger in an accident of this kind is the effect of the blast caused by detonation of the conventional high explosives in the weapon. Local scattering of nuclear material in the form of finely divided dust may have resulted near the accident side and downwind from the (explosion, fire). This poses little risk to health unless taken into the body by breathing or swallowing, and it is considered unlikely that any person would inhale or swallow an amount that would cause illness.

Figure 7.10. Nuclear Accident or Incident Release (When Public is Probably in Danger; Does Confirm):

United States Air Force News Release
(UNIT NAME) PUBLIC AFFAIRS
(BASE NAME) AFB (STATE) (ZIP CODE)
(Phone number)

Release No. (XXXX-XX-X)
(Date)

(Title)

(BASE NAME) AIR FORCE BASE, (State) (MAJCOM) -- As a precaution and until further evaluations are made, anyone within a (to be filled in by the OSC or deputy director of operations) radius of the accident site, particularly downwind from this site (specify boundary where possible), is encouraged to remain indoors.

(NOTE: If appropriate, include the following)

The following precautionary measures are recommended to minimize risk to the public. The most appropriate initial action is to remain calm and inside homes or office buildings. Turn off fans, air conditioners, and forced air heating units. Drink and eat only canned or packaged foods that have been inside.

Trained monitoring teams wearing special protective clothing will be moving through the area to determine the extent of any possible contamination. Dress of these teams should not be interpreted as indicating any special risk to those indoors.

If you are outside, proceed to the nearest permanent structure. If you must go outside for critical or lifesaving activities, cover your nose and mouth and avoid stirring up and breathing dust. Remember that your movement outside could cause yourself greater exposure and possibly spread contamination to those already supervised and protected.

(If Uranium is involved add)

One of the materials involved is uranium. Contamination by uranium fragments or small particles dispersed by (conventional chemical) explosions or burning of a weapon is primarily a chemical health hazard (heavy metal poisoning similar to the lead poisoning associated with some paints), not a radiological hazard.

The public is asked to stay out of the area, until a monitoring team (if true), now en route to the site, can survey the ground and determine the exact area affected by the accident. As a result of the (explosion, fire), any fragments found near the scene may be contaminated and should be left in place. If fragments have been picked up, avoid further handling and notify (authorities) for proper retrieval and disposition.

Continuing announcements will be made as more information is known. It is expected that these immediate precautionary actions will be required for the next 4 to 6 hours (if true).

A United States (military service) team from (installation) is (en route to, has arrived at) the scene of the accident.

We have no details yet on civilian or military casualties (or give number only of civilian and military casualties) or property damage. The (type carrier) was en route from (facility) to (facility).

A board of officers has been appointed to investigate the (accident, incident).

(NOTE: For use if public safety considerations require announcement that a nuclear weapon is involved in an accident and contamination is likely because of fire or conventional high explosive detonation of the weapon. A statement will be released locally by the OSC or at the national level by the NMCC deputy director of operations.)

Chapter 8

COMMUNITY RELATIONS

Section 8A— Purpose and Objectives

8.1. Purpose of Community Relations. Active community relations programs enable commanders to enhance airman morale and readiness and public trust and support. Air Force professionals involved in the communities where they live become front-line ambassadors for the Air Force. Through active programs, the Air Force demonstrates it is a community partner and a responsible steward of resources.

8.2. Objectives of the Community Relations Program.

8.2.1. Increase public awareness and understanding of the armed forces and the mission, policies, and programs of the Air Force.

8.2.2. Inspire patriotism and encourage young men and women to serve in the military.

8.2.3. Maintain a reputation as a good neighbor, as well as a respected professional organization charged with part of the responsibility for national security.

8.2.4. Support Air Force recruiting.

Section 8B— Program Approval and Participation

8.3. Approval for Programs. Except as noted in this instruction, MAJCOMs (including the Guard and Reserve) have the authority to approve the use of community relations resources. They may, in turn, grant approval authority to subordinate commanders who manage resources. Proposals for community relations programs exceeding local support capability or the scope of local public affairs responsibility must be referred through channels to a higher echelon, with a description of the anticipated scope of the program, comments concerning expected civilian reaction, recommendations, and predicted benefits.

8.3.1. SAF/PA and OASD/PA approve:

8.3.1.1. National Capital Region (NCR). All Air Force support of community relations programs in the NCR, except speaking engagements to non-foreign groups. The NCR includes the District of Columbia; Montgomery and Prince George's counties in Maryland; Arlington, Fairfax, Loudoun, and Prince William counties in Virginia; and the cities of Alexandria, Fairfax, and Falls Church in Virginia.

8.3.1.2. National and international programs, including conventions and meetings. Except those in overseas areas under unified or specified commanders.

8.3.1.3. Programs requiring liaison between DoD and Washington, DC, offices of national non-government organizations and groups. Except Air Force special interest groups such as the Air Force Association (AFA) and the Air Force Sergeants Association (AFSA).

8.3.1.4. Programs providing information or other support to national organizations, including business and industry groups.

8.3.1.5. Programs outside the United States not within a unified command's area of responsibility.

8.3.1.6. Aircraft and related equipment and personnel participation

8.3.1.7. Sports. Preseason, post-season, or known programmed national sports and professional athletic events within the United States.

8.3.1.8. Events of professional, technical, or scientific interest to the Air Force when participation will result in additional cost to the government. The request must include an estimate of the expense.

8.3.1.9. Programs or events requiring exceptions to DoD policy, which must be specifically justified.

8.3.2. SAF/PA approval:

8.3.2.1. MAJCOM Civic Leader Tour Program. Before invitations are issued if requesting exceptions to policy for a tour longer than 3 days.

8.3.2.2. Aircraft, related equipment, support personnel requests.

8.3.2.3. Invitations from a foreign host in the Washington, DC area.

8.3.2.4. Public affairs airlift involving foreign nationals to CONUS.

8.3.2.5. Most public affairs airlift can be approved at MAJCOM level.

8.3.3. Local unit commanders are authorized to participate routinely in local events jointly planned and conducted by border communities of the United States, Mexico, and Canada. Favorable consideration for participation should be based on the significance of the event and defense interest. Consultation and approval is required from U.S. consular officials in the Mexican and Canadian communities involved.

8.3.4. Within the United States, MAJCOMs coordinate community relations programs and public events with unified and specified commands significantly affected. In the same manner, DoD requires unified and specified commands to coordinate with HQ USAF and MAJCOMs on programs requiring Air Force support.

8.3.5. The Secretary of Defense has made unified commanders responsible for approving and participating in overseas public events. This authority may be delegated. While Air Force MAJCOMs overseas operate their programs to conform with this regulation, policy direction and guidance provided by unified command headquarters takes precedence. Air Force MAJCOMs overseas also advise SAF/PA when taking part in any public event that will significantly affect operations or require major administrative, financial, or logistical support.

8.4. Participation in Public Events. Participation by Air Force people and display of Air Force equipment in public events furthers public understanding of the Air Force mission. Within legal and policy limitations, commanders at all levels who plan or conduct a community relations program must consider the interests of the Air Force and the community as a whole. The Air Force and DoD belong to the American people. Common ownership dictates our resources be committed to support events and activities of mutual interest and benefit. However, since limitations of time and money make it impossible to grant all requests, the Air Force should not do for one what it cannot do for all.

8.5. Participation Guidelines.

8.5.1. Training. Ensure there is no interference with normal training or operational activities, determine if it is economically feasible, and make sure appropriate resources are available.

8.5.2. Facilities. Providing government facilities such as housing and messing at government expense to non-DoD civilians is a prohibited type of selective benefit or favor. However, these services may be granted for base visits if participants reimburse costs.

8.5.3. Transportation. For base visits, transportation may be provided, without reimbursement, if it makes the visit easier to handle and is in the best interest of the Air Force.

8.5.4. Endorsement of Groups. Allowing groups to provide entertainment on base to military people, civilian employees, or family members does not constitute an endorsement. Promotion of the group's objectives through handouts, speeches, program content, or other forms of promotion connected with the entertainment (including the period before and after the entertainment) is prohibited. (NOTE: This prohibition does not apply to the publicity required to inform people of the event.) Commanders must make sure participation is in good taste, appropriate in scope and type, and in keeping with the dignity of the Air Force. Participation should be coordinated with other services and Air Force units if they are to be involved.

8.5.5. Wear of Uniform. Active duty Air Force may appear in uniform at local community-wide, civic sponsored events only when: The approving commander believes participation is appropriate and in good taste; the individuals volunteer for the assignment; there is no interference with military duties or operations; participation involves no additional cost to the government; and the event meets the basic participation criteria below.

8.6. Participation Criteria. To ensure every planned event complies with public law and DoD policy, at least one condition in each of the following participation criteria categories must be met: Program, Sponsor, Support, and Site.

8.6.1. Participation Criteria--Program.

8.6.1.1. Approved:

8.6.1.1.1. Directed by Public Law, Executive Order, or the Secretary of Defense.

8.6.1.1.2. Official federal government or civil ceremonies or functions.

8.6.1.1.3. Events or occasions of general interest or benefit to a local, regional, or national community which are open to the general public.

8.6.1.1.4. In support of Air Force recruiting programs.

8.6.1.1.5. Supporting DoD approved united, federated, or joint fundraising campaign

8.6.1.1.6. In support of fundraising campaigns for U.S. teams competing in the Pan American or Olympic games.

8.6.1.1.7. Patriotic in nature for the celebration of an official local, state, regional, or national holiday.

8.6.1.1.8. Fundraising. Air Force support of other local fundraising programs is authorized when the program is local in nature, of community-wide interest and benefit, and is supported or approved by the local united, federated, or joint campaign officials. The local MAJCOM

commander decides if support is part of the responsible role of the Air Force in the local community. (Examples are volunteer fire department, rescue unit, and youth activity fund drives.)

8.6.1.2. Disapproved.

8.6.1.2.1. Intended, or which appear to endorse, selectively benefit, or favor, any private individual, special interest group, business, religious, ideological movement, commercial venture, political candidate, or organization.

8.6.1.2.2. For the purpose of soliciting votes in a political election.

8.6.1.2.3. Commercially sponsored and intended to increase sales and business traffic (such as a Christmas parade, motion picture premiere or beauty pageant).

8.6.1.2.4. For fundraising events see paragraph **8.6.1.1.8.**

8.6.1.2.5. In a situation where the real or apparent purpose is to stage controversy or public confrontation. This also includes fundraising appeals approved by the President or Chairman of the Office of Personnel Management or military service aid societies.

8.6.2. Participation Criteria -- Sponsor.

8.6.2.1. Approved.

8.6.2.1.1. Local, state, or federal governments.

8.6.2.1.2. A veterans, military-service related, patriotic, or historical organization, or its auxiliary.

8.6.2.1.3. A civic, service, youth, professional, educational, trade, or labor organization interested in supporting the Air Force.

8.6.2.1.4. Organizations whose membership is based on sex or national origin, if the program is for the entire community and not to promote the organization's objectives.

8.6.2.1.5. A commercial enterprise when Air Force support is patriotic in nature, is incidental to the primary program, and does not selectively benefit the commercial activity of the sponsor. The sponsor's role must be clearly civic in nature and not commercial.

8.6.2.1.6. A public school, college or university; or nonpublic school, college, or university where the program is of community-wide interest and benefit. The program must be free, open to all, and broadly promoted. It must be clearly an educational, patriotic, or recruiting program.

8.6.2.1.7. A religious group, if programs are of community-wide interest, nonsectarian, and broadly promoted.

8.6.2.2. Disapproved.

8.6.2.2.1. An organization which excludes anyone from its membership because of race, religion, color, national origin, or sex, unless the organization is based on sex or national origin and the program is for the entire community and not to promote the organization’s objectives.

8.6.2.2.2. A commercial enterprise, unless Air Force support is patriotic, incidental to the primary program, and does not selectively benefit the commercial activity, whose role must be clearly civic in nature.

8.6.2.2.3. An organization whose constitution, by-laws, membership qualifications, or ritual is not available to the general public. Examples are secret societies and many fraternal organizations.

8.6.2.2.4. A sect, partisan political organization, or ideological movement.

8.6.2.2.5. Air Force bands, performers, and other units may perform on television and radio programs. The programs must be on public service broadcasts and participation must not benefit or endorse any commercial enterprise. Bands, performers, and other Air Force units may appear on national or regional commercial programs only with approval of OASD/PA through SAF/PA. Requests must be made through channels at least 60 days in advance.

8.6.3. Participation Criteria -- Support.

8.6.3.1. Approved.

8.6.3.1.1. Authorized by public law, executive order, the Secretary of Defense, and those explained in paragraph **8.6.4.**

8.6.3.1.2. That can be reasonably expected to bring credit to the individuals involved and to the Air Force, and are at no additional cost to the government.

8.6.3.1.3. Where admission is charged, if the support is incidental to the primary event.

8.6.3.1.4. Where admission is charged, but support includes Service Academy sports events, military aerial demonstration team performances approved by OASD/PA, and Navy and USMC band concerts while on DoD tours.

8.6.3.2. Disapproved.

8.6.3.2.1. Might interfere with customary or regular employment of civilians in their art, trade, or profession.

8.6.3.2.2. Are, or could be considered, the primary or major attraction for which admission is charged, unless support includes service academy sports events, military aerial demo team performances approved by OASD/PA, and Navy and USMC band concerts while on DoD tours.

8.6.3.2.3. Use Air Force resources, services, or facilities which are reasonably available from commercial sources and where such use would be in fact, or perceived as, unfair competition.

8.6.3.2.4. Involve the use of active duty, Air Guard, Reserve, or ROTC personnel in uniform outside military bases as guards, parking lot attendants, runners, messengers, baggage handlers, for crowd control, or in any other unlawful or inappropriate capacity.

8.6.3.2.5. Would interfere with military needs or operational requirements.

8.6.4. Participation Criteria -- Site.

8.6.4.1. Approved.

8.6.4.1.1. Open free of charge to the public, with admission, seating, and other facilities available to all without regard to race, religion, color, national origin, or sex.

8.6.4.1.2. On a military base.

8.6.4.1.3. At a local, state, or federal property, facility, or building.

8.6.4.1.4. Bonafide community centers.

8.6.4.1.5. At a private commercial building when the program is of community-wide interest or patriotic, or when participation is incidental to the primary program and does not appear to selectively benefit any commercial business.

8.6.4.1.6. In a building or facility used for religious purpose, when programs are of community-wide interest, nonsectarian, and broadly promoted.

8.6.4.1.7. In a shopping mall or center only when programs are directly related to recruiting activities and do not appear to selectively benefit any commercial business.

8.6.4.2. Disapproved.

8.6.4.2.1. Not open to the general public, and admission, seating, or other accommodations are barred to any persons because of race, creed, color, national origin, or sex.

8.6.4.2.2. If the site is a private commercial or religious building, shopping mall, or non-public school, college, or university, except as specified in paragraph **8.6.2.**

8.7. Funding Requirements. Basic Air Force policy is to keep costs of its participation to a minimum. This can be done best by using local resources. Participation requiring additional cost to the government should be avoided unless considered in the best interest of the Air Force. Scheduled training or troop movements which are viewed by the public are considered incidental to training and not a public affairs function. However, there are events that result in additional cost when support is in the best interest of the Air Force. Payment for these costs is based on two event categories: Primary Interest: all costs borne by the Air Force unit or units involved; Mutual Interest: costs are shared by the Air Force and the sponsor. The following guidelines apply.

8.7.1. Primary interest. Primary Interest events include those requiring SAF/PA and OASD/PA approval, and those which may be approved by the local unit commander. In either case, the participating unit incurs all costs.

8.7.1.1. Events requiring SAF/PA approval include band appearances when appropriated funds are used; events in the national interest or of unique benefit to the United States; and professional, scientific, or technical events of interest to the Air Force. Send requests for approval (through channels) 60 days in advance to SAF/PA.

8.7.1.2. Events for which the participating unit is authorized to bear all costs might include DoD requirements, Air Force or civic-sponsored public observances of the United States or a host country, other official ceremonies or functions, or speaking engagements.

8.7.1.3. Static display of aircraft and aerial demonstrations are considered events of mutual interest to the Air Force, unless designated primary interest events through SAF/PA by OASD/PA (that is, sponsors must be willing to pay additional costs incurred such as travel, per diem, etc.). Units desiring to take part in an event for which they will bear the full cost of participation must send requests with full justification for an exception to policy through channels to SAF/PA. Unless otherwise noted, requests or taskings to units must be on a Mutual Interest basis.

8.7.2. Mutual interest. Events identified as Mutual Interest are carried out with the civilian sponsor.

8.7.2.1. The participating unit is responsible for Air Force costs of participation unless advised otherwise by higher authority. Units must budget for these costs in annual financial plans. The

unit's costs are those continuing costs that exist even if the Air Force did not participate. These include pay and allowances, and incidental expenses such as local transportation and telephone calls.

8.7.2.2. The cost of opportune airlift or routine flights in military aircraft for transportation of people and exhibit materials is also an Air Force share of costs. This applies to the support of other military services whose participation in an event has been authorized.

8.7.2.2.1. Civilian sponsor must reimburse the Air Force for additional costs, including but not limited to: travel cost of military personnel and equipment; per diem payable under federal joint travel regulations; cost of shipping exhibit materials when commercial means are used; any rental space, utilities, or custodial services; and cost of shipping aviation fuel if it is not available at a military contract price at the required location.

8.7.2.3. Also included are any additional services determined necessary by the participating units and agreed on by the civilian sponsor. MAJCOMs, SAF/PANM, SAF/PANC, and SAF/PANE may waive the per diem cost payment requirement and accept locally furnished meals and quarters, but only if they meet military standards. This waiver authority may not be delegated to a lower authority even if such items are accepted without prior approval.

8.7.2.4. Sponsors must also provide local area ground transportation, exhibits, space, utilities, custodial services, or any other required services.

Section 8C— Use of Military Aircraft for Events

8.8. General Guidance. Use of any aircraft or equipment undergoing testing in a research and development (R&D) program must be approved by HQ USAF/XO and SAF/AQ. Submit these requests, through channels, to HQ USAF/XOO (Info HQ USAF/XOOO) at least 60 days before the event date.

8.9. On-Base Events. Military units desiring to sponsor one or more aerial events on a military installation will submit their request, through channels, to the appropriate MAJCOM having operational control of the desired assets.

8.10. Use of Military Aircraft for Off-Base Events. The following guidance is provided for responding to requests for use of military aircraft at locations other than military installations.

8.10.1. When a request is received for use of military aircraft at a CONUS location, provide the sponsor with a copy of DD Form 2535, Request for Military Aviation Support, and information on military events available. Assist the sponsor in filling out the request and instruct the sponsor to forward the form to SAF/PAN within time constraints noted.

8.10.2. Overseas Requests. For overseas units, authority for aircraft participation at civilian locations is delegated to the appropriate theater commander. If applicable, concurrence of MAJCOM with operational control of assets requested is required. Overseas requests for CONUS-based assets to specifically deploy in support of an air show (i.e., Paris Air Show or Farnborough Air Show) should be addressed to SAF/PAN at least 60 days before the event.

8.10.3. Non-aviation events. Requests for non-aviation event exceptions to policy should arrive at SAF/PAN at least 45 days before the event. Requests for flyovers and single-ship tactical demonstrations should arrive at SAF/PAN at least 45 and 90 days before the event respectively: All requests for

exceptions to policy should only be in extraordinary circumstances, after having been thoroughly reviewed and justified at MAJCOM level.

Section 8D— Use of Aerial Demonstration Teams and Parachute Teams

8.11. Thunderbirds. Demonstrations by the Thunderbirds are flown only over airports, large bodies of water, or unpopulated areas. Requests for performances must be received by DoD not later than 15 August to be considered for the following calendar year's schedule.

8.11.1. Performances on Air Force bases. Aerial demonstrations at an Air Force base are requested by public affairs through the MAJCOM to SAF/PAN, by 1 August for review and forwarding to DoD. Included are requests for the Thunderbirds, the Navy's Blue Angels, the Army's Golden Knights, and the Canadian Snowbirds.

8.11.2. Performances on Other Than Air Force Military Installations. Requests for Air Force aircraft must be submitted to SAF/PAN.

8.11.3. Requests for Air Force Demonstrations at Other Than Military Installations. A DD Form 2535 must be sent directly to SAF/PAN by the individual civilian or agency sponsoring the event. Public affairs should provide the sponsor with DD Form 2535, but should refrain from submitting the request for the sponsor to avoid any implication by the Air Force the request will be approved. DoD is the approval authority for all official military aerial demonstration teams (Thunderbirds, Blue Angels, Golden Knights).

8.11.4. Cancellations. An organization notified of a cancellation of an off-base performance or a unit canceling a performance by the Thunderbirds at its base must immediately send a message listing the date the performance was scheduled, place, reason for cancellation, and person canceling performance (with phone number and affiliation, if possible, for civilian site), through public affairs channels to its headquarters with the following as information or action addressees: SAF/PAN, HQ USAF/XOO, and ACC/PA/DO.

8.12. Foreign Demonstration Teams. Performances at Air Force installations should be at no additional cost to the government. Questions regarding performances by foreign teams in the United States may be telephonically addressed to SAF/PAN.

8.13. Parachute Demonstrations. Parachute demonstrations are restricted to appropriate events over airports, open bodies of water, or areas of land where adequate crowd control can be assured.

8.13.1. Requests for off base parachute demonstrations at locations other than those specified must receive DoD approval as an exception to policy. Participation is usually limited to three days.

8.13.2. Only one parachute team or club from each service may take part in the same public event.

8.13.3. Participation by official parachute teams, parachute sports clubs, or qualified individuals in competitive parachute meets sanctioned by the United States Parachute Association (USPA) may be authorized provided such competitions are not with a public event such as a fair, exposition, or similar event. Under the above criteria, an insurance bond is not required for participants in USPA events.

Section 8E— Types of Events and Approval Levels

8.14. Flyovers.

8.14.1. On-Base. MAJCOMs are authorized to approve flyovers by their assigned operational assets, including multiple passes, dissimilar aircraft formations, and formations of more than four aircraft in support of military events (not to include a retirement or change of command ceremony), on their respective command bases. Notify HQ USAF/XOO and SAF/PAN at least 10 days before the event date.

8.14.1.1. MAJCOM-to-MAJCOM requests for flyovers, including multiple passes, dissimilar aircraft formations, and formations involving more than four aircraft in support of military events (not to include retirement or change of command ceremonies) are approvable by the MAJCOM owning the requested assets. The requesting MAJCOM will notify HQ USAF/XOOO and SAF/PAN at least 10 days before the event date.

8.14.1.2. Multiple Flyovers. The owning MAJCOM is the approval authority for on-base multiple flyovers with the concurrence of the host MAJCOM. When multiple flyovers are desired at any on-base event, each flyover will have at least 1-minute separation between flights.

8.14.1.3. Unit Change of Aircraft Ceremony or Unit Flag Retirement Ceremony. These events may require HQ USAF approval. Check with SAF/PAN for specific guidance. Aerial events honoring a Unit Flag Retirement Ceremony or a Unit Change of Aircraft Ceremony are not authorized at off-base events.

8.14.1.4. U.S. Air Force Academy (USAFA). Authorized on a continuing opportune basis. MAJCOM commanders may approve these flyovers, either as proffered support or in response to requests from USAFA.

8.14.1.4.1. USAFA meets the requirements of this Instruction for open house criteria, since it is open to the public everyday.

8.14.1.4.2. USAFA officials must notify each participating MAJCOM when flyovers are scheduled by more than one MAJCOM on the same day. When more than one flyover is scheduled within any 3-hour time frame, this notification will include as a minimum: flyover timing, number of aircraft in each flight, direction of flight, altitude, USAFA point of contact, and other information deemed necessary for safety of flight. When separate flyovers are over 3 hours apart, other MAJCOMs need not be notified.

8.14.1.4.3. Each flyover will consist of not more than four aircraft of the same type making one pass. However, each MAJCOM may authorize more than one pass on a case-by-case basis.

8.14.1.4.4. USAFA officials will notify HQ USAF/XOOO and SAF/PAN 10 days before the event date of any flyover which may have national media coverage.

8.14.2. Off-Base. Approval is either at SAF/PAN or MAJCOM levels.

8.14.2.1. Single flyovers. MAJCOMs are authorized to approve flyovers of no more than four aircraft (of the same type), making one pass only, in support of Armed Forces Day, Memorial Day, Independence Day, Veterans Day, and National POW/MIA Recognition Day. Flyovers must occur

within 7 days before or after the national day of observance. Notify HQ USAF/XOOO and SAF/PAN at least 10 days before the event date.

8.14.2.1.1. Multiple passes. Multiple passes by the same formation at any off-base event require HQ USAF/XOOO and SAF/PAN approval. Submit these requests, through channels, to HQ USAF/XOOO (Info SAF/PAN) at least 15 days before the event date.

8.14.2.2. Multiple flyovers. When multiple flyovers are desired at any off-base event, each fly-over will have at least 1-minute separation between flights. Off-base multiple flyovers require SAF/PAN and HQ USAF/XOOO approval. Submit these requests, through channels, to HQ USAF/XOOO (Info SAF/PAN) at least 15 days before the event date.

8.14.2.3. Dissimilar formations. Dissimilar formation flyovers or aircraft formations consisting of more than four aircraft must be approved by HQ USAF/XOO.

8.14.2.4. SAF/PAN coordinates all DoD-approved events with HQ USAF/XOO to determine the extent of operational participation authorized.

8.15. Static Displays.

8.15.1. On-base.

8.15.1.1. Small public events. The host commander has approval authority for static displays for events like base tours as long as the aircraft is not a new weapon system.

8.15.1.2. Large public events. MAJCOMs may approve on-base static displays for assigned operational resources not in conjunction with a retirement or change of command ceremony.

8.15.1.3. Civilian aircraft. MAJCOMs may approve static display of civilian aircraft on their respective command bases as prescribed by AFI 34-207. Civilian participation should be at no additional cost to the U.S. Government.

8.15.2. Off-base.

8.15.2.1. Authorized only at airfields, heliports, and landing sites meeting the qualifications prescribed in AFI 13-218, Air Traffic System Evaluation Program, as supplemented by MAJCOMs. DoD may approve an exception to this policy if the proposed display area meets operational safety requirements. If a DoD exception to policy is required, submit requests, through channels, to HQ USAF/XOO (Info HQ USAF/XOOO) for OASD/PA approval at least 60 days before the event.

8.15.2.2. MAJCOMs may approve static displays of their assigned operational resources. Qualified Air Force personnel will be available to answer questions from spectators at all static display aircraft or equipment.

8.16. Aircraft Demonstrations. MAJCOMs may approve these aerial events by their assigned operational assets on their respective command bases. Notify HQ USAF/XOO and SAF/PAN at least 10 days before the event date. MAJCOM-to-MAJCOM requests for these aerial events are approvable by the MAJCOM owning the requested assets. Notify HQ USAF/XOOO and SAF/PAN at least 10 days before the event date.

8.17. Aerial Review. An aerial review is a fly-over or demonstration of different types of aircraft.

8.17.1. On-base.

8.17.1.1. MAJCOMs may approve aerial reviews by their assigned operational assets on their respective command bases. Notify HQ USAF/XOOO and SAF/PAN at least 10 days before the event date.

8.17.1.2. HQ USAF/XOO approves or disapproves proposed aerial reviews involving operational assets from more than one MAJCOM. Submit these requests, through channels, to HQ USAF/XOO (Info HQ USAF/XOOO), with a MAJCOM/CC approved profile at least 60 days before the event date.

8.17.1.3. Multiservice aerial reviews require OASD/PA, SAF/PA, HQ USAF/XO, and HQ USAF/CC approval. Submit these requests, through channels, to SAF/PAN (Info HQ USAF/XOOO) at least 90 days before the event date.

8.17.2. Off-base.

8.17.2.1. When a military unit is making the initial request, submit these requests, through channels, to SAF/PAN (Info HQ USAF/XOOO) at least 90 days before the event date. SAF/PAN coordinates all DoD-approved events with HQ USAF/XOO to determine the extent of operational participation authorized.

8.17.2.2. HQ USAF/XOOO will notify MAJCOMs of DoD-approved events that did not originate from a military organization. The MAJCOM desiring to perform one of these specific events will request final approval from HQ USAF/XOO. Submit a teletype message to HQ USAF/XOO (Info HQ USAF/XOOO) requesting approval to perform the specific event at least 45 days before the event date.

8.17.2.3. Multiservice aerial reviews require OASD/PA, SAF/PA, HQ USAF/XO, and HQ USAF/CC approval. Submit these requests, through channels, to SAF/PAN (Info HQ USAF/XOOO) 90 days before the event date.

8.18. Jump Platform

8.18.1. On-Base.

8.18.1.1. MAJCOMs may approve use of their assigned operational assets on their respective command bases. Notify HQ USAF/XOOO and SAF/PAN at least 10 days before the event date.

8.18.1.2. MAJCOM-to-MAJCOM requests for a jump platform are approved by the MAJCOM owning the requested assets.

8.18.1.3. If the request is for an Air Mobility Command (AMC) asset, submit requirements to HQ AMC/DOOM at least 60 days before the event date for consideration at the monthly Joint Airborne and Air Transportability Training (JA/ATT) planning conference.

8.18.2. Off-Base.

8.18.2.1. When a military unit is making the initial request, submit these requests, through channels, to SAF/PAN (Info HQ USAF/XOOO) at least 60 days before the event date. SAF/PAN coordinates all DoD-approved events with HQ USAF/XOO to determine extent of operational participation authorized.

8.18.2.2. If the request is for an AMC asset, submit requirements to HQ AMC/DOOM at least 60 days before event date for approval or disapproval at the monthly JA/ATT planning conference.

8.19. Memorial or Funeral Ceremony--Aerial Event.

8.19.1. On Base.

8.19.1.1. Aircraft or equipment undergoing testing in an R&D program are not authorized for use in a memorial or funeral ceremony.

8.19.1.2. All requirements must be validated with Mortuary Affairs, according to AFI 34-501, Mortuary Affairs Program.

8.19.1.3. Approval authority may be delegated to the commander having operational control of the aircraft resources.

8.19.1.4. Approvable for: Dignitaries of the Armed Forces and the federal government; military persons who held an aeronautical rating and died while on active duty; military persons taking a course leading to an aeronautical rating and who died while on active duty; Reserve or National Guard member who held an aeronautical rating or crewmember who died while on active duty.

8.19.1.5. One flyover using the missing man formation is authorized only at the actual memorial or funeral ceremony of the deceased member when requested by the next of kin. Notify HQ AFSVA/SVOM and HQ USAF/XOOO as soon as the requirement is known.

8.19.1.6. MAJCOM commanders or their designated representatives may approve the use of the missing-man formation at ceremonies befitting the performance of this formation, on their respective command bases.

8.19.2. Off-Base.

8.19.2.1. All requirements must be validated with Mortuary Affairs according to AFI 34-501, Mortuary Affairs Program.

8.19.2.2. Approvals are authorized for: Dignitaries of the Armed Forces and the federal government; military persons who held an aeronautical rating and died while on active duty; military persons taking a course leading to an aeronautical rating and who died while on active duty; Reserve or National Guard member who held an aeronautical rating or crewmember who died while on active duty.

8.19.2.3. Requests must be made, telephonically, to the Air Force Duty Officer (AFDO) at the HQ USAF Operations Center as soon as the requirement is known and validated by mortuary services. Due to the inherent short notice of these requests, first obtain telephonic approval from the AFDO and follow up with a confirming priority message to HQ USAF/XO/XOO/XOOO, HQ AFESC/DEHM, SAF/PAN, and the MAJCOM and unit providing the flyover aircraft. This message will continue to be transmitted electrically during MINIMIZE. This procedure applies to both duty and non-duty hours.

8.19.2.4. Requests for approval of funeral and memorial flyovers in the Washington DC, National Capital Region, must be approved by OASD/PA. Coordinate directly with OASD/PA, for approval. Notify the AFDO of all approved events in the Washington DC, National Capital Region. The AFDO will notify HQ USAF/XOOO of all approved events. HQ USAF/XOOO will take the necessary actions to obtain an Aerial Control Team (ACT) for the event. Follow up request with a confirming priority message to OASD/PA, SAF/PAN, HQ USAF/XO/XOO/XOOO, and HQ AFESC/DEHM. This message will continue to be transmitted during MINIMIZE.

8.20. Retirement and Change of Command Ceremonies--Aerial Event.

8.20.1. On-Base.

8.20.1.1. Any aerial events for the sole purpose of recognizing individuals who are retiring, or for change of command ceremonies, are prohibited without the consent of the Vice Chief of Staff, USAF. CSAF/CV will approve on a case-by-case basis. Primary consideration for approval will be bonafide training, fuel expenditure, and the involvement of the public in an open house program that demonstrates Air Force capabilities. Submit these requests, through channels, to HQ USAF/XOO (Info HQ USAF/XOOO) at least 90 days before the event date.

8.20.2. Off-Base. Aerial events for retirement or change of command ceremonies are not authorized at any off-base locations.

8.21. Performance Record Attempts--On-Base or Off-Base. Approval level -- OASD/PA. The Air Force may compete where appropriate, for official world and "world class" records and participate, on a selective basis, in flights of a spectacular nature. Record attempts are restricted to aircraft that have been assigned to an operational unit for at least six months and should not imply competition among the services. Aircraft altitude, speed, endurance, and individual performance record attempts must be concerned with keeping the public apprised of U.S. engineering technical capabilities. MAJCOMs are encouraged to evaluate resources on a recurring basis to determine their capability to establish a new record or to reclaim existing ones.

8.21.1. A MAJCOM desiring to perform a record flight or flight of a spectacular nature will first determine if the flight would not be of excessive cost or detract from operational posture. After these determinations are made, submit the request to HQ USAF/XOO (Info SAF/PAN), including the type of flight to be flown, record to be established or reclaimed and the total cost of the attempt, at least 60 days before the event date.

8.21.2. Costs associated with attempting a record flight or flight of a spectacular nature will be borne by the MAJCOM submitting the request. Additionally, the cost to register the record with the National Aeronautical Association (NAA) or any other organization will be borne by the MAJCOM submitting the request.

8.21.3. Requests to establish or reclaim an aeronautical record must be approved as a minimum by HQ USAF/CC and XO and SAF/PA before requesting OASD/PA approval. Additionally, SAF/AQ must also approve the use of any aircraft or equipment in an R&D program.

8.22. Civilian Aerial Demonstrations On Base. HQ USAF policy on civilian aerial demonstrations and performances for on-base events sets awareness of aviation heritage as a primary objective. While it is the intent of HQ USAF aerobatics at or over Air Force installations normally will be performed by DoD aerial demonstration teams, qualified civilian organizations may be invited to provide aerial demonstrations, flyovers, and static displays when a DoD demonstration team is not available. Commanders must select civilian organizations whose aircraft are of historic military significance and whose performances clearly reinforce and promote a better understanding of the Air Force. The exclusion of aerial demonstration organizations not meeting this criteria is intended to prevent such organizations from becoming the focal point of an event, which could be considered entertainment, which would prevent the installation commander from denying base access to previously barred persons.

8.22.1. MAJCOMs have approval authority for civilian demonstration teams participating in U.S. Air Force base open house programs.

8.22.2. Careful consideration by commanders is required in order to avoid selectively benefiting a civilian enterprise, when inviting civilian demonstration teams. In addition, there may be a number of civilian aerial demonstration organizations, that do not directly contribute to Air Force open house goals. It should be noted if performances by such organizations are the focal point of an event, it could be considered entertainment which would prevent the installation commander from denying base access to previously barred persons.

8.23. Supporting special events. Requests for non-aviation related military support of public programs should be addressed to the nearest military installation, using the DD Form 2536, Request for Military Band/Personnel/Equipment Support. Decision criteria include the nature of the program, sponsor, site, and support. Local commander may authorize local program support without further authorization. Requests for aircraft participation at civilian locations require a DD Form 2535, Request for Military Aviation Support. DD Form 2536 is designed to aid civilian sponsors and provides required information for approval authority. When possible, the public affairs officer should provide the sponsor with the form and assist the sponsor in filling out the form completely. The public affairs officer should also contact the local recruiter if appropriate.

8.23.1. For events in the NCR, all requests for Air Force support within the NCR must be sent to SAF/PAN using DD Form 2535 or 2536, as appropriate. All events within the NCR must be approved by OASD/PA. Requests must be sent to SAF/PAN at least 60 days before the event date or as soon as the event is known.

8.23.2. When DoD, the Secretariat, or HQ USAF receives direct requests from civilian sponsors, SAF/PAN will ask the MAJCOMs with the base closest to the requester to appoint a project officer to coordinate all Air Force participation at that approved event (i. e. Armed Forces Day; Veterans Day). The project officer should establish initial contact as soon as possible and maintain close liaison to ensure the sponsor the Air Force will provide assistance and participation as appropriate. Project officers are authorized direct communication with participating commands and military services. Provide SAF/PAN a report of all planned participation at least 15 days before the event and a brief after-action report within 30 days after the event.

8.23.3. All events scheduled for or which may attract national or international media coverage must be approved by OASD/PA. Send requests, through channels, to SAF/PAN at least 60 days before the event date or as soon as the event is known.

8.23.4. Exceptions to policy will be kept to a minimum. Any requests for exceptions must be approved by the unit commander and concurred with by the MAJCOM DO and PA as appropriate, before submission to SAF/PAN.

8.24. Orientation Flights. Guidelines for Orientation Flights are contained in AFI 11-401, Flight Management.

8.25. Media Orientation Flights. See **Chapter 6**, Media Relations, **Section 6G**–Supporting Media Travel.

Section 8F— Interagency Programs

8.26. Air Force Participation in Interagency Programs. Occasionally, the Air Force takes part in and supports interagency exhibits and programs such as the U.S. Information Agency (USIA) Trade Fair exhibition program, which includes such events as the Paris Air Show. Such programs include those supporting international logistics. Each Air Force component of a unified or specified command is guided by the policy on interagency programs issued by that command. However, the policy stated below on programming, preparing budget estimates, and financing Air Force participation in interagency programs applies to all Air Force activities.

8.26.1. Coordination. The Air Force must work through, and obtain approval from, OASD/PA, on all interagency programs. In supporting such programs, the Air Force objectives are to strengthen its community relations program and provide public affairs support to all Air Force activities worldwide. Therefore, when the objectives of the event are social, cultural, or economic, orient Air Force participation toward community relations.

8.26.2. Coordination Between OASD/PA and SAF/PAN. The Air Force point of contact with OASD/PA is SAF/PAN. When an Air Force component receives a request to take part in or to support an interagency action, it must send that request through channels to SAF/PAN for determination and processing through OASD/PA.

8.26.3. Presidential Authorization for Programs. When the President feels U.S. participation in an International Fair or other public or private demonstration of U.S. economic and cultural progress will strengthen international relations, the President authorizes such participation.

8.26.4. Program Costs. OASD/PA, in coordination with the Assistant Secretary of Defense (Comptroller), must furnish program guidance to the Air Force and overseas unified commands on all programmed support with a minimum of 18-months lead-time. Each MAJCOM involved in interagency or unified command matters must include such support costs, known in advance, in its annual budget. In events not previously planned and funded, the Air Force may take part to the extent of its existing capabilities and available funds. Unless the Air Force has a primary interest in a program, reimbursement must be received for any support given a federal agency outside DoD.

8.26.5. Loan of Property. The Air Force may provide property (including foreign excess property) on a loan basis to the manager of a U.S. national exhibition or commercial exhibition under conditions approved by SAF/PA. This property may include, for example, electric generators, office equipment, or expendable items. When the purpose of the loan has been fulfilled, the property must be returned. Costs, including loss, any necessary repairs or reconditioning after use, and transportation must be borne by the requesting agency.

Section 8G— Speeches and Public Appearances

8.27. Acceptance Criteria. Official public appearances and speeches by Air Force people, military or civilian, constitute essential parts of the Air Force program to keep the public informed. Individual members of the Air Force, particularly general officers and other key personnel, should make every effort to fill requests unless overriding or previous official commitments preclude acceptance. Apply the following criteria:

8.27.1. Participation does not interfere with assigned duties.

8.27.2. They confine their remarks to discussion of subjects within the Air Force purview.

8.27.3. Views expressed are nonpartisan, consistent with AFI 51-902, Political Activities by Members of the U.S. Air Force.

8.27.4. Participation does not imply Air Force sponsorship or agreement with the statements of others which may be partisan in nature or contrary to national policy.

8.27.5. Participation does not violate DoD Directive 5500.7, Joint Ethics Regulation.

8.27.6. Remarks or speeches have been security and policy reviewed.

8.28. Audiences. The objective of the speakers program is to reach dynamic sectors of the local community, region, or nation which are unfamiliar with Air Force matters (non-choir audiences). Speakers should achieve at least an 70/30 balance between speeches to external non-choir and choir audiences. This is absolutely vital for senior level speakers who, because of rank or expertise, can best help the American people understand defense issues and priorities. The challenge for public affairs is to maintain a speakers program which attempts to reach a cross-section of society.

8.28. (21SW) GSU UPARs are the focal point for the unit commander and 21 SW/PA for the local community to ensure the Air Force message is received. They will work with the host unit to provide speakers on the unit's mission, and develop an independent speaker's bureau, if separated by a great distance from the host unit. They will work with the 21 SW/PA for possible speaking engagements for the 21 SW/CC.

8.28.1. Non-Choir Audiences. A non-choir audience is one not knowledgeable of Air Force missions, programs and issues or not predisposed to accept an Air Force position on an issue. Examples of a non-choir audience include the following: Chamber of Commerce general membership; non-defense business/industry groups-civic clubs; World Affairs Councils; academic student-faculty forums (excluding ROTC); city/state government officials; non-defense professional organizations; media organizations; and religious groups.

8.28.2. Choir Audiences. Includes veteran and retiree groups, defense-related associations, defense industry management clubs or other gatherings in which 51 percent of the attendees have a personal, professional, scientific or business stake in defense. Examples include the following: Air Force Association; Armed Forces Communications Electronics Association; Chamber of Commerce Military Affairs Councils; base community councils; VFW; American Legion; AFROTC and USAFA graduation/commissioning ceremonies; and U.S. Air Force Academy parents clubs.

8.28.3. Internal Audiences. Includes active duty, reserve, guard, AFROTC or USAFA personnel and family members. Also, Department of the Air Force, other service and DoD civilian workers and family members are considered as part of the internal audience. The 50/50 rule applies: if the audience is made up of more than 50 percent of the above, it is considered an internal group.

8.29. Speakers Bureau. Maintain records on active or potential military and civilian employee speakers. These records usually include brief biographical data, information about the type of organization, past engagements and subject matter the speaker is qualified to discuss.

8.29.1. Set up a folder for each serviced and potential civilian organization or activity. Folders may be established either individually or comprehensively - based on local, state, or national groupings - as dictated by the nature and volume of speech requests. Each folder should include information needed

to evaluate requests from the organization, points of contact, copies of all correspondence, after-action reports, and recommendations for future participation.

8.29.2. Maintain Speech Material Files. These should include copies of speeches given by commanders and staff, plus speech material received from higher headquarters. Periodically solicit information for speeches from commanders and staff officers for the file. Speech material is available on PA Link at **http://www.palink.af.mil**.

8.30. Speechwriting. Air Force News Service (AFNEWS/II) assists in developing speech material and releases certain speech texts. Commanders should use appropriate themes developed by SAF/PA.

8.31. Security and Policy Review. Speakers must have their speeches reviewed for security and policy issues at the appropriate level.

8.32. Payment and Honoraria. Payment or honoraria cannot be accepted for making an official on or off-duty public appearance or speech done as part official duties. However, payment and honoraria can be accept, for public appearances or speeches that are done off-duty and are unrelated to official duties. Consult the servicing SJA for more information. Refer to DoD 5500.7-R, Joint Ethics Regulation.

8.32.1. Travel Expenses. In some cases, official travel expenses can be paid by the organization requesting a speaker. Coordinate with the staff judge advocate.

8.33. U.S. Air Force Representation at Events in the National Capital Region.

8.33.1. Personal Responsibilities.

8.33.1.1. Invitations for Air Force military or civilians who are invited to speak or appear at public events in the National Capital Region must be reported to SAF/PAN immediately upon receipt.

8.33.1.2. Indicate whether the invitation will be accepted, declined, or request guidance from SAF/PA.

8.33.2. Unit Responsibilities.

8.33.2.1. Units which are responsible for local community relations programs in the Washington Metropolitan Area do not need to coordinate events which have only local impact, unless senior Air Force leaders are involved.

8.33.2.2. Exceptions are events sponsored by or in honor of foreign nationals. Invitations in honor of foreign dignitaries should be reported to HQ USAF/CVAI, DSN 225-2796, (703) 695-2796 according to AFI 65-603, Official Representation Funds - Guidance and Procedures.

8.33.2.3. Air Force Protocol, DSN 227-8341 or (703) 697-8341, provides advice on state and official social functions.

8.33.3. SAF/PA Responsibilities. SAF/PAN advises whether or not attendance is desirable, optional, or inadvisable.

8.34. Congratulatory Messages. Anniversary messages from the Secretary of the Air Force and Chief of Staff must be requested; they are not issued automatically. MAJCOM anniversaries normally are recognized at 5-year intervals; and bases, on their 50th anniversaries. Other requests for messages should be carefully considered before being submitted.

8.34.1. Requests from MAJCOMs, bases, public groups, or individuals are handled by SAF/PAN.

8.34.2. Requests from foreign units and governments should be referred to HQ USAF/CVAI.

8.34.3. All requests must be received at least 45 days in advance of the anniversary date and should include the following information: Recommended text; full name, title, grade, and organization of the person to whom the message is to be addressed; brief outline of the event, to include date, time, place, and other data, how message will be used; date the message should be received by the requester; other material useful as background information about the event or in justifying the recommended message.

8.34.4. To request congratulatory messages from higher ranking government officials, although rarely done, use above guidelines.

8.35. Inviting Distinguished Visitors. Air Force units may invite distinguished visitors to attend appropriate functions.

8.35.1. Government Officials. Invitations should be sent to the following distinguished individuals through channels to SAF/PAN: members of the Supreme Court, Cabinet Secretaries, and Principal Deputies to Cabinet Secretaries.

8.35.1.1. Commands must favorably endorse invitations for them to receive approval at HQ U.S. Air Force level.

8.35.1.2. Air University and USAFA. Correspond directly with Cabinet Officers and Principal Deputies to Cabinet Officers to speak or appear at academic functions. On acceptance of any such invitation, notify SAF/PAN immediately.

8.35.1.3. President, Vice President and Members of Congress. Invitations to the President of the United States, Vice President, and members of the Congress should be processed according to AFI 90-401, Air Force Relations with Congress.

8.35.2. Military Officials. Invitations may be made directly by or through commanders of MAJCOMs or FOAs to senior officials up to and including: the Chairman, Joint Chiefs of Staff; the Secretary or Chief of Staff of the Army; the Secretary of the Navy or the Chief of Naval Operations; the Secretary or Chief of Staff of the Air Force; or the Commandant, U.S. Marine Corps. When an invitation from an Air Force unit is accepted by any of the officials listed above, notify SAF/PAN immediately.

8.35.3. Foreign Nationals. Invitations from CONUS commanders to foreign nationals to visit U.S. Air Force facilities or to take part in U.S. Air Force sponsored functions must be approved by the International Affairs Division, Office of the Vice Chief of Staff (HQ USAF/CVAII).

8.35.4. Invitations to other distinguished visitors are a procedural matter for commands. However, advise SAF/PAN immediately when the appearance of a distinguished visitor at an Air Force function is considered likely to attract national attention. NOTE: Invitations for citizens of national prominence to take part in or attend memorial and dedication programs are processed according to AFI 36-3108, Memorialization Program and Associated Ceremonies.

8.35.5. Congressional Visits. Information concerning visits by members of the Congress is in AFI 90-401, Air Force Relations with Congress.

8.35.6. Joint Civilian Orientation Conference. This is a periodic meeting arranged in Washington, DC, and includes interested civic leaders who are personally invited by the Secretary of Defense and

briefed on military affairs and taken on tours of Service installations. These tours should be given the highest priority since they are SECDEF-sponsored, with assistance from OASD/PA and SAF/PAN. SAF/PA sends a message to Air Force units annually requesting nominations. The message outlines nominee criteria and instructions for submission.

Section 8H— Civic Leader Tour Program

8.36. General Guidelines. The Civic Leader Tour program increases U.S. citizens' awareness and understanding of the Air Force's role in national security by inviting groups of community leaders to witness the Air Force mission by visiting Air Force installations. Air Force units carefully select candidates who are capable of disseminating information to various publics about the Air Force's programs. Participants travel on Air Force aircraft to view the Air Force in action in accordance with DoD Regulation 4515.13R, Air Transportation Eligibility and AFI 11-401, Flying Operations.

8.36.1. While all Air Force civic leader tours are conducted under the same basic guidelines, there are several different tour programs. Unified and Specified commands, AFRC and ANG conduct their own civic leader tour programs.

8.36.1.1. Tours are not intended to produce media coverage, however, media queries concerning the program or a specific tour must be answered factually and completely.

8.36.1.2. Working members of the press and members of the U.S. Congress and their staff normally should not be included. Members of local and state government should be included.

8.36.1.3. In areas where major units are collocated, the tour host will coordinate tour plans and guest lists with other Air Force public affairs offices in the area before extending invitations.

8.36.1.4. Local Air Force recruiters, AFROTC detachments, ANG and AFRC sources, as well as area bases, should be contacted for suggested tour invitees.

8.36.1.5. SAF/PANM, SAF/PANC, and SAF/PANE are encouraged to work with the commands to arrange tours from their respective areas of responsibility.

8.36.1.6. Commands are responsible for adhering to the provisions of this regulation, including requests for any required higher headquarters approval.

8.36.1.7. The Civic Leader Tour program must withstand scrutiny at all times. Activities perceived as extravagant jeopardize the viability of this program.

8.37. Funding. MAJCOM and other authorized sponsors are responsible for budgeting and funding CLT airlift support. Fiscal year funds should be requested during the unit's prior years' budgeting process or be included in the unit's POM process.

8.37.1. Each sponsor determines airlift validation and scheduling procedures for CLTs hosted by installations under the command.

8.37.2. SAF/PAN will request and monitor funds through HQ AMC/PA for Air Staff, Secretariat, PA regionals and 11 WG sponsored tours.

8.37.3. AMC will, in coordination with SAF/PAN, include funds for SAF/PA CLTs.

8.38. Airlift Requirements.

8.38.1. Commands with no "passenger capable" aircraft assigned request airlift support through the command validator. The USTRANSCOM/AMC missions are supported as special assignment airlift missions (SAAM). Commands are charged according to current hourly rates and type of aircraft.

8.38.2. Sponsors must indicate special aircraft configuration, including seating, comfort pallets, etc., with the appropriate scheduler when scheduling airlift support.

8.38.3. Although sponsors may request passenger configured aircraft, the participants will experience a more meaningful view of Air Force crew member travel if they fly on cargo-configured aircraft.

8.38.4. Sponsors are encouraged to request a refueling mission on one leg of the trip. Air refueling is a unique Air Force operation demonstrating the capabilities of our systems and the professionalism of our people.

8.38.5. Sponsors must submit airlift requests according to the established priority system. Validated requests must be received by the appropriate scheduler not later than 60 days before the event. Validator and validation method is controlled by funding source.

8.39. Sponsor Requirements.

8.39.1. Limit tours to two days. Two-day tours are approved by MAJCOMs. Three or more days require a waiver approved by SAF/PA. Submit requests for waivers prior to invitations being sent out, to SAF/PAN and include an itinerary and a letter of justification.

8.39.2. Conduct tours within the CONUS.

8.39.3. Consider theme-based tours, such as, environmental, small business, personnel, education, and others. Guest list would include civilian counterparts.

8.39.4. When possible, include visits to installations in at least two commands.

8.39.5. Schedule orientations, demonstrations and briefings during normal duty hours.

8.39.6. Limit time spent in briefings and increase contact with personnel and operations.

8.39.7. Include senior Air Force commander and PAO at the point of origin as military escort on flights.

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

8.39.9. Ensure CLTs are not composed of predominately one organization (for example, the military affairs committee of the local chamber of commerce). However, including national civic or business groups like World Affairs Council, educators, Business Executives for National Security and civic leaders from areas with little or no Air Force presence is encouraged.

8.39.10. Include participants from a cross-section of community leadership (consider age, gender, race, ethnic and occupational backgrounds).

8.39.11. Issue invitations only on a by-name, by-tour basis. Fill last minute cancellations in the same way.

8.39.12. Provide fact sheets and other materials on commands to be visited, pertinent weapons systems, force modernization programs, Air Force Core Values and Competencies and current AF messages.

8.39.13. Do not schedule CLTs to the Pentagon or the National Capital Region.

8.39.14. Do not include peripheral activities (such as golfing or other athletic events).

8.39.15. Do not provide alcoholic beverages to guests aboard aircraft and buses.

8.39.16. Do not include more than 40 participants on a CLT (including escorts).

8.39.17. Avoid including people who participated in a CLT in the past five years.

8.39.18. Do not include retired military members or their spouses unless they qualify as bonafide civic leaders.

8.40. Participant Requirements.

8.40.1. Confirm they are in good health and physical condition.

8.40.2. Assume full financial responsibility for their own lodging, meals and other expenses during the tour.

8.40.3. Furnish the name, address and telephone number of a person to contact in case of emergency.

Section 8I— Base Tours and Open Houses

8.41. Base Tours General Guidelines. Tours tell a portion of the Air Force story to visitors and should be tailored to coincide with the interests of different age groups.

8.41. (21SW) GSU UPARs will develop a tour program, if appropriate, to bring the Air Force message to the people. This program must be approved by 21 SW/PA.

8.41.1. Classified Information. Protecting classified information must be a matter of prime concern in any tour program.

8.41.2. Coordination. Public affairs must have written procedures, coordinated with base security forces, on how to handle all types of occurrences.

8.41.3. Foreign Nationals from Non-Communist Countries. They may be given the standard community relations base tours provided to U.S. citizens without approval from higher headquarters. However, in the event of unusual or questionable circumstances, case-by-case approval must be requested through command channels to SAF/PAN and HQ USAF/CVAII (International Relations Division).

8.41.4. Foreign Nationals from Communist Countries. They may not be given base tours without prior approval. Case-by-case approval must be requested through command channels to SAF/PAN and HQ USAF/CVAII. All such requests should include the name of each visitor, country of origin, and proposed tour agenda. In no case should a commitment be made or implied until approval is received.

8.41.5. Other Military Related Categories. Foreign military trainees, DoD, or Air Force-sponsored groups traveling under the authority of invitational travel orders, and foreign dependents of U.S. Armed Forces personnel may take part in base tours without higher headquarters approval.

Figure 8.1. Base Tour Checklist.

Briefers and Speakers.

Have they been requested and confirmed?

Have they been given background information on the group?

Who will introduce them?

Will they be invited to eat with the group? Who will pay?

Have they been informed what uniform to wear?

Is background information on the speakers required?

Have briefings, presentations, and speeches been tailored to the group?

Who will prepare them?

Will copies be distributed?

Do speeches have to be cleared with higher headquarters?

Have briefing rooms been scheduled?

Is audiovisual support arranged (equipment, spare bulbs, operators)?

Do speakers desire a podium, microphone, or other public address system? Water?

Will the speakers be tape recorded or videotaped? Have the speakers been notified?

Is a dry run required for any presentation?

Should seats be reserved for speakers waiting their turns to speak, staying to hear other speakers, or requiring staff members to listen?

Will questions be allowed?

Are speakers prepared to answer questions likely to come from the particular group (i. e., noise complaints, base construction, civilian employment)?

Is there a plan for keeping speakers within their scheduled times, if the itinerary is rigid? Do the speakers know?

Escorts.

How many will be required? Are backup escorts necessary?

Have they been briefed on their responsibilities?

Have they been given background information on the group?

Have meals, other accommodations, been arranged for escorts? Who will pay?

Have they been told what uniform to wear?

Do they know locations of all tour stops and activities? Can they answer questions about other arrangements made for the group?

Do they know locations of restrooms, water fountains, off base capable telephones, etc. , along the tour route?

Is a dry run required?

Where will the escorts assemble?

Do they have appropriate names and phone numbers to contact if problems or delays occur?

Itinerary and Agenda.

Is there a backup plan for events that are tentative or might be affected by adverse weather?

Has appropriate participation by the commander been coordinated?

Are other activities or exercises scheduled for the same dates? Will the activity serve as a detriment to desired tour support or could the tour be enhanced by including the activity in the itinerary?

Have all restricted areas been identified and provided for?

Will guests be allowed to bring personal cameras? What safekeeping measures will be taken if they cannot take cameras into certain areas?

Are restroom breaks included?

Will all affected areas be clean and spruced up for the visit?

Will group make any presentations to base officials? Will base officials make any presentations to group? Have recipients been advised?

Is a base photographer required?

Can refreshments be provided?

Are telephone facilities available?

Is there an appropriate mix of standing, sitting, and walking stops on the tour, for the comfort of the group?

Do all supporting personnel have a copy of the itinerary?

Will one person be available in the Public Affairs Office to coordinate last-minute changes?

Arrival.

Will escorts be early in case group is early?

Has Security Force been briefed on arrival time and location?

Have information packets been prepared (agenda, fact sheets, biographies)? Will they be distributed upon arrival or placed in rooms?

Can base marquee be used to welcome group?

Has baggage handling been arranged? Has group been advised in advance how it will be handled?

Are name tags required?

Lodging and Messing.

Has lodging officer been informed of requirements?

Will guests or escorts be required to share rooms?

Has food service officer been notified of plans?

Is there a requirement for any formal seating arrangements, to include a head table? Are affected persons aware of special seating?

Who pays? When? Where?

Have names of guests been requested?

Can unexpected guests, within reason, be accommodated?

Are there any special diet restrictions and requirements among guests?

Is someone prepared to notify lodging and food service officers of cancellations or additions as soon as possible?

Have arrangements been made to pay for items and services which will be billed?

Transportation.

Will Air Force transportation be required?

Can personal transportation be used?

Have parking arrangements been made at rally point and at all tour stops?

If enroute changes are necessary, is there a way to reach drivers through a dispatcher?

Have traffic patterns been considered for off base routes, to include rush hours?

Have drivers been briefed on what uniform to wear?

Is a dry run of the route required?

Will drivers eat meals with group? Who will pay?

Media.

Is there local media interest?

Should tour be covered by base newspaper representative?

Will there be working media with group? (Not recommended in most cases.) Do they have any special requirements? Have ground rules been discussed with them? Have commander and others who might be affected been advised?

Follow-Up.

Are letters of appreciation appropriate?

Will photos be sent to group?

Are after-action reports required?

Is there a way to get feedback from the group for use in fine-tuning future tours?

Miscellaneous.

Have all key staff members been briefed?

Has group's point of contact been briefed in advance on all arrangements and provided with any required base passes or maps?

What is the cost?

What type of clothing is recommended (during tour and for social functions)?

Is there a baggage restriction?

What is the general itinerary?

What are emergency phone numbers for duty and non-duty hours?

8.42. Base Open House General Guidelines. Open houses show the mission, equipment and facilities of the Air Force, and the skills and professionalism of its people.

8.42.1. Open houses should not be (or convey the image of) a fair, carnival, circus, civilian air show, or display of commercial products.

8.42.2. They should highlight the base mission and Air Force life. Commanders may consider opening dining facilities, dormitories, maintenance shops, classrooms, flight simulators, and other unclassified facilities.

8.42.3. Commanders may hold open houses when considered in the best interest of their community relations programs. Each commander is urged to host at least one open house each year.

8.42.4. The annual open house is a major activity. Base open house project officers should be senior in rank and familiar with flight and maintenance activities to ensure the success of the event.

8.42.5. Due to extensive PA involvement, the public affairs officer should not be appointed overall open house project officer. The public affairs officer must work closely with the project officer to ensure public awareness and attendance at the open house.

8.42.6. The public affairs officer will provide the comprehensive guidelines for the project officer's use in planning the open house before the first open house committee meeting.

8.42.7. Refer to AFI 34-262, Services Programs and Use Eligibility, for restrictions on commercial sponsorship and the use of non-appropriated funds in support of opens houses.

Figure 8.2. Base Open House Checklist.

Date, Time, and Location.
Is the event considered a suitable occasion?
Has the date been set far enough ahead?
Is the date most suitable for the community and the base?
Does the date tie in with someone famous in the history or background of the community?
Will important guests be available on the date selected?
What time will the event begin and end?
Where can exhibits be located, both on-base and in the community?
Have restricted areas been determined?
Is the location large enough for expected crowds?
Has the event been cleared with higher headquarters?
Have sufficient committees and officials been appointed?
Are committee assignments explicit and all-inclusive?
Have recruiters been brought into the planning?
Advance publicity -- Press.
Have "teaser" releases been put out well in advance?
Will detailed releases be provided several days ahead of the event?
Have personal invitations been sent to the press?
Have release dates and deadlines been considered?
Have special invitations been sent to news people?
Will a press conference be held before the event?
Will a dry run take place at which news people may get a preview?
Will a pre-event briefing be necessary?
Have handouts and stock photographs been prepared beforehand?
Have releases been mailed to interested trade publications?
Have releases on attending distinguished visitors (DV) been provided to the media?
Have invitations been sent to trade and industrial editors whose products or equipment might be used or displayed?
Will base papers be supplied with material?
Has a series of releases been prepared for the daily bulletin?
Will the program, including parking and traffic directions, be done at least 1 day in advance?
Advance publicity -- Radio.
How much time will be available public service and otherwise?
Have spot announcements been prepared?
Have radio releases been coordinated with news releases?
Will the event tend itself to on-the-spot broadcasts?

Will DVs be available for interviews? Have clearances for national hookups been secured? Are out-of-town stations interested? Is there a possibility of working the event into a network show? If live broadcasts are not feasible, can recorders be used? Will the announcer be able to inspect facilities beforehand? Has the announcer been briefed in the event of an accident? Have scripts been prepared and cleared? Is filler and background material available for the announcer? Are there sufficient power outlets for stations desiring coverage? Can a special room be provided for broadcasting when crowd background noise is undesirable?
Advance publicity -- Television. Will local stations cover the event? If the entire program cannot be presented, can parts of it be covered? Have news releases, posters, and pertinent photos been supplied? Can films or film strips be used? Has a check been made with the program director for possible tie-ins with existing programs? Is there any public service time available? Will coverage be made by remote pickup or by film? Is extra power available for remote unit? Have clearances for network programming been obtained? Will DVs be available for interviews? Can base personnel take part in pre-event programs? Can good camera locations be provided?
Advertising and Promotion. Is money available? Are local merchants behind the event? Will newspaper ads be sponsored by merchants? (Air Force personnel should not solicit these ads) Will trade journals sponsor ads? Can announcements be made at civic and fraternal group meetings? Will local theaters use film trailers? Can exhibits be placed in hotel and theater lobbies and other strategic locations? Can car bumper, taxi, and bus signs be provided? Can posters, placard, and window displays be used? Can banners be put up on main street? Can sound truck be operated both downtown and on base? Will local concerns use envelope stuffers? Can billboards be used?

Can decals be used? Will program or souvenir booklets be sponsored by advertising?
Speeches. Who will write speeches? Who will make speeches? Will copies of speeches be provided to media in advance? Have themes for speeches been selected? Will speeches have to be cleared with higher headquarters? Can speakers be provided to civic and fraternal organizations? Who will introduce speaker? Is speaker fully acquainted with the occasion? Is an alternate speaker available? Will effective public address system be set up? Is there a platform and speaker's stand? Will the speaker or audience be facing the sun? Will water and glass be at hand for the speaker? Can speech be covered by media? Can photographers get good shots of speaker?
Photos. Are sufficient photos available for advance publicity? Will the photo lab be available for visiting photographers? Can photos be blown up for use in other displays? Have individual photos been taken of key program personnel? Will photos of exhibits be taken before event? Will photo lab provide complete coverage of events?
Program. How many programs will be needed? Has program been prepared in sufficient copies for distribution to key personnel? Do program items agree with checklist? Who will print programs? Are funds available for program printing? Will programs be sponsored by advertising? Can programs be used to emphasize the Air Force mission? What will program include?
Parade. Has a parade marshal been selected? Have the Mayor and Chief of Police been consulted? Has the Chamber of Commerce been consulted? --Will the community participate in the parade?

Can floats, civic organizations, school bands, and so forth, be included in the parade? Has a suitable route been arranged? Have starting, review, and dispersal points been designated? Will there be an effective PA system and announcer to cover parade? Will local police handle traffic and clear route? Has the troop commander been designated? Will a band be available? Can a grandstand be provided for the public? How many enlisted personnel will be available to participate? Will the best marching unit be available to participate? Is the time selected for the review the most favorable? Who will review the troops?
Awards. Can presentation of awards be effectively tied into the program? Will DVs be available to present awards? If awards are general in nature, who will receive them? Is PA system available for announcement of awards? Does announcer have complete background information on award recipients? Have arrangements been made for families of award recipients? Have media been notified of award presentations?
Aerial Demonstrations. Has Operations been included in all planning? Are any clearances necessary? What types of demonstrations are available? Will demonstration area be clear of crowd? Have safety rules been discussed? Can a dry run be held? Is timing thoroughly coordinated and understood? Have pilots and crew members been well briefed? Are clearance sheets readily available for nonmilitary passengers to sign? Can PA system be tied into air-ground channel for in flight broadcasts?
Ground Demonstrations and Static Exhibits. What type of ground demonstrations are available? Can an area easily seen by the crowd be used? Will announcer describe the events? Can band concerts be held? Will drill demonstration units be available? Will U.S. Air Force Orientation Group provide exhibits?

Where will static exhibits be placed?
Are special ramps available for close-up inspections?
Are any security angles involved?
Can any films be used?
Will fragile exhibits be adequately protected?
Can industrial or local civilian exhibits be used?
Can tours of selected places of interest on the installation be handled?
Have complete safety precautions been taken care of?
Will all exhibits be clear of the operations area?
Can a location be equipped as a press center?
Can a radio booth be prepared?
Will base technicians be able to assist radio personnel?
Can runners be provided for reporters and photographers?
Has transportation been arranged for media?
Has special parking been arranged?
Have passes and identification tags been secured for media personnel?
Can media equipment be adequately located?
Have copies of program been provided media in advance?
Will telegraph service be available?
Are extra telephones necessary?
Is there a special place set aside for observing feature attractions?
Can refreshments be provided?

Distinguished Visitors.

Have special invitations been sent well in advance?
Were responses requested in the invitations?
Has a welcoming committee been selected?
Will escorts or guides be provided?
Will the commander be notified or each arrival?
Has transportation been arranged?
Have press or radio interviews, if any, been cleared in advance with each individual?
Will photographers be able to take pictures?
Will badges or ID tags be necessary?
Will DVs present any awards?
Has a special section been set aside to view feature events?
Have arrangements been made for a pre-event briefing?
Will there be an official or semiofficial reception?
Is money available to pay for a reception?
Have visitors from a distance been notified of weather and press?

Supporting Services -- Civilian Personnel. Have civilian personnel been included in the planning? Have they been briefed on the event? Can they be used as guides, escorts, hostesses, drivers, and so forth? Will they get time off to compensate for additional work?
Supporting Services -- Civilian Police. Has the local Chief of Police been fully informed? Will the necessary police be posted? Have the state or county police been notified, if necessary? Will the roads to and from the base be patrolled on the day of the event? Will civilian police be used on the base? Have any changes in the traffic regulations been coordinated? Has full coordination been effected with the Chief, Security Police? How will civilian miscreants picked up on the base be handled? Will any plainclothes persons be needed?
Security and Law Enforcement. Has complete coordination been effected with the local police? Will the guards and security police be properly dressed? Has a special detail been selected to handle traffic and parking? Has an honor guard been designated for DVs? Can additional guards be secured from other installations if needed?
Fire Chief and Ground Safety. Have they been fully briefed? Can additional personnel be obtained if necessary? Are all fire alarms and boxes plainly marked and in working order? Have extras been installed? Has crash crew been briefed and does it have direct access to any possible trouble areas? Are the platforms and bleachers of sturdy construction? Are ground rules prominently displayed? Have 'No Smoking" signs been posted where needed? Have proper precautions been taken for chemical demonstrations?
Civil Engineering. Have they been informed of all the needs? Are all necessary facilities in good shape? Are all streets open for traffic? Are all traffic signs legible and in place? Have entrances and exits been given a new brush-up? Has the installation been especially policed for the occasion?

Have maps of the installation been prepared?

Have all radio and power lines been checked and additional lines added if needed?

Are there sufficient electrical outlets for special equipment, temporary platforms, band shells, and so forth?

Have heating or cooling problems in buildings been considered?

Have all necessary signs been constructed or painted?

Have seats in special seating areas been marked?

Are diagrams of special seating and seat numbers available?

Have waste containers been strategically placed in sufficient quantity?

Will maintenance and repair crews be available during the program?

Have walk-up stands been constructed for static exhibits?

Will all work orders be submitted well in advance?

Have all lawns been mowed?

Have arrangements been made for tear-downs at end of event?

Has the special parking area been prepared?

Will a wrecker stand by to handle auto accidents?

Transportation.

Has the transportation officer been completely informed of needs?

Are capable drivers properly briefed and dressed?

Are the cars plainly numbered?

Will name tags for DVs include car numbers?

Will it be necessary to meet trains, buses, and commercial airplanes?

Have local bus schedules to and from the base been publicized?

Will special buses for school children or other groups be needed?

Have base bus schedules been thoroughly posted?

Will transportation be required between demonstrations?

Has complete transportation been covered?

Have parking arrangements at necessary stops been secured?

Have releases to inform public of transportation been published?

Can personal transportation be used?

Have stand-by vehicles been designated to handle emergency transportation problems? Can commercial transportation facilities be called on for extra vehicles?

Will emergency equipment be available for crashes?

Has a special vehicle been designated for the project officer?

Lodging and Messing.

Has lodging officer been informed of requirements?

Has food service officer been notified of plans?

How many meals will be served?

Where and when will they be served?
Will a separate dining room be necessary?
Who pays? Where? When?
Will there be an officers' club dinner for DVs?
Has special lodging been arranged for DVs?
Have ladies been advised of proper dress, slacks if a plane trip is involved?
Will separate housing be required for ladies?
Have names of guests been secured in advance?
Will additional mess personnel be necessary?
Are there any special food considerations Catholic, Jewish, etc. ?
Will it be possible for DVs to dine with the enlisted personnel for one meal to demonstrate the high quality food?
Have rooms been assigned?
Are extra linens and blankets on hand?
Have all reservations been confirmed?
Can unexpected guests, within reason, be adequately handled?
Will guides be available to accompany guests to billets?
Has transportation of baggage on arrival and departure been set up?

Parking.

Has parking been coordinated with security police, city police, and civil engineering?
Will there be more than enough parking space?
How far will the parking area be from the show?
Have signs been erected to direct traffic to the parking area?
Will full-time guards be present to supervise traffic and parking?
Has area been laid out to avoid congestion at end of event?
Have lanes been marked to ensure uniform parking?
Has the area been oiled to settle dust, if necessary?
Has a special area been set aside for media and DVs?
Have the necessary "No Parking" signs been erected?
Have parking spots for television, newsreel, and sound trucks been designated?
Are the guards and guides neatly dressed?
Has a telephone connection been made with major exhibits, press center, PA systems, and so forth?
Has the public been informed of traffic routes and parking facilities?

Hospital.

Has the base surgeon been informed of the event?
Has the medical Officer of the Day been posted on the situation and needs?
Have additional ambulances been posted at strategic spots?
Have enough first aid tents been set up?

Will the Red Cross assist in staffing first aid location? Will tours of the hospital be authorized? Can a first aid team make a live demonstration?
Base Exchange. Have exchange personnel been informed of the event? Will sufficient personnel be available to handle visitors? Has the exchange been thoroughly cleaned and decorated? Will special hours be necessary to accommodate visitors? Will the exchange handle food and drink sales for a crowd? How much additional food and drinks will be necessary? Can mobile canteen be used?
Refreshments. Will food and drink be available? Who can best handle this problem? Has exchange officer been consulted? Will base exchange or concessionaires supply refreshments? Who will set the prices? Where will profits, if any, go? Have officers' club and noncommissioned officers' club been alerted? Have refreshment stands and booths been constructed? Where will stands be located? Has the base surgeon approved sanitary measures? Have waste disposal containers been set up? What will be served?
Rest Room Facilities. How many for each sex will be necessary? Will locations be close to areas of concentration? Have sufficient legible signs and directions been provided? Are all latrines completely equipped with soap, towels, mirrors, and so forth?
Decorations. Can entrances and exits be decorated? Who will do the decorating? Will the speaker's platform or DV seating be decorated? What other building or exhibits can be decorated? Are funds available for material? Are all flags and honors properly displayed?
Signs and Placards. Have all the signs for advertising been procured?

Have all the signs for information been made? Who will place the signs in position? Has coordination been effected with civil engineering? Where will signs be located in town? On the base? "Restricted," and so forth? Can the signs be saved for future events? Do all exhibits have placards or personnel to explain them? Are placards available for downtown displays? Will all signs be in place for the dry run, if conducted?
Assistants, Escorts and Guides. Have adequate assistants (officers, enlisted personnel, and civilians) been assigned? Will the escorts or guides be officers, enlisted personnel, or civilians? How many will be requested? Have they been fully briefed on their duties? Have distinctive arm bands been provided? How many visitors will be allotted to each guide? Will there be special escorts for DVs? Do the guides know the locations of all events and key buildings? Where will the escorts and guides assemble? Have patience and courtesy been stressed in briefing? How long will be spent at each spot en route? Will there be rest stops? Can transportation be provided if desired? Have escorts and guides been counted in determining transportation requirements?
Alternate Plan. Has an alternate plan been drawn up? Can it be put into action if the event has to be called off? Who has final authority on a call-off? Can the public be informed beforehand of what to expect in bad weather? Will radio time be available at the last minute to inform the public? Can movie exhibits be utilized inside? Are films readily available if needed? Have gate signs been prepared for a call-off? How much seating inside will be available? Are power outlets for inside broadcasts available? Are umbrellas at hand for DVs?
Follow-Up. Will thank-you letters be sent to all who aided? Will letters of appreciation or commendation be sent to military who performed outstanding jobs? Will a file of letters of acceptance and regret be kept?

Can filmed showings of events be held?
Will photos be provided DVs and awards recipients?
Has cleanup been complete and effective?
Can human interest articles of the day be furnished to the press?
Will congratulatory messages from manufacturers, organizations, and individuals be filed?
Can souvenir photo booklets be made?
Can these booklets be sent to media and DVs who attend?
Also to those who were unable to attend?
Can decorations, exhibits, stands, signs, and placards be saved?
Is there a news story in the refreshment profits, if any?
Who will make a check of any injuries or incidents that may have occurred?

Section 8J— Request for Information (Non-media)

8.43. General Guidelines. 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 and the professionalism of its members based on the quality and timeliness of replies they receive. Many times correspondence is the only direct contact a person or organization has with the Air Force.

8.43.1. Responses should be written in a clear, concise style. Avoid Air Force jargon, technical language, and acronyms.

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

8.43.3. When appropriate, refer requesters to AF Link and AF Link Jr., or your base's homepage.

8.44. U.S. Citizens. A positive attitude toward the Air Force should be developed or reinforced in the minds of young people who request information. This could be an important factor later in their lives when they may consider an Air Force career. Send any letters indicating the writer is interested in joining the Air Force to: U.S. Air Force Recruiting Service, Randolph AFB, TX 78150-5421.

8.44.1. Public affairs is not expected to invest excessive time and resources to research and develop materials for student research papers. Provide materials you have readily available, politely advise requesters their request goes beyond your 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.

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

8.46. Regional, State, and Local Government Officials and Special Interest Group Requests. Special care must be taken to get a fully coordinated staff response and concurrence by the commander, and higher headquarters when appropriate, before answering these requests.

8.47. Foreign Nationals. Public affairs must respond directly to all routine foreign national noncommunist nation requests for unclassified information approved for public release. All other requests should be sent to the local OSI detachment and to the MAJCOM foreign disclosure offices for release determination. If release determination cannot be made at MAJCOM level, the request will be sent to HQ USAF/CVAII, Washington DC 20330-2000. HQ USAF/CVAII also makes release determination for HQ U.S. Air Force activities.

Section 8K— Community Participation

8.48. Guidelines. The Air Force believes it is very important to live with its civilian neighbors as an integral and desirable element in the community. This requires a continuous working partnership between the Air Force and all civilian communities. Such a partnership should include every area of Air Force and civilian community life. The base and its appropriate officers and senior NCOs are encouraged and expected to take part in certain of the community's programs and organizations.

8.49. Commander and Public Affairs Responsibilities.

8.49.1. Civic Leaders. Personal contact must be established with local civic leaders. The understanding and cooperation of these persons are important elements in conveying Air Force insight, and in executing a successful overall community relations program.

8.49.2. Local Organizations. Base personnel should be encouraged to join local organizations compatible with their interests.

8.49.2.1. Public affairs should maintain an organizational reference file to include titles and addresses, official missions and structure, places and scheduled meetings, and conventions.

8.49.2.2. The commander or a designated representative should be ex-officio members who regularly attend meetings of key civic organizations representing a broad cross spectrum of the community, such as the Chamber of Commerce.

8.49.2.3. Key civic leaders or groups should be invited for a base tour and briefing to be hosted by the commander and staff.

8.49.3. National Organizations. Except for the NCR, local commanders may deal directly with local and regional chapters of national organizations. Send questions about liaison and cooperation with local organizations through command channels to SAF/PAN. OASD/PA serves as the principal DoD point of contact for all national organizations (including their local and regional chapters in the NCR) on all matters except:

8.49.3.1. Requests for information from an organization that bears directly on the Air Force.

8.49.3.2. Requests for Air Force speakers.

8.49.3.3. Those matters involving contractual or consulting relationships.

8.49.3.4. Matters pertaining to scientific and technical information. Scientific and technical services are administered by the Defense Logistics Agency.

8.50. Base-Community Council. One of the best ways to have good Air Force community relations is through a Base-Community Council. The Base-Community Council is a joint organization of representatives of an Air Force base and local leaders of the major segments of the community. Membership of the

council should not become static. Public affairs should recognize changes in the community and make sure civilian members on the council reflect current attitudes and opinions of the community. The Base-Community Council offers a distinct advantage over other community organizations, in that its membership is drawn from a full spectrum of affiliations, including business, religious, educational, and professional.

8.50.1. Council objectives.

8.50.1.1. Identify common interests of the civilian and military populations and support community efforts of mutual concern.

8.50.1.2. Get full base and community leader participation to solve problems of mutual interest.

8.50.1.3. Ensure maximum use of community facilities.

8.50.1.4. Increase civilian understanding of the Air Force mission.

8.50.1.5. Set up an effective organization to assist the commander and community leaders to carry out their mutual relations responsibilities.

8.50.1.6. Give continuity to the community relations program.

8.50.2. Council membership. The actual make-up will vary according to the type and size of the base and the community. Functions usually fall into four categories.

8.50.2.1. Police, Health, and Safety Services.

8.50.2.2. Housing and Commercial Services.

8.50.2.3. Recreation, Educational, Religious, and Welfare Services.

8.50.2.4. Public Relations, Hospitality, and Good Citizenship Activities.

8.50.3. Getting started. The ideal way to get community support for base-community councils is for several leading citizens or an established community group to help set up the organization.

8.50.3.1. The senior host commander should invite selected leaders of the community to the base for an informal discussion about establishing a Base-Community Council.

8.50.3.2. The commander and staff should brief the community leaders on matters affecting both the military and civilian populations. This briefing should include a discussion of the base's Air Force mission, its economic impact on the community, and base services available to the community.

8.50.3.3. After determining support for a Base-Community Council, the commander should invite the mayor, president of the Chamber of Commerce, or another leading citizen to serve as co-chairperson of the Council.

8.50.3.4. The commander should then ask the co-chairperson to invite other key civilians to serve on committees.

8.51. Civilian Advisory Board. It also may be desirable to form a Civilian Advisory Board composed of civilian leaders who do not hold structured positions of membership on a Base-Community Council or other group. The board can meet with the senior commander to discuss mutual problems. These groups are informally organized.

8.52. Joint Councils. When there is more than one military installation in an area, community relations efforts or programs should be coordinated when appropriate. Consideration should be given to either forming a joint community council or providing for representation on the separate councils.

8.53. Interservice Support for Events. Some community relations programs involve support from more than one military service. Events of this nature include major national veterans conventions, regional Veterans Day observances, major air shows, large civic festivals, and inaugurals. When more than one military service supports a program sponsored by a civilian organization and the magnitude of the support warrants DoD coordination, OASD/PA requests one military department to nominate an officer located in the area of the program to serve as the coordinator of DoD support.

8.53.1. When the Air Force is requested to nominate a DoD coordinator, SAF/PA requests the command with the installation closest to the event to nominate an officer. OASD/PA then designates the officer as the DoD coordinator. The DoD coordinator is responsible for coordinating all military support, including support by Air National Guard and Reserve components. DoD coordinators are authorized direct liaison with OASD/PA.

8.53.2. When the Air Force provides support for a particular program, SAF/PA requests appointment of a project officer, usually located within the area of the event, to represent the Air Force and assist the DoD coordinator.

8.53.3. The DoD coordinator prepares an after action report and sends it to OASD/PA within 30 days following the program. Air Force project officers assist the DoD coordinator in preparing the after-action report by supplying the Air Force information. A copy of the report must be sent to SAF/PAN.

8.54. Presidential Wreath Laying Ceremonies.

8.54.1. The Office of the Military Assistant to the President provides the Presidential wreaths and arranges for their annual placement at the tombs, burial sites, and monuments of all former presidents. The Air Force, through the MAJCOM or FOA indicated, provides Presidential representatives at wreath laying ceremonies for the following Presidents: Millard Fillmore (ANG), January 7, at Buffalo, New York and Lyndon B. Johnson (ANG), August 27, at LBJ Ranch, Texas.

8.54.2. The minimum military grade for wreath laying ceremonies is a colonel from the installation closest to the site, unless overriding considerations preclude the availability of a senior officer. The name, grade, title, address, and telephone number of each designated representative must be sent to SAF/PAN at least 65 days in advance of the month of wreath placement.

8.54.3. SAF/PAN must give the names of Presidential representatives to the Special Assistant to the Secretary of Defense for forwarding to the Military Assistant to the President, who arranges final details of the ceremony.

8.55. Observances.

8.55.1. Armed Forces Day. By Presidential Proclamation, Armed Forces Day is observed on the third Saturday of May. It provides a special occasion for the public to see the DoD establishment up close and to demonstrate the unity and common purpose of the Armed Forces. On Armed Forces Day, in keeping with the spirit of unification in the National Security Act of 1947, as amended, Air Force units must not observe an anniversary (or any other day of significance to the Air Force and its subor-

dinate elements) at any location away from an Air Force base without specific authorization of OASD/PA.

8.55.1.1. OASD/PA coordinates Armed Forces Programs at the national level. SAF/PA will pass OASD/PA guidelines to the field for each year's observance.

8.55.1.2. Air Force activities will participate by extending hospitality to the public through open houses or similar events and by cooperating with community and organizational observances of Armed Forces Day as appropriate (see **Section 8E** and figure 7-14). In locations and situations where two or more military services are represented, joint participation in community sponsored programs is encouraged.

8.55.2. Veterans Day Observances. The Administrator of Veterans Affairs is usually designated by Presidential Proclamation as the Chairperson of the Veterans Day National Committee. The objective of this Committee, comprised of representatives from major veterans organizations, is to stimulate and perpetuate national public interest in honoring all veterans of all wars on Veterans Day. Each year, this Committee designates certain communities as regional sites for observing this national holiday. DoD supports these observances by appointing a coordinator and approving military support, regional sites are designated to make sure proper priority and an appropriate level of support are available for these major observances. DoD policy is to provide military support for Veterans Day observances in communities designated as regional sites, as well as for smaller local observances held in communities not so designated.

8.56. Recordkeeping. MAJCOMs and FOAs keep SAF/PA advised (on a timely basis) of significant community relations programs, problems, and needs. Public affairs will maintain records of community relations programs and activities.

8.56.1. Records include, as a minimum, date, place, and nature of the event; sponsoring organization; names and titles of sponsoring officials; names and titles of principal military participants; speakers, marching units, bands, exhibits, demonstrations, and equipment; administrative support provided; estimated size of civilian audience; and total additional cost to the government, if incurred.

8.56.2. Records must be in sufficient detail to provide a basis for evaluating program effectiveness, answering inquiries from the Congress, the media, and the general public, providing recognition of outstanding command or individual accomplishments, and ensuring proper national level planning and coordination of programs involving other activities of the U.S. Government and foreign governments.

Chapter 9

ENVIRONMENTAL PUBLIC AFFAIRS

Section 9A— Purpose, Objectives, Policy and Law

9.1. Purpose. Public involvement (PI), also known as community involvement, is legally required for most environmental programs. The goal of PI is to inform and involve specific target audiences (portions of the general public and key regulatory agencies) during critical decision-making windows in various Air Force Environmental, Safety and Occupational Health (ESOH) programs.; This goal varies from the more traditional public affairs goal of program advocacy. This chapter establishes responsibilities, policies, and procedures for organizing and administering an effective and legally sufficient Air Force public affairs PI program.

9.2. Objectives. The objective of the ESOH program is to develop and implement innovative, integrated, and comprehensive solutions that enhance the Air Force's ability to project air power globally. To support this key Air Force program, public affairs programs at all levels must understand and plan for timely and consistent PI that comply with both the letter and the spirit of the environmental statutes. The primary Air Force ESOH messages are: sustaining readiness; being a good neighbor; and leveraging resources.

9.3. Policy. It is Air Force policy to keep the public fully informed of and involved in past, present and proposed actions that potentially could affect the environment and/or public health. Air Force commanders and their staffs must adhere to the following principles:

9.3.1. Air Force agencies at all levels must be prepared to grant public access to most draft and all final versions of unclassified documentation of environmental programs. Prompt, full, and accurate disclosure of information conforms to DOD principles and legal requirements.

9.3.2. Where the potential for public health issues exists, that information must be released in an expeditious and responsible manner.

9.3.3. Air Force officials must be sensitive to civilian and military communities that may be affected by ongoing or proposed activities having possible environmental impacts.

9.3.4. Air Force officials must comply with the spirit and intent of all federal, state, and local environmental laws as they relate to public involvement.

9.4. Applicable Laws. As stated in AFPD 32-70, Environmental Quality: Achieving and maintaining environmental quality is an essential part of the Air Force mission.

9.4.1. The Air Force is committed to: cleaning up environmental damage resulting from its past activities; meeting all environmental standards applicable to its present operations; planning its future activities to minimize environmental impacts; managing responsibly the irreplaceable natural and cultural resources it holds in public trust; and eliminating pollution from its activities wherever possible.

9.4.2. In meeting its commitment to the environment, the Air Force complies with a myriad of environmental statutes, including, for example, the Clean Air Act, the Clean Water Act, the Endangered Species Act, and the Resources Conservation and Recovery Act. Environmental requirements exist in

federal and state statutes and regulations, Executive Orders, and Air Force instructions (see AFPD 32-70, Atch 3). Failure to comply with environmental laws can have severe impacts on the mission.

Section 9B—General Roles and Responsibilities

9.5. Public Affairs Responsibilities. As a critical member of the ESOH management team, the PAO must ensure all members of the public affairs staff have appropriate training, are kept current on local and national Air Force ESOH issues, and advise the interdisciplinary team on PI requirements. Public affairs will ensure news releases, newspaper display ads, and media queries are properly coordinated with the interdisciplinary team (environmental, operations, legal, medical, safety, logistics, and others) and other appropriate agencies or organizations before releasing environmental information. This will be implied throughout this instruction where public release of information is required or recommended. Specific public affairs responsibilities include:

9.5.1. Prepare a comprehensive public affairs plan that may include both basic PI efforts and supporting traditional public affairs products.

9.5.2. Release all public announcements on ESOH issues after appropriate coordination with environmental, legal and health offices, and commanders.

9.5.3. Notify local political, health, and environmental leaders prior to public release of information, if appropriate.

9.5.4. Provide public affairs counsel and guidance to commanders and those staff agencies involved in conducting environmental programs.

9.5.5. Review and ensure all draft environmental documents, particularly the executive summaries, are written in non-technical language that is understandable to the primary target audiences, the commander and the public.

9.5.6. Be the Air Force point of contact for public and media queries.

9.5.7. Coordinate and be the point of contact for all public meetings on ESOH issues.

9.5.8. Place newspaper display ads (funded by proponent) and issue news releases at decision points and other significant stages in ESOH projects.

9.5.9. Keep internal audiences informed through command channels on environmental issues and community concerns.

9.5.10. Ensure compliance with required public involvement actions for each environmental program.

9.5.11. Maintain a complete record of all news releases made, public meetings held, queries answered, and media clips published concerning environmental programs. Ensure proper placement of appropriate information into the Administrative Record and/or the Information Repository.

9.6. Environmental Planning Function (EPF). At any level of command, the EPF is the focal point for the interdisciplinary team responsible for the environmental project. Public affairs should be a primary team member on the EPF.

9.7. General Environmental Program Responsibilities. Public affairs is part of an interdisciplinary team that provides both specific and general support to environmental program objectives. Public affairs communicates the Air Force commitment to public involvement and environmental excellence. Public affairs is the team's lead in incorporating community concern into the decision-making process in all environmental programs and emerging issues (e.g., Community Based Environmental Program). Public affairs should be familiar with the content of the "Final Report of the Federal Facilities Environmental Restoration Dialogue Committee" or FFERDC. The four pillars of the Air Force's environmental program are Compliance, Conservation, Restoration, and Pollution Prevention -- each with specific and overlapping programs to preserve and enhance the environment. Most of the individual programs have legally mandated public affairs requirements.

9.7.1. Public affairs accomplishes community relations requirements by developing an environmental speaker's bureau, facilitating environmental educational outreach to local schools and conducting tours focusing on the four pillars of the environmental program (Cleanup, Conservation, Compliance, and Pollution Prevention). Public affairs also helps plan and conduct Earth Day and other environmental awareness activities.

9.7.2. Public affairs coordinates and conducts media relations on emerging environmental issues.

9.7.3. Public affairs is in the chain of review on all environmental documentation that is releasable to the public.

9.7.4. In addition to Restoration Advisory Board (RAB) participation, public affairs is a member of the Environmental Protection Committee (EPC) or the Environment, Safety and Occupational Health (ESOH) Committee, which reviews policy and serves as a steering group to coordinate and monitor the overall environmental program.

9.7.5. Public affairs communicates environmental information to the internal Air Force audience to inform and educate.

9.7.6. Public affairs promotes the Air Force environmental program through communicating success stories to external audiences. Secretary of the Air Force, Office of Public Affairs, Environmental Programs Branch (SAF/PAME) is the central point for coordinating and communicating environmental successes to national audiences. Installation and major command public affairs communicate environmental successes to local and regional audiences and forward local news releases and news clippings to SAF/PAME for consideration in the national program.

Section 9C—Environmental Justice and Impact Analysis Process

9.8. Environmental Justice Background. President Clinton issued Executive Order (EO) 12898 in 1994. It requires all federal agencies to conduct their programs and policies in a manner that protects the health and environment of minority and low-income populations and provides them with an equal opportunity to participate in the development and implementation of environmental policies, programs, and projects that affect their interests.

9.8.1. In November 1997, the Air Force issued the Interim Guide for Environmental Justice Analysis with Environmental Impact Analysis Process (EIAP). It provides guidance to Air Force MAJCOMs and installations relative to implementation of environmental justice under the National Environmental Policy Act (NEPA).

9.8.2. No specific PA guidance for conducting community involvement activities in areas that may have environmental justice impacts currently exists. However, in the conduct of its public involvement program, public affairs should help ensure low income and minority groups are actively engaged in the EIAP process.

9.9. Environmental Impact Analysis Process (EIAP). The National Environmental Policy Act (NEPA), 42 U.S. Code. 4321-4347, and the President's Council on Environmental Quality (CEQ) regulations (40 Code of Federal Regulations (CFR) parts 1500 through 1508) require federal agencies to analyze potential environmental impacts of major federal actions and alternatives which may significantly affect the environment and to use those analyses in making decisions or recommendations concerning those proposed actions. To reach an informed decision, NEPA requires an analysis of proposed major federal actions and alternatives to identify potential environmental impacts, including community involvement, scientific analysis and potential mitigation. Air Force Instruction 32-7061, The Environmental Impact Analysis Process, implements NEPA and contains policies, responsibilities and procedures for the Air Force EIAP in the United States and abroad. CEQ regulations, AFI 32-7061, NEPA, and this instruction should be used together to comply with NEPA and complete the EIAP. Public affairs should consult with their legal advisors and EPF for a complete listing of applicable environmental laws, regulations and instructions. NEPA requires an analysis of proposed major federal actions and alternatives in order to identify potential environmental impacts. It does not require decision-makers to use the most environmentally-friendly alternative; it only requires that they be aware of and consider them.

9.9.1. One of the key features of NEPA is the requirement for public input and comment during production of the NEPA document. Community involvement is central to the NEPA process. The Air Force fulfills this legal requirement through the EIAP. Therefore, public affairs must be aware of and involved with the EIAP at the earliest stages of and throughout a proposed action or project. All documents released to the public must be made available in information repositories by the EPF, such as public libraries and city halls. NEPA does not require public involvement in the decision-making process. It requires public input and comment during the production of the NEPA document. For classified documents, EIAP "public review and comment" is generally accomplished by representatives who have proper security clearances from appropriate regulatory agencies; they review and comment in lieu of the general public.

9.9.2. There are three levels of EIAP analysis, and, therefore, three levels of public affairs tasking in the EIAP. See **Figure 9.1.**., **Figure 9.2.**., and **Figure 9.3.**

9.9.2.1. Categorical Exclusion (CATEX). CATEXs are types of actions that demonstrate, through prior analysis, clearly insignificant impacts on the environment (see AFI 32-7061). It is the most common EIAP action. The CATEX is reflected on AF Form 813, AF Form 332, Decision Document (DD) Form 1391c, or elsewhere in an appropriate official file. These actions are grouped by category and are approved by SAF/MIQ and CEQ. If the CATEX criteria are met, no further environmental analysis is required. Public affairs does only a quick review of the proposed action..

9.9.2.2. Environmental Assessment (EA). An EA is a concise public document that helps determine the extent of environmental impacts of a project and decides whether or not those impacts are significant. Every EA must lead to a decision to issue a Finding Of No Significant Impact (FONSI); to publish a Notice of Intent (NOI) to prepare an Environmental Impact Statement (EIS); or to take no action on the proposal. Public affairs needs to stay engaged throughout the

investigation and decision-making process. While a range of public affairs efforts may occur during an EA, usually public affairs efforts are limited to one public notice and a subsequent public comment period.

9.9.2.3. Environmental Impact Statement (EIS). This is used where a CATEX or EA is inadequate to provide the required level of analysis. The EIS is a detailed study analyzing all environmental impacts of a proposed action and its alternatives through an extensive public involvement process. In-depth NEPA and risk communication training should be considered and is recommended at the earliest stages of an EIS. SAF/PAR is the primary contact for this type of advanced training.

9.9.3. EIAP Public Affairs Responsibilities. Community involvement is central to the EIAP process. Public affairs actions include:

9.9.3.1. EIAP Document Reviews. Public affairs must participate in the review of EAs and EISs developed by the proponent and the EPF to ensure they are written in lay terms and address concerns raised by the public.

9.9.3.2. EIAP Public Notification. Notifying the public on the availability of an EA/EIS decision document must be made via display advertisement (not a legal ad), one sixteenth of a page (approximately 4 x 5 inches in size) in a local or regional general circulation newspaper. A news release will also be sent to local media. The display ad is a paid newspaper advertisement, funded by the project's proponent. It should appear in a prominent section of general circulation newspapers rather than legal columns or 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 involvement is appropriate (how many news releases, display ads or meetings should be completed), public affairs should consider the following:

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

9.9.3.2.2. The anticipated level of public interest or controversy.

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

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

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

9.9.3.2.6. The degree of any associated environmental controversy.

9.9.3.3. Public affairs will ensure news releases, newspaper display ads, and media queries are properly coordinated before releasing environmental information.

Figure 9.1. Checklist for EIAP Actions: Public Affairs Requirements.

ENVIRONMENTAL ACTION	PUBLIC INVOLVEMENT REQUIREMENTS
Categorical Exclusion (CATEX)	PA Coordination
Environmental Assessment (EA)	PA coordination, local news release, briefings and/or public meetings (where applicable), public comment period
FONSI and Final EA	PA coordination, display ad, news release, public comment period
Environmental Impact Statements	
Notice of Intent (NOI)	PA coordination, prepare Q's & A's, NOI published in the Federal Register, display advertisement announcing NOA and public meetings
Scoping	PA coordination, display ad, public scoping meeting(s)
Draft EIS	PA coordination, submitted to Federal Register, prepare Q's & A's, display ad, public meeting(s), 45-day (minimum) public comment period (starting from the day display ad appears in local newspapers)
Final EIS	PA coordination, , display ad, Final EIS filed with U.S. EPA, (always on a Friday), 30-day post filing waiting period (collection of comments)
Record of Decision	PA coordination, news release, display ad

Figure 9.2. Checklist for EIAP Actions.

Environmental Assessments	
Action	**Date Completed**
BEFORE EA INITIATION	
News Release on planned EA (when applicable)	_____
Informed affected/interested parties; i.e., community leaders, regulators, state, federal agencies, internal audiences prior to release (where applicable)	_____
Intergovernmental agency scoping initiated for EA (when applicable)	_____
FINAL DRAFT EA	
PA POC established	_____
News release drafted by public affairs officer	

(discussing availability of EA for public review, proposed action, points of contact, location where draft can be reviewed) _____
Display ad purchased (funded by proponent) _____
Contacted affected/interested parties, i.e., community leaders, state/local/federal agencies, environmental groups, clearinghouses, news media prior to release of Draft EA _____
News release sent to local media _____
Internal audience notified (via bulletin boards, unit newspaper, command speeches, computer network) _____
Placed document in Information Repository _____

FONSI, Finding of No Practicable Alternative (FONPA) and FINAL EA

PA POC identified _____
Contacted Environmental Program Manager _____
News release drafted (announces document availability for public review and comment, proposed action, findings, points of contact, and location where document can be reviewed _____
Display ad purchased (funded by proponent) _____
Contacted affected/interested parties prior to release (i.e., community leaders, state/local/federal agencies, local environmental groups -- when and if heavy interest in the action is anticipated, local news media or other interested or affected parties prior to release) _____
Internal audience notified (via bulletin boards, unit newspaper, command speeches, computer network) _____
Placed FONSI with attached Final EA in Information Repository and Administrative Record _____

ENVIRONMENTAL IMPACT STATEMENTS

Contact environmental program manager, PA POC _____
Local/state congressional coordination _____
Notice of Intent (NOI) published in Federal Register _____
NOI news release sent to local media may include when and where public scoping meetings will be held _____
NOI display ad purchased in local newspaper
Public Affairs Plan developed _____

Contacted all commenting agencies, interested/affected community leaders, agencies or commissions and environmental groups	_____
WHEN SCOPING PROCESS IS INITIATED	
Meet with all interested/affected parties to include municipal, township, county, and state elected officials	_____
Meet with local and/or regional administrators of various agencies or commissions (i.e., U.S. Fish and Wildlife Service, U.S. Forest Service)	_____
Meet with local community organizations, public interest groups with expressed or expected interest in proposed action, (i.e., Sierra Club, Audubon Society)	_____
WHEN DRAFT EIS IS COMPLETED	
Preliminary Draft EIS (DEIS)Complete	_____
PA review of DEIS, ensuring substantive scoping issues fully addressed within the document	_____
Display ad on Notice of Availability (NOA)/public meetings purchased	_____
Target media, audiences for news release identified	_____
Congressional coordination completed	_____
Local community leaders, county officials, federal, state, local agencies informed	_____
NOA appears in Federal Register	_____
News release, display ad placed in local media (completed in conjunction with notice in Federal Register)	_____
45-day public comment period begins on date of NOA publication in the Federal Register	_____
Document placed in Information Repository	_____
Arrange for court reporter (transcript of public meeting)	_____
Public meeting held (wait at least 15 days after NOA published in Federal Register)	_____
Substantive public comments, issues and concerns incorporated into the final EIS	_____
WHEN FINAL EIS IS COMPLETED	

PA POC identified	_____
Prepare/coordinate news release and Q's & A's	_____
Congressional coordination complete	_____
Distribution to commenting agencies is made, affected/interested groups, individuals, environmental organizations, state clearinghouses (must be done prior to or simultaneous with filing with U.S. EPA)	_____
Air Force files NOA with EPA	_____
NOA appears in Federal Register (30-day post filing period begins upon date of publication in the Federal Register)	_____
EIS has been placed in Information Repository (completed after NOA publication in Federal Register)	_____
News release sent out announcing NOA of FEIS	_____
Local release of NOA	_____
AFTER LOCAL AGENCIES ARE INFORMED	
NOA appears in Federal Register	_____
News release on NOA released and sent to newspapers	_____
Display ad placed in local newspaper	_____
45-day public comment period begins	_____

Figure 9.3. Public Affairs Review of EIAP Documents.

QUESTIONS THAT SHOULD BE ASKED WHEN REVIEWING EIAP DOCUMENTS

Is document free of language which would give the impression the decision has already been made?

For Final Draft EAs, is transmittal letter attached explaining purpose of Draft EA and Draft FONSI (are documents clearly marked as “DRAFT”)?

Could proposed action generate regional/national interest?

Factors to consider in gauging regional/national significance:

Size and type of proposed action.

Degree of any associated/anticipated controversy.

Size of the affected environmental parameters.

Significance of affected environmental parameters.

Will any federal or state-listed or threatened endangered species be affected?

Are there any important historic or archaeological sites on or near proposed area?

Significant issues that have previously generated national/regional media attention (i.e., spotted owl, red-cockaded woodpecker, aircraft conversions).

If national/regional interest is expected, has FONSI been sent to Federal Register for publication?

Were community briefings held (where high level of public interest in proposal is anticipated)?

Is/should a community briefing be planned?

FONSI review: what to look for:

Does not exceed two pages in length?

Does FONSI reflect the following guidelines?

- Includes name of the proposed action.
- Includes brief discussion of the proposed action (to include any alternatives considered).
- A short discussion of the anticipated environmental effects.
- The facts and conclusions that have led to the FONSI.
- A deadline and POC for further information.

FONSI with regional or national interest:

Has FONSI and proposed news release been coordinated through Headquarters Air Force channels for approval (SAF/PAME coordination)?

FONSI submitted to Federal Register through Headquarters Air Force (local publication of FONSI will not precede Federal Register publication).

Air Force agency officials have signed FONSI.

Is EA attached?

Does FONSI state all practicable mitigation measures that have been adopted?

Has attached Final EA been coordinated with outside agencies to include:

- Fish and Wildlife
- State Department of Environmental Quality
- Regional EPA
- State Historic and Preservation Office
- Other interested local or state governmental agencies

Visible environmental/community groups which have or will express interest in the project (i.e., the local Sierra Club for a forest management plan EA).

EIAP and other documents:

Acronym checks (Are all acronyms defined? Appendix attached?)

Clarity (Is document clear, concise and easy to understand?)

Multidisciplinary criteria met (Are social, economic impacts of proposal considered, addressed?)

Alternatives identified/clearly explained (Are all alternatives, to include "no action" alternative, and environmental impacts of each alternative addressed?)

Reference documents attached (previous ROD, FONSI, outside coordinating agencies correspondence, charts, maps)

Reference documents (Are they clear, readable and understandable?)

Legal review

Public affairs review

Legislative impacts review

Community involvement (If so, is a record attached?)

Community involvement record (appendix/paragraph section discussing public notification procedures used, i.e., when NOI was sent out, publications where it appeared, display ad and publications where it appeared, copy of local news release, where/date article appeared)

Natural resources (Does document address issues of special concern or of high interest to regulatory agencies and environmental groups (i.e., proximity to flood plains or wetlands, effects on threatened or state or federally-listed endangered species?)

Historical and cultural resources (Has draft been coordinated with State Historic Preservation Office?)

Public access impacts addressed (Will hunting, fishing or other recreational uses be restricted or impacted by proposed action?)

Impacts to land use planning?

Security, policy review (Are there any statements within document which could be construed as inconsistent with national DOD policy?)

Are hazardous materials (current or anticipated) clearly identified, and impacts, accident remediation issues addressed?

Spill plans in place? (What public notification procedures will be in place?)

Hazardous waste management, minimization plans clearly stated

Mitigation/monitoring clearly addressed and understandable

Is mitigation/monitoring outlined as part of the proposed alternative? -- i.e., Integrated Training Area Management (ITAM), hazardous minimization (HAZMIN), hazardous waste management, pollution prevention measures in place, planned?

Section 9D— Installation Restoration Program

9.10. IRP Cleanup Processes. The IRP is a comprehensive effort to identify, evaluate, and restore contaminated areas (hazardous disposal sites, storage facilities and operational areas) on Air Force-owned properties. At the installation, major command, and air staff levels, the civil engineer (environmental manager) is the office of primary responsibility for the IRP. Public affairs is OPR for community involvement activities in support of the IRP. For more information on the IRP, consult AFI 32-7020, The Environmental Restoration Program (19 May 1994), and Air Force Environmental Restoration Program Management Guidance (July 1996).

9.11. General IRP Public Affairs Responsibilities. Each MAJCOM will establish an IRP directive listing public affairs responsibilities that, at a minimum, fulfill public participation requirements as stated in the National Oil Hazardous Substances Pollution Contingency Plan (NCP); 40 CFR Part 300; EPA guidance on OSWER Directive 9230.0-3C; and Resource Conservation and Recovery Act (RCRA) as amended by the Superfund Amendments and Reauthorization Act (SARA). These requirements apply to all IRP sites, except where there is no public affairs officer assigned to an installation, such as a Government Owned Contractor Operated (GOCO) plant. The responsible command will ensure an on-site representative carries out public affairs responsibilities. MAJCOMs will also maintain copies of documents and materials accomplished by the installation-level public affairs officer in support of the IRP, such as

Community Relations Plans (CRPs), environmental updates, mailing lists, Information Repository indexes, news releases and fact sheets. As a minimum, public affairs will:

9.11.1. Be the focal point for public affairs and/or community involvement aspects of proposed IRP actions.

9.11.2. Provide guidance to the IRP staff on public affairs and/or community involvement requirements for all aspects of proposed IRP actions.

9.11.3. Coordinate or assist in the coordination of Restoration Advisory Board (RAB) activities, including the initial community interest assessment process; and advise the base commander or RAB co-chairman on the public affairs and/or community involvement aspects of the Air Force responsibilities for the development, implementation and participation in the RAB.

9.11.4. Establish and maintain liaison with higher headquarters public affairs offices and concerned base agencies on all IRP public affairs and/or community involvement matters. Depending on the action itself or the stage of the IRP, public affairs 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, Public affairs must fully evaluate their local situations and make sure all concerned parties are in the communication channel.

9.11.5. Notify civic leaders, spokespersons for local interest groups, and other interested parties on the mailing list of proposed program actions. This includes inviting them to appropriate meetings, encourage them to contribute ideas, and inform them of decisions. Continue these actions until all IRP activities, including remedial actions, are complete.

9.11.6. Review all IRP reports and other environmental documents released to the public for effective risk communications language and possible community concerns. IRP reports are very technical reports; therefore, these documents should include an Executive Summary that can be understood by the general public.

9.11.7. Develop and distribute products that provide regular updates on IRP 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 IRP. Distribute the materials through the mailing list and make them available at the Information Repository and to any interested individual or group upon request. See **Figure 9.5.**

9.11.8. Announce the availability of the appropriate documents by display advertisement when they are placed in the Information Repository or Administrative Record. Display advertisements will be placed in a prominent section of the local paper of general circulation. All public notifications require a minimum of a 1/16-page ad (some state or regional EPA offices require a larger advertisement). More than one event can be included in the advertisement. For example, the same advertisement can cover the contents of the proposed plan, public comment period and public meeting information. Ads are funded through the EPF.

9.11.9. Ensure internal audiences (base employees) are fully informed of IRP progress through the base newspaper, commander's calls, staff meetings, bulletin boards, computer network notes, etc.

9.11.10. Maintain a list of qualified speakers to address state and local governments and civilian groups, and actively solicit audiences with civic groups and other community organizations. Public affairs should solicit feedback from audiences to gauge the effectiveness of public meetings.

9.11.11. Assist the program manager during the 30-day public comment period for the Final Draft Feasibility Study and when a preferred alternative has been identified in the proposed plan. The comment period can be extended by 30 days or more upon request. Public affairs will ensure public availability of the report, the proposed plan and a brief explanation of the proposed plan by placing these items in the Information Repository at the beginning of the comment period. Publicize the dates of the comment period, date, time and location of the public meeting, and instructions on how to submit comments. Announce to the public by news release and display ad in a prominent section of a major local newspaper of general circulation. Legal notices may be used in addition to, but not in place of, a display advertisement.

9.11.12. Assist in the preparation of any public meetings throughout the IRP.

9.12. IRP Public Involvement Requirements and Remedial Actions.

9.12.1. Community Relations Plans (CRP), also known as Community Involvement Plans (CIP), are required by 40 CFR Part 300. This is the national authority for many environmental processes and programs that require public notification. The CRP is normally prepared early in the installation's IRP. It identifies issues of possible community concern, provides a basis for communication between the facility and the community, outlines how the public can participate in the decision-making process, and serves as a public record of community involvement during the investigative and remedial programs. The National Contingency Plan (NCP) requires CRPs for all CERCLA cleanups. See the EPA Community Relations in Superfund: A Handbook, and the EPA RCRA Public Involvement Manual for specific guidance of the CRP and overview of public involvement activities. Also see **Figure 9.4.**

9.12.2. IRP Public Involvement Requirements and Removal Actions. Removal actions may occur at any time during the normal process of the IRP. Removal actions can be performed in emergency or time-critical time frames to eliminate an imminent threat to human health or the environment, or to remove a source of contamination such as heavily contaminated soil or groundwater. All removal actions have specific public involvement and/or public affairs requirements, depending on the length of time to plan and perform the action. The following are the categories of removal actions and the associated public affairs requirements:

9.12.2.1. Emergency. Refers to release or threatened releases of substances that require removal activities to begin within hours of the lead agency's determination that a removal action is necessary. There is usually insufficient time to publicize an emergency removal before it is complete. Prepare and publish a news release as soon as possible after the emergency removal.

9.12.2.2. Time-Critical. Removal actions for which less than six months is available for planning before removal activities must begin on site. Public affairs will:

9.12.2.2.1. Prepare and publish a news release and display ad 60 days prior to initiation of on-site removal activity.

9.12.2.2.2. Assist the EPF during a public comment period of not less than 30-days from the time the Administrative Record file is made available for public inspection.

9.12.2.2.3. Assist in preparing responses to significant comments (responsiveness summary.)

9.12.2.3. Non-Time-Critical. Removal actions requiring a planning period of more than six months before removal activities must begin on site. Public affairs will:

9.12.2.3.1. Conduct community interviews.

9.12.2.3.2. Prepare a CRP. If an installation CRP already exists, include the additional information for the removal action as an attachment to the original plan. During the next update, make sure the information is included in the CRP.

9.12.2.3.3. Establish an Information Repository or add removal site information to the existing Information Repository.

9.12.2.3.4. Prepare and publish a news release and display ad and brief description of the action.

9.12.2.3.5. Assist the EPF in conducting a public comment period of not less than 30-days on the action. Upon request, extend the comment period by a minimum of 15-days.

9.12.2.3.6. Assist in the preparation of the written responses to comments, which is part of the final Decision Document.

9.13. Release of IRP Findings. Draft IRP reports are solely for internal review and comment and are not releasable. Public affairs will release final IRP reports to the public.

9.13.1. Public Affairs Responsibilities. Public affairs will coordinate on the message, report, and draft letters of transmittal to the local legislators before they are sent to the major command for approval. Major command public affairs offices also will coordinate on the package before it is sent to the HQ USAF offices. SAF/LLP will handle congressional distribution.

9.13.2. Advance copies of final reports are not releasable. Requesters of the document should be provided the release date and location. After releasing the final report, public affairs should, at a minimum, mail a copy of the executive summary to each requester.

Section 9E— Restoration Advisory Boards and the Community Involvement Program (CIP)

9.14. General Information. 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 the local community regarding environmental restoration (cleanup) activities. The RAB members are: representatives from the community; interested groups; local, state and federal regulatory agencies; and the Air Force. RAB meetings are open to the public.

9.15. Community Involvement Program (CIP). The RAB does not replace other types of community outreach and participation activities required by regulation or stipulated under this AFI. The CIP is a component of the Community-Based ESOH [Environment, Safety, and Occupational Health] Program (CBEP) being developed within SAF/MIQ (Deputy Assistant Secretary of the Air Force for Environment, Safety, and Occupational Health). SAF/PAME is part of the interdisciplinary team developing and guiding the CBEP management policies.

9.15.1. CIP Purpose. The purpose of the CIP is to ensure that the community has the opportunity to participate in the IRP process.

9.15.2. CIP Discussion. Public Affairs needs to train for and accomplish a coordinated public involvement program that supports the policy decisions of the Secretary of the Air Force, the Chief of Staff and senior leaders at HQ USAF, MAJCOMs, field operating agencies, direct reporting units, and subordinate organizations throughout the US. The traditional public affairs role within the military has primarily been one of advocacy. CIP uses different tools. It calls for consensus-building efforts

based on active listening, dialogue and acceptance of community input without prejudging. The challenge is to create an atmosphere of trust that should allow solutions acceptable to most parties. It is a communications challenge meant to help bridge the scientific and technical objectives of the IRP.

9.15.3. CIP Public Affairs Responsibilities. Expand Community Relations Partnerships. Public affairs community relations' organizations must expand already established partnerships with civilian leaders and organizations to include base-level organizations.

Section 9F— Interaction with the Agency for Toxic Substances and Disease Registry (ATSDR)

9.16. Background. The Agency for Toxic Substances and Disease Registry (ATSDR) was created by Congress to implement the health-related sections of CERCLA, as amended. ATSDR is part of the Public Health Service within the U.S. Department of Health and Human Services. Based in Atlanta, GA, the agency's mission is to prevent or mitigate adverse human health effects resulting from exposure to hazardous substances in the environment.

9.17. Public Affairs Responsibilities. Risk communication is at the center of all interactions with ATSDR. ATSDR normally issues news releases regarding site visits, public meetings, and public availability sessions. Public affairs at the installation will assist ATSDR in gauging health concerns, identifying key community contacts, and obtaining a copy of the community relations plan. Public affairs will also assist in reviewing ATSDR-generated documents. The installation SG Bioenvironmental Engineering Office is the main point of contact for the Air Force's working relationship with ATSDR.

Section 9G— Resource Conservation and Recovery Act (RCRA)

9.18. Background. RCRA provides a "cradle-to-grave" system of rules regarding the generation, transportation, treatment, disposal, and clean-up of hazardous wastes. RCRA "Corrective Action" cleanup actions generally occur at installations that have or had Part A or Part B RCRA permits to treat, store or dispose of hazardous waste. RCRA's main objectives are to protect human health and the environment, conserve energy and natural resources, and reduce or eliminate the generation of solid and hazardous wastes. Terms, stages and requirements of RCRA Corrective Action are similar to CERCLA IRP, although specific requirements at each stage may differ in accordance with RCRA permit requirements. The two programs, however, are not necessarily mutually exclusive and may overlap.

9.19. Public Affairs Responsibilities.

9.19.1. General RCRA Community Involvement Requirements. Community involvement plays an important role in RCRA permitting, permit modifications, and Corrective Action under permits. The permitting agency, defined as the U.S. EPA or state environmental regulators, typically is responsible for community involvement activities during the permitting process. However, some public hearing and public notification requirements may be placed on the installation by regulation. Where public notice of Corrective Action requirements is not occurring under RCRA, the base must assure that the public receive adequate notice to satisfy the Defense Environmental Restoration Program DERP, 10 U.S.C. § 2701, et seq., which applies to Corrective Action. Public affairs should maintain contact with the legal office, which can inform them how to satisfy RCRA and DERP public notification requirements.

9.19.2. RCRA Community Involvement Requirements. Specific requirements may be obtained from U.S. EPA's RCRA Public Participation Manual currently available by writing to: RCRA Information Center, U.S. EPA, Office of Solid Waste (5303W), 401 M Street SW, Washington, DC 20460, calling 1-800-424-9346, or on the Internet at: **http://www.epa.gov/epaoswer/hazwaste/permit/subpart/manual.htm**. Also see **Figure 9.4.**

Section 9H— Emergency Planning and Community Right-to-Know Act (EPCRA) and Toxic Release Inventory (TRI)

9.20. Background. The Emergency Planning and Community-Right-To-Know Act (EPCRA) was enacted in 1986 to help protect public health and safety from discharges of toxic substances to the environment by increasing community awareness of chemical hazards and requiring organizations to account for their specified use of toxic substances. Originally applied to private industry, EPCRA principles and guidelines were extended to the military by Executive Order 12856, Federal Compliance with Right-to-Know Laws and Pollution Prevention Requirements, 1993. Facility reporting was initiated in 1995.

9.20.1. Toxic Release Inventory. If applicable, installations provide a Toxic Release Inventory (TRI) report to the U.S. EPA each year that compiles information about toxic releases to the environment and transfer of waste to off-site locations.

9.21. Public Affairs Responsibilities. While there is no prescribed way to present information to the public on toxic releases to the environment, public affairs' role is to notify the public of TRI reports and to explain the significance of the data. Notification includes a public notice explaining EPCRA, an announcement of availability of the report, and placement of the report at a publicly accessible location, such as the Information Repository. Information accompanying the report should help the public understand the chemicals and their related risks, and how the installation uses the hazardous substance. Public affairs should work closely with bioenvironmental engineers, the legal advisors, and the environmental managers to explain the health, safety, and emergency response plans implemented to protect the community in the case of a chemical mishap. It is also important to communicate to the public the military has aggressively sought and implemented pollution prevention measures, reduced hazardous waste, and is constantly seeking alternate, less hazardous chemicals.

Section 9I— Other Environmental Programs

9.22. Safe Drinking Water Act. Congress enacted the Safe Drinking Water Act (SDWA) in 1974 to guarantee the safety of public water supplies in the United States. In order to safeguard drinking water, Congress authorized the Environmental Protection Agency (EPA) to put into effect by formal public announcement, health-based standards, called National Primary Drinking Water Regulations. These are used to regulate public water systems. They protect public health by regulating the physical, chemical, biological, or radiological contaminants in drinking water supplies. Owners and/or operators of drinking water supply systems must notify their customers whenever they fail to comply with certain requirements of these regulations, or when they are operating the drinking water supply system under a variance or exemption.

9.22.1. Public Affairs Responsibilities. The SDWA requires operators of public water systems to notify users of that system in the event that certain conditions arise that affect drinking water safety. The type of notice required under the act depends on the severity of the potential violation.

9.22.1.1. When a public water system fails to comply with an applicable Maximum Contaminant Level (MCL) or treatment technique or fails to comply with the requirements of any schedule prescribed pursuant to a variance or exemption, the public water system must give notice to the persons served by the system. This required public notice must be by publication in a daily newspaper of general circulation in the area served by the system as soon as possible, but in no case later than 14 days after the violation or failure. The notice must also be mailed or hand delivered, not later than 45 days after the violation or failure. For violations of the MCLs or Maximum Residual Disinfectant Levels that may pose an acute risk to human health, the public water system must also furnish a copy of the notice to the radio and television stations serving the area served by the public water system as soon as possible, but in no case later than 72 hours after the violation. The notice must provide a clear and readily understandable explanation of the violation, any potential adverse health effects, the population at risk, the steps that the public water system is taking to correct such violation, the necessity for seeking alternative water supplies, any preventive measures the consumer should take until the violation is corrected, and a telephone number as a source of additional information concerning the notice. For a more detailed explanation of public notification requirements, see 40 C.F.R. 141.32, 141.35.

9.22.1.2. The U.S. EPA publication, "General Public Notification For Public Water Systems," can be obtained by contacting the U.S. EPA Safe Drinking Water Act Hot Line at 1-800-426-4791 or (202) 382-5533, weekdays between 0830 and 1630 (EST).

9.23. Air Installation Compatible Use Zones (AICUZ). Flying operations have an environmental impact on the community. The goal of the Air Installation Compatible Use Zone (AICUZ) program is to promote compatible land use development in high noise and accident potential zones around military installations, to promote public health and safety in areas adjacent to installations, and to maintain the operational capabilities of the installation. The program identifies clear zones, accident potential zones, and noise contours, and recommends land-use guidelines for achieving compatible land use in these areas.

9.23.1. The base community planner manages the AICUZ program. The planner collects and revalidates data, and prepares the AICUZ report or amendment for public release.

9.23.2. Public Affairs Responsibilities. Usually, the installation commander announces the AICUZ program at a public meeting. Public affairs then releases the AICUZ report, works closely with the base community planners and the environmental team to prepare for public meetings, and acts as an information conduit between the base and the community.

9.23.2.1. Public affairs is involved in the development and release of information and must ensure public affairs requirements are met by the AICUZ report and any changes to it. For additional guidance, Public Affairs should review AICUZ Environmental planning bulletins and related information to enhance their knowledge of the program and its requirements.

9.23.2.2. Noise Complaints. In spite of cooperative efforts with the local community during the AICUZ process to deter incompatible users from encroaching upon the clear zone or accident potential zones (APZs), noise complaints may occur. Public Affairs will handle complaints directly and completely without referring callers to other bases or commands and without dismiss-

ing calls when locally assigned aircraft are not involved. To help maintain good media and community relations, public affairs will provide timely, responsive, and factual answers to aircraft noise complaints. Public affairs usually makes a report of the complaints at the Air Traffic Control Board meeting, which is also attended by the community planners. Refer all claims for damages to the base claims office.

9.24. Environmental Compliance Assessment and Management Program (ECAMP). The Air Force's ECAMP was designed in response to Executive Order 12088, Federal Compliance and Pollution Control Standards (October 13, 1978) to ensure compliance with all applicable pollution control standards.

9.24.1. Discussion. The ECAMP is the Air Force's internal, self-assessment program to help commanders assess the status of environmental compliance, and to identify discrepancies and track solutions.

9.24.2. Public Affairs Responsibilities. Public Affairs must be aware of ongoing ECAMP activities and ensure information is provided to the Air Force internal audience. The Final ECAMP Report is made available for release to the public, upon request, following Major Command approval.

Figure 9.4. Information Repository Content List.

Required Items	Optional Items
All final IRP reports (Preliminary Assessments, Site Inspections, etc.)	Copies of CERCLA and RCRA
	A copy of the NCP
Technical Assistance Grant Application process Information	Documentation relating to site sampling results
RI/FS work plan	Any relevant material (for instance, published studies on the potential risks associated with specific chemicals found at the site)
Responsiveness Summary	
Signed ROD	
Administrative order on consent or consent decree	
Remedial design work plan	
ATSDR documents	
Final Report of the Federal Facilities	
Environmental Restoration Dialogue	
Committee (FFERDC)	
Fact sheets	
Public notices	
News releases	
News clippings	
Public meeting, TRC and RAB minutes	
Site's Management Action Plan (MAP)	
CRP	
Information Repository Index	
All other public affairs products that relate to the IRP sites	

Figure 9.5. Installation Restoration Program (IRP) Checklist: Public Affairs Responsibilities.

Program Phase	Date Completed
PRELIMINARY ASSESSMENT (PA):	
News release (when appropriate)	_____
Inform community leaders (before release)	_____
News release (final report)	_____
Inform community leaders (before release)	_____
Place documents in Information Repository	_____
Inform internal audience (unit newspaper, commander's call, etc.)	_____
SITE INSPECTION (SI):	
News Release on Kick-off Meeting	_____
Inform Community Leaders (before release)	_____
Establish a Public Affairs Point of Contact	_____
Ensure PA Report is Still Available in Information Repository	_____
Inform Internal Audience	_____
News Release (arrival of team for field work)	_____
News Release (final report)	_____
Inform Community Leaders (before release)	_____
Establish Mailing List (interested citizens, environmental groups, etc.)	_____
REMEDIAL INVESTIGATION (RI):	
News release on kick-off meeting	_____
Commander holds informal meeting with community leaders	_____
Update mailing list	_____
Prepare Community Relations Plan (prior to completion of RI Work Plan)	_____
Assist in establishing Administrative Record	_____
Inform internal audience	_____
FINAL DRAFT FEASIBILITY STUDIES/FOCUSED FEASIBILITY STUDIES (FS/FFS) (Before Public Comment):	
News release on report (including availability in Information Repository)	_____
Hold 30-day public comment period	_____

Program Phase	Date Completed
Public notice of report (display ad – include availability of Admin. Record)	_____
Send fact sheet to persons on mailing list	_____
Hold public meeting (with court reporter/stenographer for transcript)	_____
Contractor prepares Responsiveness Summary (available in Information Repository)	_____
Inform internal audience	_____
FINAL FS/FFS: (After public comment, etc.)	
News release on Remedial Action chosen	_____
Advertise availability of report	_____
If proposed/selected RA are different, hold another comment period	_____
If a second comment period is held, a second Responsiveness Summary is also required	_____
Inform internal audience	_____
DECISION DOCUMENT (DD)/RECORD OF DECISION (ROD):	
News release	_____
Advertise availability of report	_____
Publish legal notice (availability of 2nd Responsiveness Summary)	_____
Hold 30-day public comment period	_____
Inform internal audience	_____
REMEDIAL ACTION (RA):	
Revise Community Relations Plan (CRP) if necessary (more interviews)	_____
Release fact sheet on design/action	_____
If propose/actual actions differ, publish explanation	_____
News release on action (before & after)	_____

HIGH-INTEREST PROGRAMS:

At installations with major findings or high levels of local interest, the commander and the Air Force may decide to conduct additional activities such as the following:

Program Phase	Date Completed
Site tours; Status reports to community; Press conferences; RABs; Technical Review Committees (regular meetings with interested parties and public representatives for program management purposes); Direct-mail news bulletins; Public forums; Media symposiums; Other activities as appropriate for the installation and program.	

Chapter 10

AIR FORCE BANDS

Section 10A— Purpose and Objectives

10.1. Purpose of Air Force Bands. Air Force bands support the global Air Force mission in war and peace by preserving national heritage providing professional musical products and services for official military, recruiting and community relations events.

10.2. Objectives of the Air Force Band Program.

10.2.1. Enhance airman morale, esprit de corps, and retention.

10.2.2. Inspire patriotism, support Air Force recruiting, and encourage young men and women to serve in the military.

10.2.3. Increase public awareness and understanding of the armed forces and the mission, policies, and programs of the Air Force, enhancing public trust and support.

10.2.4. Strengthen the reputation of the Air Force as a good neighbor, a respected professional organization charged with part of the responsibility for national security.

10.3. General Guidance.

10.3.1. Program. An Air Force band is a group of professional musicians performing as a full-time musical unit. The band commander is the unit commander. Exception: In PACAF, the officer assigned to Detachment 1, United States Air Force Band of the Pacific-Asia, has command authority over enlisted members at that location. At OL-A, United States Air Force Band of the Pacific-Hawaii, command authority is determined by HQ PACAF. **Table 10.2.** shows the location of the 12 active duty Air Force bands, their names, sizes, and geographic areas of responsibility (GAR). Air National Guard (ANG) bands are numbered Air Force bands. ANG band members play music during unit training assemblies and annual training.

10.3.2. Primary types of official military functions to be supported are: parades, ceremonies, protocol functions, troop morale, retention, recruiting, commander sponsored active duty and reserve component functions, and Air Force and DoD community relations programs that project the Air Force image and promote our national heritage.

10.3.2.1. Civilian sponsored mutual benefit or interest events may be supported when the sponsor reimburses the Air Force for additional expenses. See **Chapter 8**

10.3.2.2. Air National Guard band operations are directed by respective State Adjutants General and should be similar to the primary mission of active duty Air Force bands, as training time permits.

Section 10B— Band Classification and Capabilities

10.4. Classification. Active duty bands are named units and classified as either premier or regional bands.

10.4.1. The United States Air Force Band, Bolling AFB, Washington, DC, is a premier unit assigned to the 11th Wing serving the National Capitol Region, and national and international needs.

10.4.2. The United States Air Force Band of the Rockies, Peterson AFB, CO, is also a premier unit assigned to Air Force Space Command. This band provides musical support to the Air Force Academy, has a national mission, and specifically serves its geographic area.

10.4.3. All other active duty bands are regional bands with assigned GARs. See **Table 10.2.**

10.4.4. The GAR concept does not apply to ANG bands. Requests for ANG bands to perform outside their home or adjacent states must be coordinated by NGB-PA.

10.5. Overall Capabilities. Bands may be subdivided into several smaller autonomous units or performing groups to satisfy local, MAJCOM, and regional needs. This concept provides the most cost-effective use of people. All members may perform together for special concerts, parades, and other events. Other small elements, such as woodwind and brass ensembles, choral groups, Dixieland, German, and country-western bands, add to the band's overall capability. Following are examples of units that perform music in support of the band mission:

10.5.1. Concert Band--Typically composed of 35-70 members. Performs concert, patriotic, and popular entertainment music.

10.5.2. Marching or Ceremonial Band--Typically composed of 20-90 members. Performs military marching and patriotic music.

10.5.3. Vocal Ensemble--Typically composed of 4-30 members. Performs patriotic and popular entertainment music.

10.5.4. String Ensemble--Typically composed of 15-30 members. Performs light classical and popular entertainment music.

10.5.5. Jazz/Dance Band--Typically composed of 16-20 members. Performs jazz, dance, and popular entertainment music.

10.5.6. Popular Music Ensemble--Typically composed of 3-10 members. Performs a variety of popular music for community relations, recruiting concerts, and authorized official functions.

10.5.7. Protocol Combo--Typically composed of 3-6 members. Performs background and dinner music at authorized official functions.

10.5.8. Individual Musicians--Perform at military ceremonies and authorized official functions.

10.6. Specific Capabilities of Premier and Regional Bands. Band structure is determined by the band commander according to local needs and within stated core and discretionary manning factors as listed in **Table 10.1.** for 60-member regional bands. Band commanders may adjust discretionary positions to suit their unit's requirements. The numbers shown as discretionary in **Table 10.1.** are only a guide for filling positions beyond the core instrumentation. Names of local groups may be changed at local discretion. Not all performance units listed below are able to perform at the same time in different places.

10.6.1. The United States Air Force Band. Authorized performing units for the USAF Band include but are not limited to:

10.6.1.1. Concert Band, Mixed Chorus, String Ensembles, Jazz/Dance Band, Popular Music Ensemble, Ceremonial Brass, Country Ensemble, Protocol Combo, Marching Band, Chamber Players, and Individual Musicians

10.6.2. The United States Air Force Band of the Rockies. Authorized performing units include but are not limited to:

10.6.2.1. Concert Band, Marching/Ceremonial Band, Instrumental/Vocal Ensemble, Jazz/Dance Band, Popular Music Ensemble, Country Ensemble, Protocol Combo, Woodwind Quintet, Brass Quintet, and Individual Musicians

10.6.3. Regional 60-member bands. Core and Discretionary Manning for these bands is shown in **Table 10.1.** Authorized performing units include but are not limited to:

10.6.3.1. Concert Band, Marching/Ceremonial Band, Jazz/Dance Band, Popular Music Ensemble, Protocol Combo, Woodwind Quintet, Brass Quintet, and Individual Musicians

Section 10C— Operations

10.7. Requesting Band Performances.

10.7.1. Civilian sponsors must submit a DD Form 2536, Request for Armed Forces Participation in Public Events (Non-Aviation), to the band which serves their geographic area, see **Table 10.2.** Military sponsors must submit an official memorandum letter, **Figure 10.1.**, and government sponsors must submit an official letter, **Figure 10.2.**, to the band which serves their geographic area.

10.7.2. Military sponsors requesting performances in support of military events send the memorandum letter directly to the band operations director, who coordinates with the public affairs office on the base where the band is assigned. To protect the integrity of prior commitments and maintain an efficient use of limited resources, military sponsors should submit their requests at least 60 days in advance.

10.7.3. Civilian sponsors may request a band performance by directly contacting the band that serves their geographic area or by contacting public affairs at the nearest Air Force base. Either the band or public affairs provides the requester a DD Form 2536 and assists in its completion. Send the form to the band commander of the band that serves the geographic area of the requester. Civilian sponsors should submit their request to the band at least 90 days before the event.

10.7.4. To request an element of the U.S. Air Force Band, Bolling AFB, Washington, DC, send a completed DD Form 2536 to 11 OG/CCS, 20 MacDill Blvd, Ste 100, Bolling AFB DC 20332-0201. Request must be received by the band at least 90 days before the event.

10.7.5. Except for regularly scheduled tours and events within a band's local area, transportation and funding are the obligation of the requester.

10.8. Geographic Areas of Responsibility (GAR). The most cost effective use of Air Force bands is for them to perform within their own GAR. For a list of bands and their GAR, see **Table 10.2.** When requested to perform outside their GAR, bands must:

10.8.1. In support of military events, coordinate in advance with the primary band assigned to cover the GAR and the next closest band.

10.8.2. In support of community relations events, civilian or military sponsored, send the following to the Bands and Music Programs Division, SAF/PAB, at least 60 days before the event:

10.8.2.1. Completed DD Form 2536 or official memorandum letter.

10.8.2.2. Sponsor's letter of request, if applicable.

10.8.2.3. Local, if applicable, and MAJCOM public affairs recommendation.

10.8.2.4. Itinerary.

10.8.2.5. Estimated costs for travel, billeting, and per diem.

10.8.2.6. Explanation as primary or mutual benefit sponsor. See DoD Directive 5410.18, Community Relations.

10.8.2.7. Costs borne by the mutual benefit or interested sponsor, if applicable.

10.8.2.8. Transportation details.

10.8.2.9. Non-availability statement from the primary band assigned to cover the GAR.

10.9. Premier Band Responsibilities. When premier bands are requested to perform in a regional band's GAR, they must provide copies of proposed itineraries to the regional band and to SAF/PAB at least 90 days in advance.

10.10. Department of Defense Authority. DoD establishes policies for military bands to perform at certain events, ceremonies, broadcasts, and other activities in the civilian community, see DoD Directive 5410.18, Community Relations and DoD Instruction 5410.19, Armed Forces Community Relations. Coordinate with SAF/PAB for DoD approval to participate in:

10.10.1. Any event in the public domain that results in additional cost to the Air Force.

10.10.2. Any event where more than one military band is requested to perform.

10.10.3. Public events in the National Capital Region. Exception: The USAF Band, Bolling AFB, Washington, DC, coordinates with the U.S. Army Military District of Washington, Directorate of Special Events and Ceremonies for NCR community relations and joint service events.

10.10.4. Events of international or national importance, including national conventions and meetings.

10.10.5. National sports and professional athletic events within the United States.

10.10.6. National television or radio events and programs.

10.10.7. Any request made for Outside of the Continental U.S. (OCONUS) travel, except Hawaii and Alaska, by military musical units located in the United States and its territories.

10.11. OCONUS Band Requests.

10.11.1. The Secretary of Defense has given the unified commanders authority to approve overseas public events participation. They may further delegate this authority to a subordinate commander. MAJCOMs overseas should follow guidance as prescribed in DoD Directive 5410.18 and DoD Instruction 5410.19 as much as possible; however, the policy direction and guidance of their unified command headquarters takes precedence. Overseas bands should advise SAF/PAB when they participate in any public event, recording, or video project that significantly affects their operations or

requires major administrative, financial, or logistical support. In general, all performances must comply with the criteria for participation in public events outlined in **Chapter 8** of this publication.

10.11.2. Military services and subordinate commands located in the United States and its territories will refer all requests for OCONUS musical support to the appropriate unified commander or to OASD/PA if the nation to be visited is not assigned to a unified command.

10.11.3. Requests for OCONUS musical support may be approved only if:

10.11.3.1. The request is sent to the unified command or OASD/PA, as appropriate.

10.11.3.2. The unified command evaluates the request and, if it meets support criteria, tasks in-theater assets. If no in-theater assets are available and the event is sufficiently important to warrant support, the unified commander will forward the request, with recommendation, to OASD/PA for evaluation and approval.

10.11.3.3. OASD/PA evaluates the request and, if approved, forwards it to the appropriate military service for action.

10.11.4. Approval procedure for the NGB's annual OCONUS band program differs from the above only in that unified commanders submit their requests for NG band support to NGB-PA. National Guard Public Affairs evaluates requests and submits its recommended program of band trips to OASD/PA for approval.

10.11.5. OCONUS tours by US-based musical units will not normally exceed 15 days. Tours to single locations will not normally exceed 7 days.

10.11.6. Any situation not covered by the guidance on OCONUS travel of musical units stationed in the United States should be immediately brought to the attention of OASD/PA -DPCR.

10.12. Legal Restrictions. All band performances must comply with the restrictions and criteria in section **7.6.**; DoD Directive 5410.18; DoD Instruction 5410.19; DoD Directive 5500.7, Joint Ethics Regulation, Title 10 of the United States Code (U.S.C.), Sections 8634.

10.12.1. Rules for Participation in Public Events. The following guidelines apply to all public performances and supplement criteria for participation in public events outlined in **Chapter 8**:

10.12.1.1. Public performances should be scheduled to support Air Force recruiting. Bands will coordinate with recruiting service within the GAR when scheduling performances.

10.12.1.2. To make sure band participation in a community relations program complies with public law and DoD policy, see guidelines in **Chapter 8** on participation in public events or DoD Instruction 5410.19.

10.12.1.3. Air Force bands may perform short patriotic programs, 5 to 20 minutes, at civilian sponsored social, civic, cultural, and athletic events. A patriotic program is one that helps a civilian sponsor provide honors to the flag and nation. It consists of patriotic or military music, appropriate military honors, and music for presenting the colors. Do not play entertainment music such as background, dinner, dance, or other social music.

10.12.1.4. Air Force bands may play concerts in the traditional setting. Concerts in schools and colleges are good for recruiting. Generally, concerts must be free of charge and open to the public. However, bands may play fairs, exhibitions, or similar events where admission is charged and the

band's participation is incidental to the primary event. No additional charge may be imposed just to hear the band play.

10.12.1.5. Air Force bands may perform concert tours. These are trips by a band unit to give performances in a number of locations, during a specific period, leaving from and returning to the band's home station. Tours are usually paid for with appropriated funds. To adequately cover their GAR, bands should budget for and take part in tours.

10.12.1.6. Air Force bands may play music for public events and parades sponsored by community or other groups when the event is of general interest or benefit to a local, state, or national community and is open to the entire community. The sponsor's role must be clearly civic in nature, and not political or commercial. Those parades or events which are commercially sponsored, designed to increase business traffic, or associated with a particular religious or ideological movement (such as a Christmas parade, beauty pageant, or political gathering) should not be provided band support.

10.12.1.7. When a performance is not included in a band's regularly scheduled and budgeted COMREL touring plan, it is the sponsor's responsibility to absorb costs for performances classified as mutual benefit or interest performances. These costs normally include, but are not limited to: (1) Travel and transportation of military personnel; and (2) Meals and lodging or per diem allowances payable under the provisions of the Joint Travel Regulations.

10.12.1.8. Air Force bands will comply with current DoD guidance and the Joint Ethics Regulation in all matters concerning sponsorship, either corporate or private. In addition, Air Force bands will not accept the free use of musical instruments, equipment, transportation, or services beyond what would normally be needed to accomplish a particular mutual interest performance or tour. This includes equipment such as cell phones, computers, etc.; use of buses, trucks or other vehicles, or other transportation in kind (airline or boat passage); and services (lodging, long distance phone service, etc.). Acceptance of any such products or services for an extended period of time is prohibited. Any exception to this policy must be approved by SAF/PA.

10.12.2. Air Force Band Participation on Military Bases. Air Force bands are authorized and encouraged to play music for any active duty or reserve component military organization. To maintain an efficient use of limited resources, bands should concentrate their efforts on large-scale events (such as wing/squadron picnics, base open houses, dinings-in/dinings-out, wing/squadron change of command ceremonies, base retreat ceremonies, etc.) as much as possible. These events promote esprit de corps, troop morale and retention, and quality of life initiatives for military members, their family members, and guests. To avoid the appearance of fraud, waste, and abuse of resources, bands will only provide support for official military functions. Such functions include military ceremonies, recreation programs, and social events. Bands may play background, dinner, entertainment, and dance music at the following social functions:

10.12.2.1. Formal receptions hosted by the commander.

10.12.2.2. Community relations dinner dances hosted by the commander. A high percentage of those attending must be civic leaders.

10.12.2.3. Dinings-in.

10.12.2.4. Dinings-out.

10.12.2.5. Bands may play for any of the above events off-base if the local commander certifies that suitable on-base facilities are not available.

10.12.2.6. Recreational programs. Air Force bands may play for Air Force recreational programs. Functions sponsored by clubs that charge dues for membership are not approved for band participation, even though these clubs are approved for recreational activities.

10.12.2.7. Air Force ROTC and Junior ROTC events. Bands may support Air Force ROTC and Junior ROTC ceremonial events and military balls provided they are held on school premises or a military base. These events may be supported off-campus or off-base if the ROTC component commander or Professor of Aerospace Science certifies on-campus or on-base facilities are not available. These events must be for ROTC cadets, faculty members, and guests. Band budgeted Operation and Maintenance (O&M) funds may be used to pay for band transportation and per diem expenses. If O&M funds are unavailable, the ROTC unit must pay for band transportation and per diem expenses.

10.12.2.8. Civil Air Patrol annual ceremonial events may be supported on base, provided they are sponsored by an active duty commander.

10.12.2.9. Air Force bands are authorized to perform in open messes for official military functions. Air Force bands are not authorized to perform for membership functions in open messes or for other membership association Non-Appropriated Fund Instrumentalities (NAFI). Band members who perform in open messes or for other membership association NAFIs while off-duty must be paid appropriate compensation for their services from the open mess or other NAFI involved.

10.13. Off-duty employment. Off-duty employment of band members and the use of bands in certain off-base situations are governed by Public Law and Joint Ethics Regulations.

10.13.1. U.S.C. Title 10, Section 8634 states “no Air Force band or member thereof may receive remuneration for furnishing music outside the limits of an air base in competition with local civilian musicians.” This section does not prohibit Air Force members from playing off-base on their off-duty time for pay if they are not competing with civilian musicians. All off-duty employment must comply with DoD Directive 5500.7.

10.14. Recordings. Recordings are authorized and encouraged. They are an inexpensive way to reach a large audience. Recordings are used for public service broadcasting, recruiting, and educational activities. All Air Force band recordings will have the following disclaimer on the exterior cover: “THIS RECORDING IS NOT FOR SALE. This recording is approved by the Department of the Air Force for use in public service broadcasting, recruiting, educational activities, troop morale, and retention. This recording is not for sale and is to be used only within the scope of these Department of the Air Force activities.” Bands must send at least three copies of their recordings to SAF/PAB and the Air Force Museum, Wright-Patterson AFB OH 45433, for historical preservation. Before producing recordings, bands must:

10.14.1. Budget for the cost of recordings.

10.14.2. Coordinate with local and MAJCOM PAs.

10.14.3. Get approval from SAF/PA. Send requests through local and MAJCOM public affairs to SAF/PAB for final approval. Each request must include the purpose of the proposed recording, specific content and overall concept, quantity to be produced, and estimated cost of the entire project. Consult SAF/PAB for guidance.

10.15. Monthly Band Reports. Active duty bands submit AF Form 1036, Band Personnel and Performance Report, or its approved substitute to arrive at SAF/PAB by the 10th day of each month. This report helps HQ USAF and MAJCOM commanders manage personnel assignments and the use of all Air Force bands. SAF/PAB is responsible for determining if active duty bands are being used effectively through site visits, analysis of performance statistics, and man-hour utilization data. The ANG band program submits reports biannually and ANG bands should perform as frequently as training schedules permit. Discontinue reporting during MINIMIZE (see glossary) and emergency conditions.

Section 10D— Funding and Logistics

10.16. Funding. Bands must pay all operating costs excluding those associated with mutual benefit or interest events as described in DoD Directive 5410.18 and DoD Instruction 5410.19. A sizable portion of each band's operating budget must include funding for TDY support of military, recruiting and community relations events. Operating costs should be included in the band's annual budget submitted to the MAJCOM that has administrative and logistical support responsibility for that band.

10.17. Equipment, Supplies, and Music.

10.17.1. Procurement. Bands procure equipment, supplies, and music per the Allowance Standards AS 600 and applicable procedures described in AFMAN 23-110, Standard Base Supply Customer's Procedures and AFI 64-109, Local Purchase Program. Coordinate requests for additions or changes to AS-600 through local supply channels to SAF/PAB. Bands may buy supplies, expendable equipment, and music locally.

10.17.2. Disposal. Before disposing of equipment, supplies, or music, give other bands the opportunity to accept them. The band returns excess musical equipment purchased with appropriated funds to the equipment management office of the base supply facility for redistribution as described in AFMAN 23-110. When a band is deactivated, the band commander recommends to SAF/PAB how the band's music library, instruments, and equipment should be redistributed.

10.17.3. Maintenance. Sound reinforcement systems, recording systems and individual components must be configured and maintained according to manufacturer specifications. Band members may perform preventative maintenance and make minor repairs on band equipment. Repairs and maintenance they can't perform will be done commercially through contract maintenance procedures described in AFI 64-102, Operational Contracting.

10.17.4. The United States Air Force Band, Bolling AFB, provides instrumental parts for all Air Force bands to the U.S. National Anthem, foreign national anthems, and Hail to the Chief.

10.18. Band Uniforms. Formal concert and ceremonial uniforms are authorized in AS-O16 for all bands and should be used for all concerts, parades, ceremonies, and official social functions. Organizational clothing, performance clothing, and accessories will be ordered, stored, cleaned, and maintained by bands, with the accountability resting with the band. When band members PCS to another band, performance uniforms used by the gaining unit will go with the member.

10.18.1. Other blazers, tuxedos, and formal attire are included in AS-016 for use by bands in appropriate social environments. Special costumes may be used in on-base entertainment functions and in connection with off-base recruiting and community relations performances when such wear would enhance the effectiveness of the program. The ceremonial uniform may be worn in any combination

equivalent to uniforms authorized in AFI 36-2903, Dress and Personal Appearance of Air Force Personnel. These uniforms should be worn only at the performance and during transport to and from the performance site.

10.18.2. MAJCOM commanders may authorize band members to wear distinctive uniform accessories in addition to uniforms authorized in AS-016 and AFI 36-2903. These are decorative items that can be worn temporarily or attached to authorized uniforms in connection with official performances. Sewn-on items or other attachments that permanently change the basic performance uniform must not be used. Purchase of decorative items with military welfare funds is described in AFI 34-201, Use of Nonappropriated Funds. The Supplemental Clothing Allowance for band members is described in AFI 36-3014, Allowances for Air Force Personnel. Rank insignia will be worn as prescribed in AFI 36-2903.

10.19. Facilities. The MAJCOM is responsible for providing housing, messing, training, welfare, and effective use of band members, see AFI 32-1024, Standard Facility Requirements. Ensure facilities have appropriate floor plans and room configurations, rehearsal studio sizes, and acoustical treatment for all performing groups. Rehearsal rooms and other space must include:

10.19.1. Acoustically treated rehearsal studios and individual practice rooms. All required band units should be able to practice at the same time in separate rehearsal studios. Rehearsal rooms should be sound-proofed sufficiently so ensembles experience no degradation in rehearsal efficiency. SAF/PAB recommends a professional acoustician be employed during design or redesign phases of a facility.

10.19.2. Secured areas for the music library, arranging equipment, musical instruments, and supplies.

10.19.3. Individual lockers, and separate dressing rooms and rest rooms for men and women.

10.19.4. Administrative space with separate offices for the commander, deputy commander, manager, first sergeant, operations section, and administrative support.

10.19.5. The minimum space requirements for band facilities are published in AFI 32-1084, Standard Facility Requirements:

10.19.5.1. Eleven-member unit: 11,000 square feet.

10.19.5.2. Thirty-member unit: 19,000 square feet.

10.19.5.3. Forty-five to sixty-member unit: 25,000 square feet.

10.19.5.4. The United States Air Force Band of the Rockies: 30,000 square feet.

10.19.5.5. The United States Air Force Band: 60,000 square feet.

10.20. Vehicles. Bands are authorized vehicles as determined by local needs through their MAJCOM.

10.20.1. Minimum requirements for regional band units by size are:

10.20.1.1. Eleven-member unit: one truck and two 15-passenger truck carry-alls.

10.20.1.2. Thirty-member unit: one inter-city bus, three trucks, and two 15-passenger truck carry-alls.

10.20.1.3. Forty-five to sixty-member unit: two inter-city buses, three trucks, and two 15-passenger truck carry-alls.

10.20.2. Bands will be the primary users of these vehicles. Inter-city buses are assigned to the vehicle operations branch of the base transportation squadron, with the band as the primary user. All band travel requirements should be met before the buses are used to support other authorized activities. When no band requirements exist, buses may be used for other on- or off-base transportation needs. Should a conflict in travel scheduling occur, the band commander and vehicle operations officer should jointly determine the type of vehicle best suited to support each need.

10.20.3. When an inter-city bus is not available for band use, it is the responsibility of the base transportation officer to lease or charter a replacement vehicle with fund cite provided by the band, to include commercial charter buses to meet the band's scheduled engagements. Since charter contracts usually require a minimum of 24 hours prior notice, band buses should not be used for non-band travel 24 hours before a scheduled band trip. This ensures sufficient time to make repairs or obtain a commercial contract for a replacement bus if the band bus should develop mechanical problems.

10.20.4. TDY expenses for drivers are paid by the band for all band travel. Band members may drive certain classes of vehicles if trained and certified. Band commanders must ensure this does not interfere with rehearsals, performances, or other musical duties and crew rest.

Section 10E— Enlistment, Training and Utilization

10.21. Enlistment. Applicants for enlistment in Air Force regional bands, AFSC 3N1X1, must be auditioned in person. An active duty band officer must hear and approve the live audition. Applicants for enlistment in the Air Force premier bands, AFSC 3N2X1, are auditioned by the respective band, in a manner determined by the band commander, when vacancies exist. AF Form 485, Application for Enlistment-US Air Force Band, will be prepared for all qualified applicants according to AFI 36-2002, Regular Air Force and Special Category Accessions. Initial skills training in this specialty includes the audition process, as conducted by individual bands, and mandatory assignment of entry level personnel to the BMTS Drum and Bugle Corps.

10.22. Training. Active duty band commanders and the enlisted band leader at HQ PACAF administer the training programs in AFI 36-2201, Developing, Conducting, and Managing Training, primarily through the Career Field Education and Training Plan for the band career field specialty, AFSC 3N1X1 and 3N2X1. The CFETP provides information the career field manager, commanders, supervisors, and trainers use to plan, develop, and conduct an effective career field training program. It outlines training which individuals must receive to develop and progress through their career. The Air National Guard band training program differs, but should retain to the extent possible the standards, procedures, and policies required of active duty members.

10.22.1. Air Force CFETPs 3N1X1A through 3N1X1V are used as basic documents for recording band training. The CFETPs list minimum tasks required to be performed by band members to qualify for each skill level. Make an annotated CFETP a permanent part of each airman's AF Form 623, On-the-Job Training Record. Specific performance and training requirements for each specialty shred-out appear on the appropriate CFETP.

10.22.2. Upgrade trainees, except within the ANG, must receive one lesson each week. Trainees are not excused from this requirement except for leave or extended illness. This weekly lesson requirement is not waived when the band is TDY. If instrumental or vocal lessons are impractical during TDY periods, accomplish training in nonperformance areas, such as music theory, musical terms, con-

ducting, and band management. Each lesson is documented on an AF Form 3029, Lesson Assignment and Evaluation; AF Form 623a, On the Job Training Record - Continuation Sheet, or suitable substitute. Music theory may be presented in organized classes. Upgrade training received under previous training programs should be transferred to the appropriate CFETP before reassignment of personnel. Outdated forms and material should be returned to the individual. Band commanders will review and initial AF Form 623s of those members in training on a monthly basis.

10.22.3. A band member desiring reclassification to another specialty within the 3N1X1 career field must successfully perform each requirement as described in the CFETP for that specialty and skill level. When requirements have been successfully met, contact the military personnel flight and inform them of the newly awarded AFSC. A member cannot be reclassified unless there is a current or projected vacancy for that specialty within the unit of assignment.

10.22.4. Band officers will administer all performance evaluations for award of skill levels. This responsibility will not be delegated. They may invite another band officer when circumstances warrant an additional adjudicator to assist in the evaluation. Retesting should be done by the original testing officer where possible.

10.22.5. Band commanders and the enlisted band leader at HQ PACAF are authorized to budget funds under EEIC 553XX, Professional Education and Contract Training to pay for the cost of private training from civilian teachers and institutions for band members when no training capability exists within the unit or when determined appropriate by the band commander for unit members' proficiency. The band commander decides which members need this type of training. Send requests for private training to the base contracting office on an AF Form 9, Request for Purchase. Only highly qualified civilian instructors should be used.

10.22.6. Band members, other than ANG, also may qualify for college-level off-duty job related instruction. Apply for tuition assistance from the Base Education Services Program. See AFI 36-2306, The Education Services Program.

10.22.7. Annual staff assistance visits by local base or command training offices to band units are waived. Instead, SAF/PAB will provide assistance on training matters as required.

10.22.8. Personnel assigned to Air Force bands within the ANG are assigned primary, control, and duty AFSC 3N1X1Z once their initial active duty training is completed according to AFMAN 36-2108, Airman Classification. The Z suffix applies only to members of the ANG. Guard members retain previously awarded band AFSC 3N1X1X, with applicable shred-out suffix, as a secondary AFSC to facilitate assignment actions in the event of mobilization or augmentation.

10.23. Utilization.

10.23.1. Internal Utilization. Members of regional bands must perform regularly with at least one component of the band, as directed by the band commander. Chief or senior master sergeants assigned to duty positions as the band manager are exempt from this requirement.

10.23.2. Utilization by Other Agencies. Band members must not be given other duties that interfere with rehearsals, preparations, performances, or other musical duties, and crew rest.

10.23.2.1. Rehearsals are indispensable operational training and must be scheduled frequently. Compensatory time off will be viewed as crew rest. Neither should be interfered with. Individual

musicians should not be scheduled for other duties when they conflict with a unit rehearsal, performance, or crew rest.

10.23.2.2. In wartime, bands must perform their primary mission. The wartime mission of bands remains the same as the peacetime mission. Band members must remain with their units during contingency operations or general war. Bands cannot fulfill their wartime mission, unless all assigned personnel are available to perform their musical duties. Exception: band members may be treated as part of the base manpower pool during local disaster situations.

10.23.2.3. Base mortuary affairs officers are authorized to hire a bugler locally when the band cannot provide one, see AFI 34-503, USAF Base Honor Guard Program. Band commanders are encouraged to train non-band members to play appropriate bugle honors as members of a base honor guard. This is a cost-effective way to use the skill of another Air Force member while band members perform the regular duties outlined in **Section 10B**.

Section 10F— Band Responsibilities

10.24. SAF/PA. SAF/PA is the functional manager of the Air Force band program. The Director of Public Affairs:

10.24.1. Establishes management policies for the Band Program through its Bands Division (SAF/PAB).

10.24.2. Recommends to the CSAF each active duty band's location and size for final approval. Requests for changes in band size or base location must be sent to SAF/PA through local base and MAJCOM public affairs channels for the Director's recommendation and for coordination with other HQ USAF agencies.

10.24.3. Coordinates with HQ USAF agencies to provide the best geographic area service to support the mission.

10.24.4. Through the guidance of the CSAF, establishes the balance between performances for Air Force audiences (internal audiences) and non-Air Force audiences (external audiences). Reviews the bands' compliances annually at the worldwide Public Affairs Conference.

10.25. The Bands Division (SAF/PAB). SAF/PAB manages and monitors all aspects of the program through site visits, reports, written and electronic communications. The Bands Division:

10.25.1. Develops policy guidance for the band program.

10.25.2. Establishes qualifications and procedures for hiring new band officers and enlisted members, and recommends to the Air Force Personnel Center (AFPC) they be assigned to the band program.

10.25.3. Recommends to AFPC the assignment of all active duty band members, including officers, managers, and superintendents, to maintain the best possible balance in the band program.

10.25.4. Monitors all band personnel strength levels which are reported monthly on AF Form 1036 or its approved substitute, determines personnel requirements, recommends assignments of new Air Force band members, and reports that information to USAF Recruiting Service.

10.25.5. Coordinates on band performance requests which require DoD approval.

10.25.6. Performs site visits to active duty Air Force bands.

10.25.7. Advises and assists the ANG Band Advisor.

10.26. Command and Installation Level Responsibilities. The highest level command, MAJCOM, NAF, or wing, where a band is assigned has overall command and staff responsibility for the band. The command must provide and ensure funding, facilities, transportation and effective use of band personnel.

10.26.1. The highest level public affairs office on the installation where a band is assigned coordinates on all exceptions to policy for performances and recordings.

10.26.2. Band commanders, managers, and superintendents may communicate directly with SAF/PAB and other Air Force bands. Band commanders and their public affairs sections are responsible for developing and distributing information about performances, band units, and performers. They may also develop biographical sketches and articles suitable for media use. An information copy of the current publicity kit must be sent to SAF/PAB annually or when significant updates occur.

10.27. Air National Guard Bands. ANG bands are supervised by the highest level ANG commander at bases where they are located.

10.27.1. The ANG band advisor is the Chief of Bands for all ANG bands. A part of that function, as principal advisor to SAF/PAB and NGB, is to monitor the readiness of these bands and recommend to SAF/PAB and the NGB actions for improving the ANG band program.

10.27.2. The ANG Chief of Bands determines the readiness of ANG bands through technical inspections, staff assistance visits, reports, and written and electronic communication. This individual also conducts band leader auditions to fill vacancies in the ANG band program using appropriate musical performance standards that apply to active duty band officers.

10.28. Volunteer Drum and Bugle Corps. The commander of a group, base, or similar unit may form a volunteer drum and bugle corps to provide music for military formations and ceremonies. All military people connected with or playing in these elements are volunteers. This activity should not interfere with their normal duties.

Table 10.1. Core and Discretionary Manning for Air Force Bands.

	Core	**Discretionary**
Field Grade Officer	1	-
Company Grade Officer	1	-
Manager (E-9)	1	-
Superintendent (E-8)	1	-
A-Clarinet	5	2
B-Saxophone	4	1
C-Bassoon	1	1
D-Oboe	1	1
E-Flute	2	-
F-Horn	3	1
G-Trumpet	5	1
H-Euphonium	1	-
J-Trombone	4	-
K-Tuba	2	-
L-Percussion	4	1
M-Piano	2	1
N-Guitar	1	1
P-Arranger	1	1
R-Vocalist	1	3
S-Electric Bass	2	1
V-Audio Technician	1	1
TOTAL	44	16

1. This core manning recommendation does not apply to the Band of the Pacific since it is divided among three locations.

2. All discretionary positions must be used for enlisted musicians.

3. In addition to the above, at least one administrative support position is authorized for units of 30 members or more, not to be counted against total band officer and 3N1X1 positions in the band program.

Table 10.2. Air Force Band GARs.

Band/Address	Size	Geographic Area of Responsibility
The United States Air Force Band 201 McChord St Bolling AFB DC 20332-0202	208	No assigned area (coordinate with SAF/PAB)
The United States Air Force Band of the Rockies 520 Otis St Peterson AFB CO 80914-1620	70	AZ, CO, ID, NV, UT, CONUS (coordinate with SAF/PAB)
United States Air Force Band of Liberty 25 Chennault St Hanscom AFB MA 01731-1718	60	CT, MA, ME, NH, NY, RI, VT
United States Air Force Band of the West 1680 Barnes Ave Lackland AFB TX 78236-5500	60	LA, NM, OK, TX
United States Air Force Heritage of America Band 86 Hickory St Langley AFB VA 23665-2192	60	DE, Eastern MD, Eastern PA, NC, NJ, SC, VA
United States Air Force Heartland of America Band 109 Washington Sq Ste 111 Offutt AFB NE 68113-2126	60	IA, KS, MN, MT, ND, NE, SD, WY
Band of the United States Air Force Reserve 550 Allentown Rd Bldg 763 Robins AFB GA 31098-2252	60	AL, FL, GA, MS, TN
United States Air Force Band of Mid-America 900 Inner Dr Bldg 864 Scott AFB IL 62225-5115	57	AR, IL, MO, WI
United States Air Force Band of the Golden West 271 Dixon Ave Travis AFB CA 94535-2867	45	CA, OR, WA
United States Air Force Band of Flight 3920 Lear St Wright Patterson AFB OH 45433-5721	60	IN, KY, MI, OH, Western MD, Western PA, WV
The United States Air Forces in Europe Band Unit 3315 APO AE 09136-5000	60	Europe, North Africa, and Middle East as directed by USEUCOM and defined in the Foreign Clearance Guide
United States Air Force Band of the Pacific 4810 F St Anchorage AK 99506-2380	30	AK, PACAF as appropriate

Band/Address	**Size**	**Geographic Area of Responsibility**
*United States Air Force Band of the Pacific-Asia (Det 1) Unit 5075 APO AP 96328-5000	30	Japan, PACAF as appropriate
*United States Air Force Band of the Pacific-Hawaii (OL-A) 340 Kuntz Ave Hickam AFB HI 96853-5399	11	HI, PACAF as appropriate
*Named activities of the United States Air Force Band of the Pacific at geographically separated locations. Official designations are Det. 1 and OL-A.		

Figure 10.1. Sample Official Memorandum Letter Band Request for Military Sponsors.

Date

MEMORANDUM FOR [BAND NAME]

ATTN: [BAND COMMANDER]

FROM: AF/xx

1600 Air Force Pentagon

Washington, DC 20330-1600

SUBJECT: Band Support Request

1. [Please identify the purpose of the event, the specific support requested, and the date, time, and location of the event.]

2. I certify that the event described above is an official DoD function I am hosting or conducting as a member of the Department of Defense in the performance of official duties associated with my office.

3. If the event is scheduled for a location not on government property, it is because government facilities are unavailable or of insufficient size to support the event.

4. If there are questions, please contact [POC]. Thanks for your help.

[signature]

FIRST MI. LASTNAME

Rank, Service Abbreviation

Title

Figure 10.2. Sample Official Letter Band Request for Government Sponsors.

DEPARTMENT OF DEFENSE MUSICAL SUPPORT CERTIFICATION

_____ Date

I certify that the event described below is an official U.S. Federal Government function I am sponsoring in the performance of duties associated with my appointed or elected office. This event is non-partisan in nature and is paid for solely through the use of appropriated funds.

If the event is scheduled for a location not on government property, it is because government facilities are unavailable or of insufficient size to support the event.

Specific details about the event for which support is requested are provided below.

Date: _____ Time: _____

Location: _____

Specific support requested: _____

Purpose: _____

_____

_____

_____

_____

_____

_____

(Signature, Name & Title of Member)

Name & phone number of Member's point of contact:

_____ Phone _____

Chapter 11

AIR FORCE BROADCASTING SERVICE

Section 11A— Purpose, Objectives and Responsibilities

11.1. Purpose of Air Force Broadcasting Service. The AFBS Directorate (HQ AFNEWS/BG) manages Armed Forces Radio and Television Service (AFRTS) outlets owned and operated by the Air Force, and Air Force Regional News Centers overseas. Its mission is to inform and entertain Department of Defense (DoD) personnel and their families in Central and Southern Europe, Southwest Asia, Turkey, the United Kingdom, the Azores and the Pacific Rim, and provide information about Air Force activities overseas to active duty, reserve, and retired Air Force members and their families.

11.2. Objectives of Air Force Broadcasting Service.

11.2.1. Link airmen and their leaders through a free flow of news and information.

11.2.2. Help airmen understand their roles in the Air Force mission.

11.2.3. Explain how policies, programs, and operations affect airmen.

11.2.4. Promote good citizenship and build pride in members of the civilian community at home and in foreign countries.

11.2.5. Recognize individual and team achievements.

11.2.6. Provide avenues for feedback.

11.3. Air Force Broadcasting Service Responsibilities. AFBS radio and television outlets produce and insert command internal information into AFRTS programming for DoD members and their families overseas in accordance with DoD 5120.20-R, Management and Operation of Armed Forces Radio and Television Service. They gather local news in coordination with public affairs offices, to provide commanders with a timely means of providing internal information to members of the DoD and their families. Air Force AFRTS outlets also operate as Air Force News Bureaus, providing electronic news stories for use in regional AFRTS newscasts. Air Force Television News, Air Force Radio News, and the Air Force Satellite News Service.

11.4. Regional News Centers and News Bureaus. Air Force Broadcasting Service has Regional News Centers at Ramstein AB, Germany and Yokota AB, Japan. They produce timely Air Force-specific and locality unique products for AFRTS networks and outlets overseas; and news products for Air Force News Service. With broadcasters, a journalist and a photojournalist assigned, the RNCs can provide video, radio, text and still photographic coverage of major news stories occurring in their AORs. They support commanders and public affairs offices at all levels within their areas of responsibility including unified and joint commanders; major and local Air Force commands; and joint commands serving Air Force members with broadcast news and internal information spot production. During contingencies, the RNC news teams can deploy as a mini-combat information team (CIT) or round out manning of a CIT deployed from CONUS.

11.4.1. RNC/NBs produce theater/locality specific spots; generic topics are covered by the American Forces Information Service Radio Television Production Office (AFIS-RTPO). Because of the long

planning process involved in RTPO productions, AFBS may task the RNC/NBs with generic spot production to meet immediate needs.

11.4.2. RNC's cover electronic news where other AFBS broadcast producers are not located. Joint efforts by an RNC and local outlet are encouraged when outlets do not have resources to provide adequate coverage. All shoots involving travel to areas already served by AFBS resources will be coordinated ahead of time with the local station and HQ AFNEWS/BGO.

11.5. Functional Area Responsibilities.

11.5.1. SAF/PA directs the AFBS through the commander, Air Force News Agency (HQ AFNEWS), Kelly AFB, Texas.

11.5.2. HQ AFNEWS/CB manages AFRTS work force standards for the Army, Navy, Marine Corps and Air Force and is the DoD executive agent for AFRTS deliberate wartime planning.

11.5.3. HQ AFNEWS/BG has the following responsibilities:

11.5.3.1. Air Force single manager for AFRTS activities.

11.5.3.2. Coordinates AFBS matters requiring DoD policy, approval, or assistance with HQ AFRTS.

11.5.3.3. Develops Air Force budget estimates for AFBS broadcasting investment equipment changes directed or approved by DoD.

11.5.3.4. Provides data to the Air Force Program Element Monitor (PEM) for program element 88711F.

11.5.3.5. AFBS manages and coordinates assignments of Air Force military and civilian personnel to operate and maintain its outlets.

11.5.3.6. Reviews and validates broadcasting outlet and RNC operations and maintenance and investment equipment requirements for consolidation within the AFNEWS budget submission to HQ USAF.

11.5.3.7. Procures, through Television-Audio Support Activity (T-ASA), equipment approved by the AFBS Equipment Management Review Panel.

11.5.3.8. Provides supplies and spare or repair parts and tools for command-supported equipment.

11.5.4. Air Force public affairs offices must maintain a close liaison with RNCs and AFRTS outlets to ensure accuracy and balanced news reporting. Public affairs representatives should coordinate on stories and informational spots and provide a list of unit public affairs representatives to local AFRTS outlets.

11.5.4.1. AFRTS operates military radio and television stations on overseas bases. AFRTS outlets are part of the public affairs team. They offer a timely, critical means of getting information to the internal audience. Public affairs should keep outlets up to date on what's happening on the base, and give them access to stories covered by the base paper or civilian media.

11.6. Using Commands Responsibilities.

11.6.1. Provide the physical security and anti-terrorism support outlined in DoD 5120.20-R. Each installation with an AFRTS outlet must provide a qualified, disinterested party to evaluate the annual exercise of the outlet's anti-terrorism plan. Send a copy of the evaluation report to HQ AFNEWS/BG.

11.6.2. Maintain common-user equipment, such as transmit and receive towers, at AFRTS outlets, in accordance with agreements.

11.6.3. Procure and maintain television cable and audio distribution systems (outside plant).

Section 11B— AFRTS Service

11.7. New Service Installation Process. An installation commander who applies for new service or requests an upgrade where AFBS is the geographic area manager for existing service should contact HQ AFNEWS/BGOX for assistance in preparing the request.

11.7.1. Requiring commands send applications for new service through the unified command to HQ AFNEWS/BGOX. Include the following information:

11.7.1.1. Essentiality of the requested service. (Include a list of recreational facilities and English language entertainment available.)

11.7.1.2. Percentage of each military department's representation in the proposed service area.

11.7.1.3. Necessary offsets to fund the required service.

11.7.1.4. A frequency authorization document if a frequency assignment is required. Frequency requests must be coordinated with the proper military frequency management office.

11.7.1.5. Proposed in-service date (month and year).

11.7.1.6. A completed DD Form 2137, AFRTS Outlet/Network Registration.

11.7.1.7. Assurance that base officials provide, and obtain maintenance support for, the base television or audio distribution system.

11.7.1.8. Resource support is the responsibility of the requiring command, which transfers required resources, including manpower, to AFNEWS.

11.7.1.9. The requiring command must integrate resource requirements for AFRT new service installations at Air Force bases being programmed for future construction into the new mission Program Decision Package for the entire installation. The requiring command must do the same for AFRT new service installations on existing bases (for example, a new weapons system bed-down).

11.7.2. HQ AFNEWS/BGOX coordinates the request with Air Staff and other agencies as required

11.7.2.1. Obtains HQ AFRTS approval.

11.7.2.2. Notifies the requesting party of approval or disapproval and informs other MAJCOMs, if required, and T-ASA.

11.8. Establishing AFRTS or Non-AFRTS Cable or Satellite Service Overseas.

11.8.1. Sites that want to receive unmanned AFRTS services should contact HQ AFNEWS/BGOX at DSN 945-4307 or email at **mailto:BGOX@afnews.af.mil** for information.

11.8.2. Site locations that want to receive non-AFRTS cable or satellite services must meet the requirements in DoD 5120.20R, Management and Operation of Armed Forces Radio and Television Service.

11.9. Closing AFRTS Outlets.

11.9.1. The commander of the installation served by an AFRTS outlet operated by AFBS must request approval for disestablishment.

11.9.2. The installation commander must obtain MAJCOM or FOA coordination and send the request to HQ AFNEWS/BG, 203 Norton Street, Kelly AFB, Texas, 78241-6105. Send an information copy to the manager of the AFRTS outlet involved.

11.9.3. HQ AFNEWS/BG coordinates the request with appropriate Air Staff and DoD agencies, obtains HQ AFRTS approval, coordinates equipment disposition with the Television-Audio Support Agency (T-ASA), coordinates disposition of AFRTS program materials with the AFRTS Broadcast Center (AFRTS-BC), notifies the proper United States Embassy through the unified command, and provides HQ AFRTS with a copy of the notification.

11.9.4. The commander of an Air Force installation served by an AFRTS outlet operated by another service must request disestablishment through the appropriate channels of that service.

11.9.5. When it is determined that unmanned service is no longer needed, the installation commander should contact HQ AFNEWS/BGOX at 945-4307 or email at **mailto:BGOX@afnews.af.mil**.

11.10. Deliberate AFRTS Planning For Wartime and Military Operations Other Than War. Plans for AFRTS activities must be included in unified command operations plans.

11.10.1. HQ AFNEWS/BG will:

11.10.1.1. Function as Unified Command AFRTS Planner (UCAP) for commands as directed by AFIS.

11.10.1.2. Assist unified command Public Affairs Officers in publishing an AFRTS appendix to Annex F of each respective OPLAN.

11.10.1.3. Become the unified command focal point for AFRTS during deployments.

11.10.1.4. Represent HQ AFRTS to unified commands as directed for deliberate wartime planning.

11.10.1.5. Assist unified command public affairs in adopting a crisis action policy to provide support to deploying and in-place, forward-deployed forces.

11.10.2. AFRTS outlets are a valuable communication resource during contingencies. If not included in the planning process valuable time can be lost before someone thinks to use the outlets services. AFRTS outlets should be included in public affairs instructions and annexes to base operations plans. Detachment chiefs/commanders must review applicable documents annually and coordinate with public affairs.

Section 11C— Programming and Other Requirements

11.11. AFRTS Programming. AFRTS provides multiple channels of TV and radio programming by satellite to manned and unmanned AFRTS outlets around the world. Full-service TV channels with entertainment, news, and sports are available for both the Atlantic and Pacific theaters. Additional services provide news and sports and more entertainment programming.

11.11.1. AFRTS programming must be aired on a dedicated channel, it will not "share" a channel with other program services.

11.11.2. In areas where AFRTS outlets have one TV broadcast frequency, or only one channel on a base cable system, the theater-specific full-service channel will be provided. Manned outlets will produce and insert local command information, to include news, information spots, and special and emergency announcements. Outlets will provide local information on as many TV and radio cable services as resources allow. Manned outlets do not create independent broadcast schedules by recording programs or switching between AFRTS channels.

11.11.3. When an installation's cable system can distribute more than one AFRTS channel, the commander may choose from the audio and video services available.

11.11.4. A 1 volt peak-to-peak NTSC video and/or 4 volt audio signal will be made available to the base cable system at the AFRTS facility.

11.12. Priorities for Capability to Insert Local Information on AFRTS Services.

11.12.1. Local news, information spots, and emergency announcements on radio and TV broadcast channels and/or primary services on cable systems. The primary TV service is that theater's full service channel, for radio it is whatever service carries local DJ shows.

11.12.2. Emergency announcements on all AFRTS channels.

11.12.3. Automated insertion of local information spots and news on all AFRTS channels.

11.13. Subdued Programming. Stations must be sensitive to significant worldwide or local events. The local public affairs officer and U.S. country team determine the need for subdued programming. Mirroring local broadcasts is usually preferred, but variations in local program materials and network source will affect station's abilities to do that.

11.13.1. Establish and coordinate procedures in advance to verify and implement subdued or modified program schedules. Report implementation of subdued programming, or in extreme cases, host country team decision to take the station off the air, immediately to HQ AFNEWS/BGO.

11.14. Spot Availabilities. AFRTS airs DoD internal information on all program services. Specific availabilities, along with cues to trigger automation systems, are provided for theater and local spot insertion. Local information will be inserted at those cued opportunities, or crawled across the bottom third of the screen.

11.15. Local Publicity. Specific guidance on types of spot announcements which can be produced and aired by AFRTS outlets is provided in DoD 5120.20-R, Management and Operation of Armed Forces Radio and Television Service. The goal is not to endorse any commercial organizations or brands, but rather to provide information of importance and interest to authorized audience members.

11.15.1. Local publicity is provided to groups and organizations authorized and recognized by customer commands/bases. All information must be targeted at authorized audience members: overseas DoD personnel and their family members.

11.15.2. The installation chaplain is the approving authority for publicity of any local religious activities.

11.15.3. Unofficial private organizations on base must be registered with Services to receive publicity. Stations should get a current listing of approved private organizations from Services.

11.15.4. Publicity for off-base or host nation activities should be limited to events of cultural interest to audience members and must be approved by public affairs.

11.16. Local Production Criteria/Plan. AFBS outlets must concentrate spot production efforts on local information. Setting, talent, and personalities alone do not satisfy this requirement; the information presented must be unique to local viewers. If a spot can air at another AFRTS outlet without modification, it should be referred to Regional News Centers or AFIS Radio and Television Production Office AFIS/RTPO.

11.16.1. Detachment chiefs/commanders must ensure a documented plan is in effect for prioritizing local production efforts. The plan must be based on local command/host-base goals and objectives.

11.16.2. Satisfy local request for generic internal information topics when appropriate by tagging AFIS/RTPO spots with local information such as phone numbers or points-of-contact.

11.17. Airing Non-AFRTS Produced Spots. Stations may air spots provided by other theater resources when thay meet all criteria for local production.

11.17.1. Stations request Air Force unique spot and program clearance from HQ AFNEWS/BGO

11.17.2. Clearance to air spots from all other outside agencies must be requested from AFIS/RTPO.

11.18. Documentation. All requests for publicity (whether used as reader or produced element), along with scripts/copy and a record of airings will be retained for 90 days. When requests are not honored, the customer will be contacted and a record of disapproval will be kept for 90 days. Retain news copy and alibi tapes for all local productions at least 30 days. Keep morgue copies of news inserts indefinitely as space allows.

11.19. Airing Local Information. Concentrate efforts on airing local internal information (to include sports and weather.) Accomplish this by producing and re-airing local inserts such as community bulletin boards, character generated productions on TV, reader updates and produced spots on radio, local newsbreaks, etc. (Meet this requirement on all radio and/or television services.) Where the technical ability to meet any internal information requirement does not exist, detachment chiefs must identify the shortcoming to HQ AFNEWS/BGO.

11.19.1. Present local internal information and weather in all local radio disc jockey programs and newscasts, and at every opportunity in network delivered radio and TV programming, with emphasis on times of greatest listening/viewing. Target local information appropriately (i.e., spots aimed at children air during children's programming.)

11.20. Newscasts. AFRTS outlets produce at least one local TV and radio newscast each weekday (where both services are provided.) Coordinate exceptions with host base commanders and HQ AFNEWS/BGO. Air the newscast at least twice daily on primary radio and TV service, three times when opportunities exist, once on all alternate services. Morning TV airings should be a modified version designed to fit into a network morning news/magazine program.

11.20.1. Radio outlets use AFRTS satellite services to provide hourly national and international news on all radio services. Only produce national and international newscasts locally when AFRTS-BC services are not available, or host nation sensitivities are a concern.

11.20.2. Service and DoD News Products. Military Video News Releases (VNRs) are provided by service news agencies. Place VNRs containing information affecting most audience members prominently in local newscasts. Make every effort to localize these stories with soundbites and tags. Use of other general information VNRs will not be at the expense of airing local stories. Outlets should seek alternative avenues for their use.

11.21. Routine, Special, and Emergency Announcements. AFRTS outlets must document processing procedures for routine, special, and emergency announcements. Include day and time requests are received, authenticated and aired.

11.21.1. Routine announcements are received in writing in advance of the requested air date. Establish procedures to ensure announcements are ready to air by the first appropriate air date. Air routine announcements in normal, appropriate, spot rotations.

11.21.2. Special announcements are short notice announcements that affect a large portion of the audience. Since they often cannot be received in writing, establish procedures to authenticate the caller and information. Air these announcements as soon as possible in normal spot positions, but no later than 20 minutes after receipt (when appropriate.) Appropriate topics include Red Cross personal announcements, inclement weather advisories, flight arrivals and schedule changes.

11.21.3. Emergency announcements require immediate processing. Air these announcements on all broadcast services. Establish procedures to limit who may authenticate emergency announcements. Break into programming for bulletins such as natural disaster instructions, severe weather warnings, real-life military alert conditions, or life-threatening situations.

11.22. Production Standards.

11.22.1. Slates. AFBS archived or exported analog videotapes must contain at least 30 seconds color bars and tone for video productions, 30 seconds tone for audio, and a slate for both audio and video productions. Slate will include title, run time, production and air dates, producer, and location produced. Exceptions are permitted where other requirements exist (i.e., contest entries.)

11.22.2. Content. Detachment chiefs and RNC directors are responsible for the content of all local productions. They must establish procedures to ensure products have accurate, appropriate treatments and meet technical standards.

11.22.3. Lengths. Establish uniform lengths for all spots to facilitate automation systems. No spots will be longer than one minute.

11.22.4. Required Notices. Before recording an interview, tell the interviewee on tape the purpose and intended use of the interview and the interviewer's rank, name, and organization. Insure the inter-

viewee knows they are being recorded for broadcast. Hold the master tape for at least 48 hours after the interview is broadcast.

11.22.5. Announcer Identification. Unless prohibited by host country, radio and television announcers must identify themselves using rank and name at the beginning of each local program or live radio hour. Rank may be dropped at other times. Set a consistent policy for how service ranks are used on-air. Detachment chiefs/commanders will approve nicknames or stage names.

11.22.6. Breakaways. Lockouts for radio and television news stories will conform to the customer's requirements. Detachment Chiefs/RNC Directors will set a consistent policy for local products.

11.22.7. Errors In Fact. Correct significant errors in fact clearly and promptly. Do this at the next broadcast opportunity. At minimum, correct an error in a specific product (newscast, bulletin board, live show) in the next airing of that same program/production.

11.22.8. Editorializing. Do not express editorial or personal viewpoints in news and internal information public affairs broadcasts. This does not preclude comments normally made to provide color to local sports or recreational events coverage.

11.22.9. Stock Footage. Stock video and/or historical file footage used within a news story must be identified as such.

11.22.10. Manipulation. Do not report inaccurate or misleading information. Report any attempts at manipulation or interference with free flow of information immediately to HQ AFNEWS/BGO.

11.23. AFRTS Service Outages and Restoral Priority. Publicize scheduled outages on all services. Explain the reason for and expected duration of the service interruption.

11.23.1. Report unscheduled outages of more than one hour immediately to HQ AFNEWS/BG/BGO/BGM. Report all outages in monthly status report.

11.23.2. Host nation sensitivities permitting, submit appropriate information to the installation bulletin and newspaper for publication before scheduled outages. Brief customer commanders as soon as possible.

11.23.3. Explore alternatives to complete outages before taking a station completely off the air.

11.23.4. Establish procedures and train all broadcast and maintenance personnel to restore minimal service. Establish procedures to report equipment malfunctions. Develop guidance for "off-air" disclaimers. Provide and document training upon arrival and every six months.

11.23.5. AFBS restoral priorities are:

11.23.5.1. Priority One: primary (broadcast) radio service.

11.23.5.2. Priority Two: primary TV service (where service exists over the air and on cable, broadcast service is considered primary).

11.23.5.3. Priority Three: secondary radio service(s).

11.23.5.4. Priority Four: secondary TV service(s).

11.24. General Guidelines.

11.24.1. Reporting Requirements. Stories sent to HQ AFNEWS/NSOE. Notify HQ AFNEWS/NSOE by E-mail when stories are mailed or called into Air Force Radio or Television News. This allows HQ AFNEWS/NSOE to confirm products are received, and provides a point-of-contact if there are problems.

11.24.2. Distinguished Visitor Reporting. Retain air-check copies of all radio and TV materials which include Department of Defense officials, Secretaries and Under-Secretaries of Military Departments, Chiefs of Staff, Vice Chiefs of Staff, or senior enlisted leadership (e.g. Chief Master Sergeant of the Air Force) for 90 days. Send E-mail detailing who appeared, date produced, and date aired (or scheduled air date) to HQ AFNEWS/BGO and HQ AFNEWS/NSOE, within 24 hours of production. Advise of all other out-of-theater Distinguished Visitor visits and broadcast coverage.

11.24.3. Broadcast Materials Inventory. AFRTS outlets must keep an accurate listing of radio broadcast and production library materials. Conduct inventory of all radio materials annually and report results to HQ AFNEWS/BGOO by 1 March.

11.24.4. Professional Library. Maintain a permanent broadcast reference library. Use for local training and product quality assessment. Library materials, whether obtained from the base library, AFBS, or other sources are accountable materials. Establish a publications listing and inventory annually.

11.24.5. Disposition Requests. All requests for disposition of AFRTS library materials must be sent to HQ AFNEWS/BGOO. Routine disposition of regular program shipments will be sent directly to AFRTS-BC/DOPR or DOPT.

11.24.6. Continuity. Outlets and RNCs must maintain continuity books on key processes (flow charts with "how to" details, production notebooks for each regular program, tutorials on equipment.) Books should enable any unit member to step in and accomplish key processes when needed.

11.24.6.1. At AFRTS outlets, provide routine and emergency quick reference guidance in TV and radio master control rooms. Include applicable instructions, step-by-step procedures to cover routine and non-routine actions (i.e. step-by-step instructions, emergency phone numbers, procedures for Red Cross notifications, bomb threats, and off-air conditions). Everything an operator needs to know to perform on-air or emergency duties must be instantly available.

11.24.7. Applicable Publications. All AFRTS operations personnel must be familiar with the contents and requirements of DoDD 5120.20 and DoD 5120.20-R.

11.24.8. Broadcast Logs. AFRTS outlets prepare a daily radio broadcast log for all local programming before the programming day starts. Logs must be reviewed by station management daily. Retain radio program logs, and all radio and TV automation system as-run logs for a minimum of 30 days.

11.24.9. Product Quality Assessment. Outlets and RNC's must establish an effective PQA program. The goal of PQA is process improvement. Use PQA to ensure quality of products, identify training requirements, and ensure customer satisfaction. Original requesters of the publicity must be included in the PQA program.

11.24.10. Surveys. AFRTS outlets shall conduct local audience surveys in accordance with DoD 5120.20-R. AFRTS conducts world-wide surveys of audience viewing preferences, local surveys should concentrate on products the outlet controls such as local news and radio DJ shows. Send copies

of formal survey instruments to HQ AFNEWS/BGO at least 10 days prior to duplication and distribution. Provide copies of survey findings to HQ AFNEWS/BGO, HQ AFRTS, and AFRTS-BC.

11.24.11. Station Identification. AFRTS outlets air station identifications in accordance with host country requirements (usually found in broadcast approval documents) and DoD 5120.20-R.

11.24.12. Network Imaging. Manned AFRTS outlets will blend their image with that of the network. Legal IDs for each outlet generally include the network and location. Deviations from that must be approved by HQ AFNEWS/BGO.

11.24.13. Contests. AFRTS outlets are encouraged to conduct contests in conjunction with AAFES and Services (such as trivia contests) during local radio shows. Contests are a great way to generate interest in local shows and publicize local activities. Outlet members and their families are prohibited from participating in all such contests.

11.24.14. Time Sensitive News Shipment. Timely TV news stories sent to service news organizations, such as Air Force Television News, must arrive before the production deadline or the time and effort spent producing them is wasted. Use of express mail or other overnight delivery services is authorized for time sensitive products.

11.24.15. Restrictions On Use Of AFBS Personnel and Equipment. Use of AFBS personnel and equipment is limited to broadcast products described in this instruction. They do not produce training or orientation tapes or conduct audio visual documentation.

11.24.16. Coordination with Public Affairs. RNC's and AFRTS outlets must maintain close liaison with public affairs to ensure accuracy and balanced news reporting. Producers at local outlets should coordinate with unit public affairs representatives on individual stories and spots.

11.24.17. Releasing Copies of Local Productions.

11.24.17.1. Public affairs is the sole releasing authority for news and information about Air Force activities. Refer requests for copies of local productions from people and agencies outside the Air Force to public affairs in accordance with DoD 5120.20-R.

11.24.17.2. AFBS outlets and RNC's do not provide copies of local productions for private use.

11.24.17.3. AFBS outlets and RNC's provide copies of local productions to Air Force units only when there is a valid operational requirement. This is generally the completed production, not raw footage. Exceptions would be situations such as accident investigations where the unedited footage meets a legitimate need. Requesting organizations are encouraged to record productions off the air or base cable systems. When that is not practical they must provide the videotape and equipment to make the copy, as AFBS outlets and RNC's are only equipped with professional broadcast equipment.

Chapter 12

WARTIME READINESS

Section 12A— Purpose, Objectives and Planning Process

12.1. Purpose of Wartime Readiness. Expeditionary Public Affairs must be ready to perform its mission in contingency and wartime environments. Deploying internal and external communication capabilities is an operational asset for the commander yielding trusted counsel to leaders, airman morale and readiness, public trust and support, and global influence and deterrence.

12.2. Objectives of Wartime Readiness Program.

12.2.1. Ensure Public Affairs has the knowledge, training, and equipment to conduct its mission in contingency and wartime environments.

12.2.2. Provide Public Affairs with a basic understanding of the wartime planning process.

12.2.3. Define Public Affairs' role in Information Operations.

12.3. Air Force Wartime Planning Process. Air Force deliberate planning begins when the President issues the annual National Security Strategy of the United States.

12.3.1. The National Security Strategy is translated into the National Military Strategy.

12.3.2. The Joint Strategic Capabilities Plan (JSCP), matches up the National Military Strategy and the forces required to meet that requirement. The JSCP also outlines Information Flexible Deterrent Options such as the ones listed below.

12.3.2.1. Maintain an open dialog with the news media.

12.3.2.2. Heighten international awareness of the potential for conflict.

12.3.2.3. Promote U.S. national (and/or coalition) objectives for the operation.

12.3.2.4. Combat enemy disinformation.

12.3.2.5. Gain and maintain support through public involvement in the operation.

12.3.2.6. Keep the operation in the public mind past the first wave of coverage.

12.3.3. Each unified command generates Operation Plans (OPLANS) based on the assumptions of the JSCP, the CINC's strategic concept, and a coordinated movement schedule for getting forces to the theater. Crisis action planning is driven by specific events and the process is a compression of the deliberate process.

12.4. Deliberate planning. Occurs before a plan is needed for execution and is developed from assumptions provided by a higher authority. The resulting plan identifies tactics, equipment, training needs, and support requirements for successful execution. Budget, force sizing, and equipment design decisions are based on deliberate plans.

12.5. Crisis Action Planning. In crisis action planning, either a deliberate plan is tailored to meet existing operational requirements or a new plan is developed based on available resources.

12.6. Public Affairs Planning Process. Air Force Public Affairs' role in the process begins when the unified commands issue their OPLANS.

12.6.1. Air Component Responsibilities. The unified command's air component PAs, such as U.S. Central Command Air Forces Public Affairs (USCENTAF/PA which is also Headquarters 9th Air Force Public Affairs), builds Public Affairs taskings into the Timed Phased Force Deployment Document (TPFDD). The Public Affairs taskings are to support the beddown of aircraft and personnel at locations within the unified command's area of operations.

12.6.2. MAJCOM Responsibilities. MAJCOMs load their available wartime manpower Public Affairs assets at both the headquarters and their wings into the Wartime Mobilization Plan 3 (WMP-3), Volume II. MAJCOMs then use this database to source the wartime taskings identified in the TPFDD.

12.6.3. Unit Type Codes. Public Affairs manpower and equipment assets are tasked for wartime requirements under several specific Unit Type Codes (UTC). The UTC is a five-digit alpha-numeric number used to identify specific skill levels or skill level packages needed to support a beddown location. See **Table 12.1.** Unit Type Codes Containing Public Affairs assets.

12.6.4. Taskings by UTC. Staffing for deployments is based on the concept of building a base support package at a beddown location by bringing together assets from each supporting unit. The concept allows for a core of PAs from each supporting unit to be deployed to a location with a familiar mission, aircraft, and equipment.

12.6.4.1. Lead Units. Generally, each tasked "HQ WING STAFF LEAD" unit will deploy portions of its wing headquarters under a UTC called 9AAGB. The 9AAGB UTC is tasked by the plans branch at the component command. Public Affairs is responsible for deploying a company grade officer, a five-level NCO, and supporting equipment under the 9AAGB UTC.

12.6.4.2. Supporting Units. Supporting units with tasked aircraft and equipment to the same beddown location as the lead unit are generally tasked to provide augmentation. This is done under a UTC titled 9AAGC "HQ WING STAFF AUGMENTATION." The 9AAGC UTC is tasked by the Plans branch at the component command. Public Affairs is responsible for deploying a seven-level NCO under the 9AAGC UTC.

12.6.4.3. PA Specific UTCs. PA people may also deploy individually as XFFG1 company grade PA officers, XFFG2 5-level NCOs, XFFG6 senior grade PA officers, and XFFG7 PA senior NCOs. Other UTCs in the PA family include the XFFG4 Combat Information Team, XFFG5 AFRTS Network Affiliate, XFFG8 AFRTS Network Staff, and XFFG9 Electronic News Gathering Team. The Logistics Plans Flight at local units can identify Public Affairs personnel requirements.

12.6.4.4. Equipment Packages. Public Affairs equipment is required under the Logistics Detail (LOGDET) for the 9AAGB and XFFG1 and XFFG2 UTCs. Public Affairs equipment can also be tasked separately under the XFFG3 UTC. Units with a wartime tasking under these UTCs must have the equipment on-hand and ready to deploy. The Logistics Plans Flight at local units can identify Public Affairs equipment requirements. Equipment package lists are also available on the PA Link at **http://www.palink.af.mil**.

Section 12B—Roles and Missions

12.7. Wartime Roles and Missions. Public Affairs' mission during wartime and contingencies is maximum release of information to target audiences within national and operational security guidelines. Public Affairs will conduct Information Operations (IO), Media and Community Relations, and Security Review in support of operations.

12.8. Information Operations. Public Affairs and IO efforts will be integrated and consistent with policy or statutory limitations.

12.8.1. Public Affairs tactics conducted in support of IO will always support the CINC's stated objectives.

12.8.2. Public Affairs will participate at the appropriate level of IO organizations and activities.

12.8.3. Public Affairs can counter hostile PSYOPS by providing news media with appropriate access to, and information about, U.S. and allied military capability.

12.8.4. Public Affairs will coordinate its actions/message with PSYOPS, Civil Affairs and other IO-related communication efforts.

12.8.5. Public Affairs can support PSYOPS by providing factual information to U.S. and foreign media.

12.8.6. Public Affairs tactics which have an affect on other countries will be coordinated with the State Department via OASD/PA, supported CINCs, or other military authorities as appropriate.

12.8.7. Public Affairs tactics with potential national and international implications (example: releases concerning GPS signal availability) will be coordinated with other U.S. Government agencies via OASD/PA.

12.9. Media and Community Relations. These programs are operated to directly support the unified commander in accordance with Joint Publication 3-61, Doctrine for Public Affairs in Joint Operations. Separate plans will be developed for each level of command to support the unified command's overarching plan.

12.9.1. Media relations guidance and supervision are provided by a Joint Information Bureau (JIB). An Air Force base that is a Point of Debarkation for the contingency can expect to be tasked to escort news media forward with deployment of military personnel

12.9.2. Community relations will usually fall within the scope of the Civil Affairs plan and Joint Publication 3-57, Doctrine for Joint Civil Affairs.

12.10. Internal Information. Internal information will focus on the contingency.

12.10.1. While Joint Task Force commanders may set up a Command Information function within the JTF Public Affairs Office, internal information remains the responsibility of each Service, even in the forward area.

12.10.2. New services may be added, especially in the AOR, to provide information on a daily basis.

12.10.3. Products serving the general population will continue but the frequency may be adjusted for timeliness.

12.11. Security Review. Security begins at the source.

12.11.1. Public Affairs will monitor the release of information to prevent compromising security, jeopardizing operations, or threatening the safety of service members.

12.11.2. Deploying service members should be briefed on guidelines for discussions with the media as outlined in Joint Publication 3-61, Doctrine for Public Affairs in Joint Operations.

12.11.3. Security review of imagery will occur through the Joint Information Bureau.

12.12. Wartime Planning Council. SAF/PA maintains a Public Affairs Wartime Planning Council chaired by SAF/PAR, the Air Staff Public Affairs functional manager. AFNEWS/CBX, AFNEWS/BG, MAJCOM PA deployment managers, and air components (NAF/PAs) are members of the council.

12.12.1. The Public Affairs Wartime Planning Council reviews Air Force and joint public affairs doctrine, policy and guidance; updates guidance and procedures to ensure compatibility with OASD/PA and other services' programs; monitors the ability of Public Affairs to satisfy OPLAN taskings; and reports annually to SAF/PA.

Table 12.1. Unit Type Codes Containing Public Affairs Assets.

UTC	NAME	PEOPLE	UTC	NAME	PEOPLE
XFFG1	Company Grade PAO (35P3)	1	9ABBF		1
XFFG2	PA NCO (3N051)	1		3N071	1
XFFG3	PA Deployment Kit	0	9ABBG		1
XFFG4	Combat Information Team	8		3N071	1
	35P4 (O4)	1	9ABBH		2
	3A051	1		35P3 (O3)	1
	3C052	1		3N071	1
	3N071	2	9ABBJ		2
	3N072	2		35P3 (O3)	1
	X3V072	1		3N071	1
XFFG5	AFRTS Network Affiliate	4	CTAHA		1
	3N052	2		3N071	1
	3N072	1	CTAHQ		1
	2E154	1		35P3 (O3)	1
XFFG6	Senior Grade PAO (35P4)	1	CTJCC		8
XFFG7	Senior PA NCO (3N071)	1		35P4 (O4)	2
XFFG8	AFRTS Network Staff	8		35P3 (O3)	5
	3N000	1		3N051	1
	3N072	1	CTJLA		3
	2E190	2		35P4 (O5)	1
	2E174	1		35P3 (O3)	1
	2S071	1		3N072	1

UTC	NAME	PEOPLE	UTC	NAME	PEOPLE
	3A071	1	CTJLG		1
XFFG9	Electronic News Gathering	2		35P4 (O4)	1
	3N052	1	CTJLH		12
	2E154	1		35P4 (O4)	4
9AAB1	AFFOR 1st Element	2	CTJLT		8
	35P4 (O3)	1		35P4 (O6)	1
9AAB2	AFFOR 2nd Element	3		35P4 (O5)	1
	35P4 (O4)	1		35P4 (O4)	1
	3N051	1		35P3 (O3)	1
	3N071	1		3N071	1
	3A051	1		3N051	3
9AAB3	AFFOR 3rd Element	1	CTJPA		4
	35P4 (O6)	1		35P4 (O4)	1
9AAGB	Lead Squadron/Wg staff	2		35P3 (O3)	1
	35P3	1		3N071	2
	3N051	1	CTJSA		2
9AAGC	Follow-on Squadron	1		35P4 (O5)	1
	3N071	1		35P4 (O4)	1
9AAJ9	Cmd Airlift Forces COMALF	1	CTJSC		1
	3N071	1		3N071	1
9AAPC	HQ PACAF AFFOR	1	CTJTC		1
	35P4	1		3N051	1
9AART	Composite Wing	5	CTJTJ		6
	35P3	1		35P4 (O6)	1
	3N071	1		35P4 (O5)	2
	3N051	3		35P4 (O4)	3
9AAYC		1	CTPA2		1
	35P3	1		35P4 (O6)	1
9AAYD		2			
	3N071	2			

Section 12C— Training

12.13. Professional Training. Specific training requirements vary by theater, and only after the support plan is finished can those training requirements be described to the personnel tasked to deploy. These may include mine recognition, anti-terrorism measures, or other requirements identified by the supported command.

12.13.1. Common Skills, Forward. The core of skills required to support the public affairs mission at a deployment location includes many of the tasks accomplished on a day-to-day basis at home station. Public affairs must:

12.13.1.1. Understand the command structure of the air component and unified command being supported.

12.13.1.2. Be familiar with the major weapons systems to be employed from the deployment location.

12.13.1.3. Train to operate the standard computer communications and word processing package in the LOGDET, and understand its capabilities. They must be able to use electronic mail, perform electronic file transfers, and establish telecommunications on the worldwide web.

12.13.1.4. Train to prepare senior leaders, subject-matter experts, and individuals who may generate media interest, such as the first ace in an air operation, for media interviews.

12.13.1.5. Analyze theater news coverage to identify trends and recommend courses of action.

12.14. Mobility Training. Mobility training will be accomplished in accordance with AFI 10-403, U.S. Air Force Mobility Planning. In addition, public affairs officers will take every opportunity to make combat skills training available to deployable personnel. These are skills needed to blend in with other service units in a deployed situation. The Public Affairs Combat Training Course is recommended as a source for this training. Units should also consider the use of exercises such as Air Warrior II or Bright Star to develop skills required for forward area support.

12.15. Exercises. To be effective, both in evaluating the readiness of public affairs and in providing training opportunities, exercises must duplicate the forward work load as much as possible. Exercises should also prepare the staff remaining at home for anticipated media, community relations, and internal information requirements to support and sustain the deployment.

12.15.1. When a unit exercises, the scenario should test the ability of deploying and home-based public affairs operations to perform basic skills.

12.15.2. When deploying into a joint environment, the unit can expect to draw media attention (local, national and international) both at the deployment location and home base. Community support activities may range from very positive support to violent demonstrations, depending on the acceptability of the operation to the public. Internal information needs will vary depending on the timing of the deployment and advance preparations. Public affairs should exercise in those kinds of environments when testing deployment procedures to familiarize the command staff with potential situations they can expect to encounter.

Section 12D— Operations Plans Annexes

12.16. Public Affairs Annexes to Operational Plans. Normally, Air Force public affairs will be planning in a supporting role. A unified command PA staff will be responsible for the media. However, OASD may, as a matter of doctrine, advocate “embedding” media representatives in the deployment. The unit PA planner must incorporate support for both unified and component requirements and plan to serve the unit, forward and rear, including information support to Air Reserve Component and other services’ families in the local area. Each plan annex should contain, at a minimum, appendices for media support,

internal information to include a tab outlining a product priority list, community relations (as appropriate), Armed Forces Radio and Television Service (AFRTS) support and an estimate of manpower requirements. The appendices should not restate supported plan requirements for each area. However, a summary of the supported plan should be presented in sufficient detail to lead executing practitioners logically to the instructions the planner wishes implemented.

12.16.1. Annex F. This annex to OPLANs stipulates the concept of the overall conduct of the public affairs program in support of the operation or exercise being planned. Normally, an annex to a supporting plan will be written by the Air Force component command public affairs staff in response to a unified command tasking. Each subordinate plan annex will state how levied support requirements will be satisfied. Each command level must also explain tasking for its own requirements to subordinate levels and other supporting functional areas.

Figure 12.1. Sample format for a Public Affairs Plan.

UNCLASSIFIED

HEADQUARTERS AIR COMBAT COMMAND

LANGLEY AFB, VA 23665-1987 1 OCTOBER 1997

ANNEX F TO COMACC OMNIBUS PLAN-97

PUBLIC AFFAIRS (PA)

REFERENCES:

a. DoD Instruction 5040.4 Joint Combat Camera Operations.

b. Joint Publication 1.07, Doctrine for Public Affairs in Joint Operations.

c. U.S. Air Force War and Mobilization Plan, Vol. 1, Annex Q.

d. AFPD 35-1, Public Affairs Management.

e. AFI 31-401, Managing the Information Security Program.

f. AFMAN 10-401, Operation Plan and Concept Plan Development and Implementation.

g. AFI 10-403, Deployment Planning.

h. AFI 35-101, Public Affairs Policies and Procedures

i. USAF Wartime Mobilization Plan 3, Vol. 2

1. SITUATION.

a. Purpose. The purpose of engaging in public affairs in the forward area is to implement the Informational Flexible Deterrent Options of the unified command's CINC, to maintain public trust and support, to maintain morale of airmen deployed and in the rear area by keeping the work force informed, to provide public understanding of operation objectives, and to increase the influence the United States exerts in the Global Information Environment. See Annex C of the OPLAN for operational assumptions.

b. Enemy. Enemy forces and forces hostile to U.S. interests can be expected to: (1) attempt to mold U.S. public opinion by interfering with U.S. PA activities through the use of disinformation, and fictionalized reporting; and (2) obtain from media reports, information about U.S. capabilities and operations. Also see Annex B.

c. Policy. It is the policy of the DoD to coordinate and carry out a vigorous program to inform the American public and, indirectly, foreign publics concerning the mission activities associated with these operations via news media representatives (NMRs). PA activities are an integral part of every military operation. The American public will be informed to the maximum extent possible consistent with operational security and troop safety.

d. Friendly.

(1) The Assistant to the Secretary of Defense for Public Affairs (OASD/PA):

(a) Coordinates all military PA activities at the national level and at the seat of government, to include deployment of the DoD National Media Pool, if used.

(b) Approves CINC's proposed Public Affairs Guidance (PAG), coordinating with JCS on all operational matters and other agencies as appropriate.

(c) Provides release authority instructions, in a timely manner, to the supported CINC and other supporting commands.

(d) Provides supported CINC and other participating commands with ongoing changes to approved PAG, as well as message feedback on operational coverage by major U.S. media.

(e) When required, ensures PA matters originating outside the Area of Responsibility (AORR) are coordinated with the supported CINC.

(f) Ensures national and international media organizations are informed in advance of accreditation requirements, such as dress, inoculations, passport/visa requirements, etc., as delineated in paragraph 4 of this annex.

(2) Assistant Secretary of State for Public Affairs provides overall diplomatic public affairs guidance; coordinates PA actions affecting other countries and international organizations involved in these operations; is seat of government agency for release of diplomatic information related to operations conducted under this plan; and, if needed, will provide U.S. Information Agency (USIA) assistance to the supported CINC to assist in interagency/host nation coordination of PA matters.

(3) U.S. Ambassadors and USIA representatives involved in operations conducted under this plan will be kept advised of military PA actions affecting their area of responsibility (AORR) and, likewise, military commanders will be kept informed of diplomatic matters affecting their AORR. Military PA efforts will be carried out in collaboration with State Department representatives.

(4) U.S. military PA actions will be done in collaboration with appropriate allied PA programs so common objectives are achieved.

(5) JCS will:

(a) Activate the JCS PA Response Cell, normally upon issuance of the JCS warning order.

(b) Provide PA support to the supported CINC and OASD/PA.

(c) Keep OASD/PA and National Command Authorities (NCA) informed of significant PA actions before and during operations.

(6) The supported CINC will:

(a) Provide proposed public affairs guidance to OASD/PA for approval and, after approval by OASD, disseminate guidance to participating commands.

(b) Carry out PA actions in support of the operations in the AOR to include coordinating pre- and post-deployment PA matters; controlling release of information to the media within the AOR; keeping higher headquarters informed and providing guidance and assistance to all component, subordinate, and supporting commands and activities participating in this operation; and collaborating military PA actions in the AOR with appropriate U.S. embassy representative. The supported CINC/ PA will handle routine PA matters for the CINC, and the deployed PA director or Joint Information Bureau (JIB) director will handle routine PA matters for the Joint Task Force commander.

(c) Provide a PA representative to the JCS PA Response Cell if desired.

(d) Establish and dispatch a Public Affairs Team (PA Team) and later a JIB(s) and sub-JIB(s) as needed in the AOR to provide PA support to the on-scene commander (OSC) and to provide on-scene DoD PA representation.

(e) Maintain liaison with OASD/PA and other concerned commands on PA matters.

(f) Support the DoD National Media Pool, if and when deployed.

(g) Consistent with troop safety and OPSEC, carry out an active PA program in support of the operation to include public information, internal/ command information (appropriate radio, television, and print products), community relations, and visual information (VI) coverage for PA purposes.

(h) Arrange for and assign Combat Camera assets from supporting services, in coordination with OASD/PA, to provide documentation for historical and PA purposes. See paragraph 7 of this annex.

(i) Provide to component commands, via plan annexes and appendices, detailed personnel, equipment, and communication support requirements, securely connecting the JIB, OSC, supported CINC, and nearest State Department representative; provide access to hard copy message facilities among the same points; provide inter- and intra-theater transportation for escorted media; and provide dedicated all-terrain vehicles(s) or autos and access to helicopters for JIB personnel to move NMRs throughout the AOR.

(7) U.S. Forces Command Public Affairs Office (USFORSCOM/PA) provides public affairs support and guidance for U.S. Army participation in support of operations conducted under this plan.

(8) Air Mobility Command (AMC).

(a) Provides strategic airlift support for accompanying NMRs approved for travel.

(b) Provides PA support and guidance for AMC units in support of operations conducted under this plan.

(9) U.S. Strategic Command (USSTRATCOM) provides PA guidance for ACC units that USSTRATCOM assumes operational control of in operations conducted under this plan.

(10) U.S. Central Command (USCENTCOM) provides PA guidance for ACC units that USCENTCOM assumes operational control of in operations conducted under this plan.

(11) U.S. Southern Command (USSOUTHCOM) provides PA guidance for ACC units that USSOUTHCOM assumes operational control of in operations conducted under this plan.

(12) U.S. Atlantic Command (USACOM) provides PA guidance for ACC units that USACOM assumes operational control of in operations conducted under this plan.

(13) National Guard Bureau (NGB) provides PA support and guidance to National Guard units prior to mobilization in support of operations conducted under this plan.

(14) Headquarters Air Force Reserve Command (AFRC) provides PA support and guidance to AFRC units prior to mobilization in support of operations conducted under this plan.

(15) Headquarters Air Force News Agency (AFNEWS) can provide hometown news teams or combat information teams in support of operations conducted under this plan.

e. Assumptions. The following assumptions can be made for PA planning purposes for any operation.

(1) The supported CINC will provide proposed public affairs guidance to OASD/PA as requested in the JCS warning order and will control all PA actions within the AOR.

(2) OASD/PA will coordinate the supported CINC's proposed public affairs guidance and provide the supported CINC approved guidance for dissemination to participating units.

(3) The JCS will activate the JCS PA Response Cell to assist the supported CINC in providing proposed public affairs guidance and to keep National Command Authorities advised of the PA aspects of the operation.

(4) NCA or a designated representative will make the initial release concerning any operation.

(5) There is a strong likelihood commencement of any operation will attract significant worldwide media attention, and U.S. and foreign news media representatives will seek access to (or be in) the AOR prior to and after commencement of any operation. Additionally, large numbers of U.S. NMRs will seek access to predeployment and deployment activities as well as to the AOR once operations commence.

(6) Host nation government's desires, as reflected in appropriate U.S. Embassy requirements, must be considered in forming and executing PA programs in support of any operation. Military PA activities will be carried out in collaboration with State Department representatives.

(7) All CINCs will be prepared to host the DoD National Media Pool during the initial stages of operations.

(8) All PA actions will be in accordance with referenced directives unless specifically stated otherwise.

(9) Internal/command information programs should be implemented in support of this operation.

(10) Government information agencies of the U.S. and participating allies will provide accurate and authoritative information on actions relevant to any operation.

(11) PA personnel and associated equipment will deploy as requested by the supported CINC and reflected in the Time Phased Force Deployment Document (TPFDD). Out-of-system requests will be supported to the maximum extent possible within command resources and will be incorporated into the TPFDD as soon as possible.

2. MISSION. The mission of PA activities carried out in any operation is to:

a. Keep the American people and internal military audiences informed of the operation to the maximum extent possible consistent with operational security and troop safety.

b. Provide PA support to commanders so they may concentrate on operational matters.

c. Counter enemy propaganda efforts to discredit U.S. military efforts by providing the news media with appropriate access to unclassified, factual, timely, and accurate accounts of the operation.

3. EXECUTION.

a. Overall Concept of Operations.

b. Tasks.

(1) Major Command/PA will:

(2) NAF/PAs will:

(3) CHIEF, COMAFFOR/PA will:

(4) PA OFFICERS RESPONSIBLE FOR DEPLOYING UNITS will:

(5) PA PERSONNEL OR PUBLIC AFFAIRS REPRESENTATIVES DEPLOYING WITH A UNIT will:

4. ACCREDITATION.

5. ARRANGEMENTS FOR NMRs.

a. OASD/PA may authorize a DoD National Media Pool.

b. Local and Regional Media.

c. Facilities.

d. Inoculations.

e. Expenses.

f. Simulated Rank.

g. Daily Briefings.

h. Communications.

i. Courier Flights.

j. Transportation.

k. Invitational Travel Orders.

l. Pools.

6. OPERATIONS SECURITY AND PHYSICAL SECURITY.

a. Operations Security.

b. Physical Security.

7. Combat Camera.

a. Joint operations.

b. Service operations.

c. Additional teams.

d. Release authority.

e. Coverage.

f. Shipment.

g. Security Review.

8. INTERNAL INFORMATION.

a. Enemy. Forces hostile to U.S. interests can be expected to: (1) attempt to mold U.S. public opinion by interfering with U.S. PA activities through the use of propaganda, disinformation, and fictionalized reporting; and (2) obtain from media reports, information about U.S. capabilities and operations. Also see Annex B.

b. Policy. It is the policy of the DoD to coordinate and carry out a vigorous program to inform the American public and, indirectly, foreign publics, concerning the mission activities associated with these operations via news media representatives (NMRs). PA activities are an integral part of every military operation. The American public will be informed to the maximum extent possible consistent with operational security and troop safety.

c. Friendly.

d. Assumptions. The following assumptions can be made for PA planning purposes for any operation.

9. MISSION. The mission of PA activities carried out in any operation is to:

a. Keep the American people and internal military audiences informed of the operation to the maximum extent possible consistent with operational security and troop safety.

b. Provide PA support to the commanders so they may concentrate on operational matters.

c. Counter enemy propaganda or disinformation efforts to discredit U.S. military efforts by providing the news media with appropriate access to unclassified, factual, timely, and accurate accounts of the operation.

10. EXECUTION.

a. Overall Concept of Operations.

b. Tasks.

(1) Major Command/PAs will:

(2) NAF/PAs will:

(3) CHIEF, COMAFFOR/PA will:

(4) PA OFFICERS RESPONSIBLE FOR DEPLOYING UNITS will:

(5) PA PERSONNEL OR PUBLIC AFFAIRS REPRESENTATIVES DEPLOYING WITH A UNIT will:

11. ACCREDITATION.

12. ARRANGEMENTS FOR NMRs.

13. OPERATIONS SECURITY AND PHYSICAL SECURITY.

14. COMBAT CAMERA.

15. INTERNAL INFORMATION.

16. COMMUNITY RELATIONS.

17. ARMED FORCES RADIO AND TELEVISION SERVICE.

APPROVING AUTHORITY'S NAME

General, USAF

Commander

Appendices:

1 - Ground Rules for Release of Information to NMRs

2 - Personnel Requirements

3 - Equipment Requirements

4 - Stars & Stripes Procurement 5 - Sample Invitational Travel Order 6 - After-Action Report Format OFFICIAL: SIGNING PA DIRECTOR’S NAME
Colonel, USAF Director of Public Affairs

Chapter 13

PUBLIC AFFAIRS RECOGNITION PROGRAM

Section 13A— Public Affairs Achievement Awards

13.1. Purpose. The Public Affairs Recognition Program is designed to annually recognize and encourage exceptional sustained performance in both unit and individual categories contributing to the United States Air Force and public affairs organizations.

13.2. Air Force Public Affairs Director's Excellence Awards. Presented annually to organizations judged to have conducted the best overall public affairs programs in support of the Air Force mission. A trophy is presented to the organization and significant contributors receive certificates. MAJCOMs, FOAs and DRUs may submit one nomination in each category to SAF/PA.

13.2.1. Award categories are:

13.2.1.1. MAJCOM.

13.2.1.2. Large Wing (or equivalent). Organization base population of more than 5,000.

13.2.1.3. Small Wing (or equivalent). Organization base population of less than 5,000.

13.2.1.4. Community Relations

13.2.1.5. Media Relations

13.2.1.6. Internal Information

13.2.1.7. Broadcast Operations

13.2.1.8. Broadcast Detachment

13.2.1.9. Community Involvement in Environmental Planning

13.2.2. Eligibility Requirements. Public affairs activities throughout the Air Force may be nominated for Director’s Excellence Awards. One-deep PA positions are not eligible for unit awards.

13.3. Air Force Public Affairs Director's Special Achievement Awards. Presented annually to organizations for exceptional performance. MAJCOMs, FOAs and DRUs may submit only one nomination in each category to SAF/PA; however, multiple awards may be presented at the Air Force level. A trophy is presented to each winning organization and significant contributors receive certificates.

13.3.1. Categories are:

13.3.1.1. Crisis Situation. Recognizes an office or organization for exceptional public affairs performance in a crisis situation above and beyond the day-to-day activities.

13.3.1.2. Planned Single Event, Program or Product. Recognizes an office or organization for exceptional public affairs performance for a planned single event, program or product. For example, a command or base that hosts an exceedingly large or complicated open house or community event, or develops a unique internal information tool which is handled with outstanding public affairs skills.

13.3.2. Eligibility Requirements. Public affairs activities throughout the Air Force may be nominated for Director's Special Achievement Awards. One-deep PA positions are not eligible for unit awards.

13.4. Individual Awards for Public Affairs Excellence. Presented annually to recognize individuals for public affairs excellence and outstanding achievement. MAJCOMs, FOAs and DRUs may submit one nomination in each category to SAF/PA. SAF/PA may also nominate one person per category. Individuals must have a broad experience base with an impeccable record. These awards are not designed for specialists, but well-rounded public affairs professionals. Only one winner is selected in each category. Military and civilian winners of the Individual Awards for Public Affairs Excellence are eligible for the Air Force Recognition Ribbon or the Air Force Recognition lapel pin.

13.4.1. A plaque is presented to each recipient in the following categories:

13.4.1.1. Outstanding Public Affairs Field Grade Officer

13.4.1.2. Outstanding Public Affairs Company Grade Officer

13.4.1.3. Outstanding Public Affairs Senior Grade Civilian (GS-12 to GS-15)

13.4.1.4. Outstanding Public Affairs Intermediate Grade Civilian (GS-9 to GS-11)

13.4.1.5. Outstanding Public Affairs Entry Level Civilian (GS-5 to GS-7)

13.4.1.6. Outstanding Public Affairs Senior Noncommissioned Officer (E-7 to E-9)

13.4.1.7. Outstanding Public Affairs Noncommissioned Officer (E-5 to E-6)

13.4.1.8. Outstanding Public Affairs Airman (E-1 to E-4)

13.4.1.9. Outstanding Broadcast Officer

13.4.1.10. Outstanding Broadcast Senior Noncommissioned Officer

13.4.1.11. Outstanding Broadcast Civilian

13.4.1.12. Outstanding Broadcast Noncommissioned Officer

13.4.1.13. Outstanding Broadcast Airman

13.4.1.14. Outstanding Reserve Component Public Affairs Officer

13.4.1.15. Outstanding Reserve Component Public Affairs Enlisted Airman

13.4.1.16. Outstanding Band Officer

13.4.1.17. Outstanding Band Senior Noncommissioned Officer

13.4.1.18. Outstanding Band Noncommissioned Officer

13.4.1.19. Outstanding Band Airman

13.4.2. Eligibility Requirements. Nominees must have served in a PA position for at least six months for individual awards. One-deep PA positions are eligible for individual awards only. The following people are eligible for individual awards.

13.4.2.1. Active-duty, Reservists and Civilians. The following people may be nominated for appropriate grade awards, excluding the "Reserve Component" awards: Active duty public affairs officers and enlisted personnel; full-time public affairs Reservists, including Air Reserve Technicians or full-time Air National Guard members; Air Force public affairs civilian employees,

including host nation civilian employees and Public Affairs Career Program interns. Nominees must hold a public affairs AFSC or civilian job series code or be working in the field of Public Affairs.

13.4.2.2. Reservists (Category A) and IMAs. Part-time Category A public affairs Reservists and Individual Mobilization Augmentees may be nominated for Outstanding Reserve Component Public Affairs Officer or Outstanding Reserve Component Public Affairs Enlisted Airman.

13.4.2.3. Bandsmen. All nominees for bandsman categories must be assigned to an active-duty Air Force band.

13.5. Public Affairs Support Awards. These awards are specifically designed to recognize outstanding public affairs support by people who do not hold the public affairs AFSC. Categories are:

13.5.1. Secretary of the Air Force Public Affairs Special Achievement for Commander Support. For commanders providing outstanding support to the Public Affairs mission.

13.5.2. Outstanding Contribution to Public Affairs Programs. For any person assigned to a public affairs office or contributing weekly to the PA mission. Nominee may be an officer, enlisted, DoD civilian, foreign national employee, volunteer or contractor employee.

13.6. Award Preparation and Submission.

13.6.1. Award Period. Nominations include accomplishments for the previous calendar year.

13.6.2. Nominating Organizations. MAJCOMs, FOAs, DRUs, the ANG and the Air Force Reserve may electronically submit one nomination per category to SAF/PAR. Organizations that do not report directly to a MAJCOM, FOA, the ANG or the Air Force Reserve forward nominations directly to SAF/PAR.

13.6.3. Deadline. Nominations are due to each MAJCOM NLT close of business 10 January or the previous duty day of the 10th if it falls on a non-duty day. MAJCOMs, FOAs, and ANG may implement earlier deadlines as required. Nominations from MAJCOMs, FOAs and DRUs are due electronically to SAF/PA NLT close of business 24 January or the previous duty day if the 24th falls on a non-duty day. Nominations received after the deadline will not be reviewed.

13.6.4. Preparation. Submit nominations electronically to SAF/PAR on the Delrina FormFlow or PerForm Flow version of the AF Form 1206 and its data file (one-side only.) Use the designated pitch. Fonts must not be in bold. Ensure the appropriate category headers are included in the nomination. See **Figure 13.1.** – Sample AF Form 1206 as an example. Headings on the AF Form 1206 will change depending on the award category. Refer to **Figure 13.2.** through **13.5.** to determine which headings to use for each award entry. Include the unit commander's name, phone number and email address in the AF Form 1206.

13.6.4.1. Do not submit supplementary material (i.e., clippings, videos, photos, etc.); they will not be seen by the judges. Narratives exceeding one page in length will not be judged.

13.6.4.2. For unit level awards, list contributors to the award on Page 2 of the AF Form 1206. This is the only instance to use Page 2 of the AFF 1206.

13.6.5. Commander approval. The commander or his or her representative signs a nomination letter indicating support for the nominations. The letter will be sent to the MAJCOM with unit nominations.

Units may submit one letter listing all its nominations. The letter will not be judged as part of the nomination package. MAJCOMs do not forward the commanders' letters with their nominees to SAF/PA. FOAs and DRUs submitting directly to SAF/PA will submit the commanders' approval letters.

13.7. Award Selection.

13.7.1. Judges. SAF/PA selection board will be comprised of a Board Chairman (the Mobilization Assistant to the Director of Public Affairs) and nine other members. Board members are individuals knowledgeable on public affairs processes and representative of award nominees -- a commander, public relations representatives from television, radio, print, band, a public relations agency or representative from another military service. The Board Chairman is a non-voting member who remains impartial throughout the judging process. The Board Chairman addresses technical questions about the awards process and content of awards. The Board Chairman will call for re-scoring in case of a tie.

13.7.2. Judging Criteria. Identical judging criteria will be used for local, command and SAF/PA level competitions (see **Figure 13.1.** through **13.4.** -- sample score sheets.)

13.7.2.1. The organizational and unit award nominations will be judged on type and degree of research and planning conducted to identify issues and determine strategies and techniques to reach communication objectives; execution of the plan and how resources and personnel were used to reach objectives; and how the success of the program was evaluated.

13.7.2.2. The individual award nominations will be judged on outstanding individual achievement. Public Affairs award nominees will be judged on the application of public affairs job knowledge, leadership skills, professional qualities, organizational and planning skills, judgment and decisions, and communication skills. Bandsman nominees will be judged on application of job knowledge, leadership skills, professional qualities, organizational and planning skills, judgment and decisions, and musical accomplishments.

13.7.3. Scoring. Each nominee may earn a maximum of 50 points. The nominee with the highest point total will be selected as the first place winner with second place going to the next highest package. Judges may use half points in scoring a package.

13.7.3.1. Nominees in each category must earn a minimum of 44 points or 87.5 percent at the MAJCOM level to be forwarded to SAF/PAR for the annual Air Force-level Public Affairs award board. This is to ensure quality submissions.

13.7.3.2. If there are two or more nominees within three points of each other, each entry will be judged/scored again and assigned a new point total. Discussion among the judges is permitted before package is re-scored.

13.8. Announcement and Presentation of Awards. Awards will be announced by message immediately following selection. Awards will be presented during the Air Force Public Affairs Worldwide Conference. Winners in each category will be invited to the conference awards banquet. Travel/per diem costs for attendees are unit or MAJCOM funded. Plaques will be presented to individuals and group representatives at this time. Military and civilian winners will be authorized to wear the Air Force Recognition Ribbon or the Air Force Recognition lapel pin, respectively. Air Force-level winners will be recognized on the PA Link and an Air Force News Service story will announce winners.

Figure 13.1. Sample AF Form 1206.

NOMINATION FOR AWARD

AWARD: Public Affairs Company Grade Officer of the Year	CATEGORY: PA CGO	AWARD PERIOD: 1 Jan - 31 Dec 1999
NAME OF NOMINEE (Last, First, Middle Initial): Capt Doe, Jane I.		SSN: 115-66-9999
DAFSC/CIVILIAN TITLE: Chief of Public Affairs		
MAJCOM: Air Combat Command	OFFICE SYMBOL/STREET ADDRESS: 1st Fighter Wing, 114 Sweeny Blvd, Langley AFB VA 22304	
BASE/STATION/ZIP CODE: Langley AFB VA 22304	TELEPHONE (DSN & Commercial): 574-1111, 767-764-1111 jane.doe@langley.af.mil	
NAME/RANK OF UNIT CO (Last, First, Middle Initial): Colonel Incharge, I. M.		

SPECIFIC ACCOMPLISHMENTS (Use chronological bullet format)

Overall Effectiveness/Job Accomplishments:
(Contributions to the public affairs program outlining the Air Force and commander's objectives. Results of communication program.)

Leadership/Organizational & Planning Skills:
(Scope of responsibilities, construction of communication strategy as applied to the public affairs program.)

Judgment and Decisions :
(Decisive and insightful actions relating to the public affairs program.)

Communication Skills:
Effectiveness fo public affairs program as a result of individual actions.)

AF FORM 1206, APR 95 (ESF-F7) (Replaces AF 1206, PRE) PREVIOUS EDITION IS OBSOLETE.

Figure 13.2. PA Achievement Awards Individual Score Sheet.

SCORE SHEET

AWARD CATEGORY:

Outstanding Public Affairs Field Grade Officer

Outstanding Public Affairs Company Grade Officer

Outstanding Public Affairs Senior Grade Civilian (GS-12 to GS-15)

Outstanding Public Affairs Intermediate Grade Civilian (GS-9 to GS-11)

Outstanding Public Affairs Entry Level Civilian (GS-5 to GS-7)

Outstanding Public Affairs Senior Noncommissioned Officer (E-7 to E-9)

Outstanding Public Affairs Noncommissioned Officer (E-5 to E-6)

Outstanding Public Affairs Airman (E-1 to E-4)

Outstanding Broadcast Officer

Outstanding Broadcast Senior Noncommissioned Officer

Outstanding Broadcast Civilian

Outstanding Broadcast Noncommissioned Officer

Outstanding Broadcast Airman

Outstanding Reserve Component Public Affairs Officer (Company or Field Grade, Air Force Reserve or Air National Guard)

Outstanding Reserve Component Public Affairs Enlisted Airman (E-1 to E-9)

Outstanding Contribution to Public Affairs Programs

NOMINEE NAME:

UNIT:

	Maximum Points	**Points Earned**
Overall Effectiveness & Job Accomplishment (Contributions to the public affairs program outlining the Air Force and commander's objectives. Results of communication's program)	15	
Leadership/Organizational & Planning Skills (Scope of responsibilities, construction of communication strategy as applied to the public affairs program)	15	
Judgment and Decisions (Decisive and insightful actions relating to the public affairs program.)	10	
Communication Skills (Effectiveness of public affairs program as a result of individual actions.)	10	
TOTAL POINTS	50	

Comments:

Figure 13.3. PA Achievement Awards Band Competitors Score Sheet

SCORE SHEET

AWARD CATEGORY:

Outstanding Band Officer (Lt through Colonel -- SAF/PA Level Only)

Outstanding Band Senior Noncommissioned Officer

Outstanding Band Noncommissioned Officer

Outstanding Band Airman

NOMINEE NAME:

UNIT:

	Maximum Points	**Points Earned**
Overall Effectiveness/Job Accomplishment (Contributions to the public affairs program outlining the Air Force and commander's objectives. Results of communication's program)	15	
Leadership/Organizational & Planning Skills (Scope of responsibilities, construction of communication strategy as applied to the public affairs program)	15	
Judgment and Decisions (Decisive and insightful actions relating to the public affairs program.)	10	
Musical Accomplishments (Effectiveness of musical program as a result of individual actions.)	10	
TOTAL POINTS	50	

Comments:

Figure 13.4. PA Achievement Awards Units Awards Score Sheet.

SCORE SHEET

AWARD CATEGORY:

Air Force Public Affairs Director's Excellence Award - Major Command

Air Force Public Affairs Director's Excellence Award - Large Wing (base population greater than 5,000)

Air Force Public Affairs Director's Excellence Award - Small Wing (base population less than 5,000)

Air Force Public Affairs Director's Award for Special Achievement (Planned Single Event or Program)

Air Force Public Affairs Director's Award for Special Achievement in a Crisis Situation

Air Force Public Affairs Director's Excellence Award for Community Relations

Air Force Public Affairs Director's Excellence Award for Internal Information

Air Force Public Affairs Director's Excellence Award for Media Relations

Air Force Public Affairs Director's Excellence Award for Broadcast Operations

Air Force Public Affairs Director's Excellence Award for Broadcast Detachment

Air Force Public Affairs Director's Excellence Award for Community Involvement in Environmental Planning

UNIT:

BASE:

	Maximum Points	**Points Earned**
Overall Effectiveness of Program (Evaluation of effectiveness of public affairs programs in communicating Air Force and commander's objectives)	15	
Research and Planning (Determining need for communication program(s), grand strategy and goals, planning before execution)	10	
Program Execution and Evaluation (Success of execution phase, assessing program effectiveness, inspection results)	15	
Innovativeness of Program (Creativity, originality, ingenuity of the program)	10	
TOTAL POINTS	50	

Comments:

Figure 13.5. Commanders Support Award Score Sheet.

SCORE SHEET

AWARD CATEGORY:

Secretary of the Air Force Public Affairs Special Achievement for Commander Support

NOMINEE NAME:

BASE:

	Maximum Points	**Points Earned**
Overall Support of Public Affairs Program (Effective use of public affairs resources to support and communicate the Air Force mission to external and internal audiences)	15	
Support for Public Affairs Research and Planning (Allocating resources such as funding, equipment; integrating public affairs aspects in planning stages of unit programs and events)	15	
Support for Public Affairs Program Execution and Evaluation (Participation in internal, external and community communications programs)	15	
Support for Professional Development of Public Affairs Personnel	5	
TOTAL POINTS	50	

Comments:

Section 13B— Other Air Force Level Public Affairs Recognition

13.9. Public Affairs Company Grade Excellence (PACE) Program. This is SAF/PA's annual program to recognize 10 outstanding company grade public affairs officers. Selection is based on job performance, leadership, and potential to serve in higher grades. This five-day program held each November in Washington, DC, is designed to expose participants to high-level Air Force and Public Affairs policy and decision makers. Attendance is MAJCOM or unit funded.

13.9.1. Eligibility Requirement. Company grade officers not yet selected for major who have possessed a 35P/B3 AFSC for at least 18 months. 35P officers must have completed DINFOS PAOC and been a wing-level chief of PA. Nominees must have completed appropriate PME.

13.9.2. Selection Procedures. Selection is made by the Air Force Public Affairs Council.

13.9.3. Announcement of PACE Participants. The participants are notified by message sent to their commanders and public affairs offices. Additionally, they are recognized in the Public Affairs Guidance Letter and on PA Link.

13.10. Major General Arno Luehman Scholarship Award. This is a $1,000 grant from the Air Force Association that must be used to further the recipient's advanced study in the field of public relations and communication. Recipient is selected annually from among the outstanding Air Force graduates from each of the classes in the DoD Joint Course in Communication. SAF/PAR is the OPR.

13.11. Air Force Public Affairs Alumni Association Award. This award is sponsored annually and recognizes the officer, civilian or enlisted member who demonstrated professional excellence, and contributed significantly to the effectiveness of the Air Force Public Affairs mission. Selection is made from the winners of the Public Affairs Achievement Awards individual categories. The winner receives the award at the Air Force Public Affairs Worldwide Professional Development Seminar awards banquet.

13.12. Air Force Media Contest. The Air Force Media Contest is conducted each year to recognize the outstanding contributions by Air Force journalists and broadcasters in support of the internal information program and the Air Force mission.

13.12.1. Types of Awards. The contest is conducted in two divisions: print and broadcasting.

13.12.2. Eligibility Requirements. All Air Force public affairs offices, Air Force broadcasters assigned to operated Armed Forces Radio and Television Services, and detachments are eligible to enter.

13.12.3. Nomination Procedures. Nominations cover performance during the preceding calendar year. Entries must have been produced primarily for internal information purposes and published or broadcast during the contest year.

13.12.4. Submitting and Processing Nominations. For print entries MAJCOMs/FOAs/DRUs submit entries to AFNEWS/IIOP, which provides specific guidance for entries, categories, administrative submission requirements, and operating rules. All broadcast entries are submitted to HQ AFBS/XOO, who manages the broadcast portion of this contest for AFNEWS/IIOP. Contest rules are based on the inter-service criteria of the Thomas Jefferson Awards Contest issued annually by the American Forces Information Service (OASD/PA). Selected finalists in the various categories are designated official Air Force entries in the DoD-sponsored Thomas Jefferson Awards Contest.

13.12.5. Judging Criteria. Judging is based on journalistic excellence, support of Air Force objectives, and use as a management tool by the commander (print division) or professional excellence, originality, use of facilities, and support of Air Force public affairs themes (broadcasting division).

13.12.6. Announcement and Presentation of Awards. Awards will be announced by SAF/PA. Journalist and Broadcaster of the Year awards will be presented during the Air Force Public Affairs Worldwide Conference. Winners will be invited to the conference awards banquet. Travel/per diem costs for attendees are unit or MAJCOM funded. Air Force awards are certificates (AF Forms 3166, AF Broadcasting Award Certificate, and 3168, AF Newspaper Award Certificate) and plaques presented to unit and/or individual winners in each category or class in the print and broadcasting division. First, second, and third-place winners are selected in both the print and broadcast divisions. Individual military

and civilian prime contributors designated first-place winners in each category and sub-category of the Air Force Media Contest are eligible for the Air Force Recognition Ribbon.

13.13. American Forces Information Service/Armed Forces Radio and Television Service Awards.

13.13.1. Colonel Tom Lewis Award for Outstanding Military Broadcasting. This is awarded annually in recognition of military broadcasters who have distinguished themselves while assigned to AFRTS. Military and civilians may be nominated for the award, named in honor of the first AFRTS commander. The winner is selected by a judging panel of professional civilian broadcasters. Demonstration of distinguished service or outstanding contributions or achievement is the only criterion for nomination. The award is presented at the annual AFRTS worldwide conference and workshop.

13.13.2. Military Photographer of the Year. This award recognizes outstanding photographers in the armed forces in various categories as stated annually by the AFIS staff. The contest is open to assigned military photographers and public affairs people. Contest rules and information are available from public affairs and visual information.

13.13.3. DoD Thomas Jefferson Awards. These awards recognize individual and unit print and broadcast activities for professional excellence and outstanding achievements in completing the internal information mission. Department of Air Force nominations for the awards are submitted by AFNEWS based on results of the annual Air Force Media Contest. The program is administered by the American Forces Information Service. Armed forces newspapers and radio and television production facilities are eligible to enter.

13.14. Other Public Affairs Awards. Units are encouraged to compete for other Public Affairs awards. Units making submissions for any of the following awards should contact sponsoring organization for details.

13.14.1. The Gold Screen Award program is the National Association of Government Communicators' annual contest to recognize outstanding broadcasting and audiovisual products. The contest is open to writers, editors, designers, photographers, public affairs practitioners and other communicators who work for federal, state, county, municipal, and other government organizations in the association. Membership is not a criterion of eligibility. The 10 contest categories are: films and videotapes, TV programs or public service announcements, radio programs, radio public service announcements, slide-tape presentations, multi-image presentations, black and white photographs, color photographs, exhibits and displays, and art and illustrations. Traditionally, entries are due in March.

13.14.2. Blue Pencil Awards are sponsored each year by the National Association of Government Communicators. Numerous categories of published materials are open for writers, editors, designers, printing officers, public affairs people and other communicators who work for federal, state, county, municipal and other government organizations in the association. Membership is not an award criterion. Categories include: folders and brochures, books, popular and technical publications, periodicals, newsletters, newspapers, feature stories, news releases, posters, and annual reports. Traditionally, entries are due in March.

13.14.3. Clarion Awards are sponsored by Women in Communications, Inc. (WICI). The various categories are in the areas of print, public relations, broadcasting and advertising. Winners are honored for excellence in the use of communication. Membership is not a criterion of eligibility. According to WICI, "In medieval times, the clarion was a trumpet noted for clarity of tone. The WICI Clarion sym-

bolizes the clear, concise communications that are recognized with the Clarion awards." Traditionally, entries are due in February of each year.

13.14.4. Gold Quill Awards are sponsored each year by the International Association of Business Communicators (IABC). Entries are composed of two elements: a copy of the entry itself (i.e., feature or editorial, photograph, newspaper, audiovisual program) and a statement of objectives and results. The IABC believes the impact an entry had on its audience is as important as the entry itself. Membership is not a criterion for eligibility. Traditionally, entries are due in January.

13.14.5. Aviation/Space Writers Association (AWA) Public Information Award is presented each year to a PAO or civilian in recognition of outstanding and meritorious individual service in disseminating Air Force public information during the previous year. Nominations are submitted by AWA members to a selection committee each year.

13.14.6. Silver Anvil Award competition is conducted each year by the Public Relations Society of America (PRSA) to give deserved recognition to outstanding public relations programs and to stimulate and encourage improved public relations performance and techniques. The symbolic Silver Anvil was selected because the validity, quality, and achievement of any public relations activity ultimately is measured on the anvil of public opinion. Any unit engaged in organized public relations activity during the calendar year is eligible to enter any outstanding public relations achievement for that period. Membership in PRSA is not a requirement and will not affect the judging of the presentation for awards. Each entry must be based on sound public relations aims, objectives and philosophies. Each must be thoroughly planned and meet the highest standards of production, execution, and performance. Awards are presented at the annual Silver Anvil Awards Banquet. Competition details are announced each year by PRSA.

13.14.7. Air Force 5-Star Award. SAF/PA awards the Air Force 5-Star Award annually to recognize the outstanding public access WWW site from four quarterly qualifiers. This recognition encourages policy compliance, content quality, and design excellence. Nominations for quarterly qualifiers are submitted via Air Force Link Sites Page only. All nominations received by the end of the quarter will be considered. Eligibility is open to all official public Air Force pages which are registered with Air Force Link. Air Force Link will call for nominations for two weeks prior to each cycle. Quarterly judging occurs in three stages. Stages I and II will be evaluated by SAF/PAR to determine 10 quarterly candidates. SAF/PAR will distribute these lists to the judging panel for Stage III consideration not later than one week into the quarter. The judging panel will include three representatives (one SAF/PA representative, one at-large representative appointed annually, and one MAJCOM representative revolving on a quarterly basis). The judging panel will have one week to return their evaluations to SAF/PAR for tracking and announcements. Qualifying results will be released during the third week of each quarter. Only quarterly qualifiers will be considered for the annual award. When four qualifiers have been selected, the candidates will be evaluated by the existing judging panel according to the same selection criteria. Quarterly qualifiers and the annual winner will be recognized by SAF/PA via electronic message, personal letter, and as a featured site of Air Force Link.

13.14.7.1. Phase I (Mandatory)

13.14.7.1.1. Site must be registered with **www.af.mil** on the Sites page.

13.14.7.1.2. The page must be publicly accessible. Not restricted to any domain.

13.14.7.1.3. Contain no commercial advertising.

13.14.7.2. Phase II

13.14.7.2.1. Does the Universal Resource Locator (URL) follow the normal protocol of the World Wide Web? Is it logical?

13.14.7.2.2. Is there a way to contact the web site's maintainer?

13.14.7.2.3. Does the site provide users a way to navigate through the site?

13.14.7.2.4. Is the government disclaimer for public web sites displayed?

13.14.7.2.5. How current is the page?

13.14.7.2.6. Does the web site reference or "point" at information or attempt to copy it locally?

13.14.7.2.7. Are large phone/email lists present in contrast to Air Force policy?

13.14.7.2.8. Are links from the page closely associated with the unit/organizational mission and appropriately labeled?

13.14.7.3. Phase III

13.14.7.3.1. Page Purpose. Web site is designed to appeal to the general public or specific public group to explain the purpose/mission/activities/operations of the organization, program or unit.

13.14.7.3.2. Design and Layout. Page effectively uses elements such as graphics, tables, headlining, photos, color balance, backgrounds, and linking to effectively communicate the purpose of the page.

13.14.7.3.3. Graphics. Appropriate use of graphics and photographic materials. Graphics and photos are original, non-pirated (or used with permission), complement the content, and appreciate in file size and format.

13.14.7.3.4. Page interactivity. Does the page provides useful/logical links and customer friendly formats?

13.14.7.3.5. Response. Does the page maintainer quickly reply to customer inquiries?

13.15. Other Professional Awards.

13.15.1. The Air Force Association gives several annual awards of Air Force-wide interest relating to aerospace activity. (See AFI 36-2805)

13.15.2. Citations of Honor may be given to individuals or organizations for the most outstanding contribution to national defense significantly exceeding standard performance. Public affairs people and organizations may be nominated for this award.

13.15.3. The Gill Robb Wilson Award is given to an individual or organization for the most outstanding contribution to national defense in the field of arts and letters covering a wide range of activity including writing, speaking and media relations by either a military member or Department of the Air Force civilian, unit or group of individuals.

13.15.4. Ten Outstanding Young Americans Award. The Ten Outstanding Young Americans Award is sponsored each year by the United States Jaycees. Recipients are chosen for exceptional achieve-

ments that have been significant to their profession, communities, states or the nation. (See AFI 36-2805)

Chapter 14

ARMY AND AIR FORCE HOMETOWN NEWS SERVICE

Section 14A— Purpose, Background and Organization

14.1. Purpose. The Army and Air Force Hometown News Service builds grass-roots support for the military by showcasing the worldwide accomplishments and activities of soldiers and airmen, and presenting a factual, positive image of Air Force and Army people, programs, and readiness through the production of print and electronic news releases. The program is a means of achieving the public affairs core competencies of airman morale and readiness, public trust and support and global influence and deterrence.

14.2. Background. The Army and Air Force Hometown News Service is a dual-service field operating agency and a directorate of Air Force News Agency (AFNEWS). Hometown News provides accurate, timely and factual news releases about Army and Air Force people to newspapers, radio stations and television stations in their hometowns. The Hometown News Program extends unit media relations programs beyond their local area, and relieves a significant workload from each Air Force and Army public affairs office by consolidating stock stories and commercial media outlets in a network of databases.

14.3. Organization and Products.

14.3.1. Print News Division. The Print News Division provides standard print hometown news releases and brief update items about individuals to their hometown news media.

14.3.1.1. DD Form 2266, Hometown News Release Branch. Processes DD Form 2266s submitted by individuals worldwide. Prepares and distributes printed news releases.

14.3.1.2. Standard news releases include, but are not limited to, topics such as promotions, reassignments, completion of schools, basic training graduation, decorations and awards, and major field exercise participation. May also include a photograph.

14.3.2. Print Features Branch. Specialists from the Print Features Branch travel worldwide interviewing and photographing members involved in newsworthy events or on-the-job activities. Journalists write in-depth articles which are released with high quality action photographs.

14.3.3. Broadcast News Division. The Broadcast News Division deploys teams of broadcast specialists worldwide for on-scene, feature-type coverage of service people involved in on-the-job activities and newsworthy events.

14.3.3.1. Radio Branch. Radio news teams gather interviews and produce and distribute 60-second radio news releases.

14.3.3.2. Television Branch. Television news teams gather interviews, produce and distribute 90-second video news releases.

Section 14B— Responsibilities and Editorial Policies

14.4. Director, Army and Air Force Hometown News Service.

14.4.1. Plans, coordinates, and supervises the Army and Air Force Hometown News Program.

14.4.2. Ensures all procedures for releasing hometown news material to news media comply with Department of Defense, Department of the Army, and Department of the Air Force policies.

14.4.3. Is responsible to the AFNEWS commander and the Chief of Public Affairs, Headquarters, Department of the Army for the efficient operation of the Hometown News Program.

14.4.4. Informs major commands of their hometown news program status and makes recommendations for improvement.

14.4.5. Maintains liaison with media representatives within the United States and its possessions.

14.4.6. Informs public affairs at all command levels about policies, significant trends, and other aspects of the Hometown News Program.

14.5. MAJCOM Public Affairs.

14.5.1. Monitors the MAJCOM Hometown News Program to ensure maximum participation.

14.5.2. Establishes and coordinates procedures for photographic and, where applicable, radio and television support.

14.5.3. Advises MAJCOM and subordinate unit commanders on the status of their hometown news programs.

14.6. Commanders.

14.6.1. Actively support the Hometown News Program.

14.6.2. Personally emphasize the program at staff meetings, officers' and commander's calls, and through internal publications.

14.6.3. Provide members the opportunity to voluntarily participate in the Hometown News Program.

14.7. Public Affairs Offices.

14.7.1. Support the Hometown News Program by providing suitable and timely information to the Hometown News Service.

14.7.2. Ensure each member involved in a newsworthy event has the opportunity, and is encouraged, to complete a DD Form 2266, Information for Hometown News Release, or be interviewed by a Hometown News Service field team.

14.7.3. Ensures accuracy, completeness, timeliness, and clearance for public release of all material sent to the Hometown News Service.

14.7.4. Notifies the Hometown News Service by telephone, priority message if overseas, of any significant change in the status of a news subject after the news material is sent to the Hometown News Service. Status changes include death of the member or the listed next of kin, arrest, change in marital status, or any change of address for named relatives.

14.7.5. Conducts a continuing orientation program to acquaint all Army and Air Force people with the purposes and advantages of the Hometown News Program and emphasizes the opportunity for each individual member to participate.

14.7.6. Fulfills Privacy Act requirements where the DD Form 2266 originates. The Privacy Act statement is printed on the release form.

14.8. Editorial Policies.

14.8.1. Content. Hometown news releases are factual stories about accomplishments and activities of individuals. These releases should not compete with paid advertising or public service broadcast material. To be accepted as news, releases must be free from any suggestion of propaganda, advertising, or recruiting messages. See Figure **Figure 14.1.** through **Figure 14.4.** for sample news releases.

14.8.2. Clearance. Each organization is responsible for the propriety, technical content, accuracy, security review, and clearance for public release of any material sent to the Hometown News Service. Materials usually can be cleared for release by the local commander or the PAO. Material gathered by field news teams will be cleared by the director of Hometown News.

14.8.3. Privacy Act. Forms used for the origination of a news story must contain a Privacy Act statement. The individual's signature is required to fulfill requirements of the Privacy Act.

Figure 14.1. Award Presentation Sample News Release.

ARMY AND AIR FORCE HOMETOWN NEWS -- Sgt. James R. Lamont, son of James D. and Linda M. Lamont of 2418 Benson Drive, Frederick, Maryland, has been decorated with the Army Commendation Medal at Fort Riley, Kansas.

The Army Commendation Medal is awarded to those individuals who demonstrate outstanding achievement or meritorious service in the performance of their duties on behalf of the Army.

Lamont is a cannon crewman with the 18th Infantry Division.

His wife, Karen, is the daughter of Kenneth L. Bell of 159 Downing St, Oxon Hill, Maryland.

The sergeant is a 1990 graduate of Frederick High School.

Figure 14.2. Promotion Sample News Release.

ARMY AND AIR FORCE HOMETOWN NEWS - Richard D. Anderson, son of Richard E. and Donna M. Anderson of 5980 Maple Ave., Lakewood, California, has been promoted in the U.S. Air Force to the rank of staff sergeant. Anderson is a supply technician at Hurlburt Field, Fla. He is a 1990 graduate of Lakewood High School.

Figure 14.3. Arrival for Duty Sample News Release.

ARMY AND AIR FORCE HOMETOWN NEWS - First Lt. William T. Dane, son of Lawrence A. and Pamela L. Dane of 7280 Prairieview Lane, Lubbock, Texas, has arrived for duty at Fort Richardson, Alaska.

Dane is a platoon leader with the 1st Brigade, 6th Infantry Division (Light).

He is a 1992 graduate of Texas A&M University, College Station.

Figure 14.4. School Graduation Sample News Release.

ARMY AND AIR FORCE HOMETOWN NEWS - Airman James L. Taylor, son of William A. Taylor of 3832 Holly Drive and Phyllis R. Royer of 1214 Main Drive, both of Decatur, Ill., has completed training as an Air Force Security Policeman at Lackland AFB, Texas.

Students were trained in civil and military law, traffic control, map reading, and self defense.

Taylor is a 1996 graduate of Thomas Jefferson High School, Decatur.

Section 14C—Administration, Queries and Reports

14.9. Administration. Units are authorized direct communication with Hometown News Service. Hometown News telephone numbers are in the World Wide Public Affairs Directories. The message address is HQ AFNEWS KELLY AFB TX//HNP. Telephone, letter, or message contact is encouraged for more information on Hometown News Service procedures and policies.

14.9.1. Save time and effort by coordinating in advance on subjects ranging from questions of suitability or timeliness to advice on timesaving methods. For planning purposes, prior coordination on group projects involving large numbers of people is extremely beneficial, both to the unit and the Hometown News Service for planning purposes.

14.9.2. Make suggestions for improving procedures or policies directly to Hometown News Service.

14.10. Media Query. Hometown News periodically queries print and electronic media to determine what services are desired and to update coverage areas.

14.10.1. Public affairs should contact media in their areas to point out availability of the service. Send Hometown News Service the names or call letters and addresses of media desiring the service, and Hometown News will contact specified media directly.

14.10.2. Media comments or criticisms should be sent to Hometown News Service so corrective action may be taken.

14.11. Usage Reports. Hometown News Service distributes a monthly report to each public affairs code designee, listing submissions, unusable forms and total releases generated. On request, MAJCOMs receive a cumulative list of subordinate user statistics. The report summarizes the month's activities for information only, and should not be considered as a competitive measurement or quota system.

Section 14D—Operating Procedures

14.12. Submitting Hometown News Material. Public affairs sends the completed DD Form 2266 and supporting information and photographs to HQ AFNEWS/HNP, 203 Norton St, Kelly AFB TX 78241-6105. All material concerning an individual news story must be sent together. For example, photographs or award citations must accompany the DD Form 2266; they cannot be sent separately. For activities involving large number of individuals, information from which to write a news story (the cover story) should be sent along with the first batch of forms.

14.12. (21SW) UPARs track the Hometown News Release Program forms submitted by the unit, quality control the forms, and send them to 21 SW/PA; the UPAR at a GSU sends the form to the host base or directly to Army & Air Force Hometown News Service, ATTN: Print Division, 203 Norton St, San Antonio TX 78226-1848.

14.13. Public Affairs Office Code. A public affairs office code is assigned by each MAJCOM in coordination with the Hometown News Service. For separate operating activities, public affairs office codes are assigned by the Hometown News Service. These codes are used to credit forms and photographs to appropriate public affairs offices in reports. Forms arriving at Hometown News with no code are credited to a general Air Force or Army category, with no credit for the individual public affairs office or MAJCOM.

14.14. Status Changes. The public affairs office must notify Hometown News of any significant change in the status of an individual after a DD Form 2266 has been sent (see paragraph **14.4.4.**., **14.6.**., and **14.8.**). The notification must include name and social security number of the story subject. Hometown News telephone numbers are found in the World Wide Public Affairs Directories. The message address is HQ AFNEWS KELLY AFB TX//HNP, message must be sent priority. Status changes to be reported include:

14.14.1. Death of the individual.

14.14.2. Death of a relative listed on the DD Form 2266.

14.14.3. Arrest of the individual.

14.14.4. Change in marital status of the individual: divorce, death of spouse, etc..

14.14.5. Changes of address for relatives listed on the form.

14.15. Timeliness. Materials received and stories released by the Hometown News Service must be timely and current. Because the material is news, the sooner it is received, processed, and sent to the media, the better its chances of being used.

14.15.1. Although the suggested time limit for the submission of a release is 60 days, the ultimate decision on the timeliness of a story will be determined by the originating public affairs office.

14.15.2. A DD Form 2266 filled out more than 30 days after an event, such as an exercise, must be verified. After 30 days, the risk of old or incorrect data due to death, change of address, assignment, marital status, etc., becomes so great the Hometown News Service will not risk embarrassing the individual, relatives, the news media, or the Army or Air Force by issuing incorrect personal data. The individual or public affairs may verify information by signing and dating DD Form 2266, item 21.

14.16. Story Information. All stories must have sufficient information about the individual and the event to develop the news release properly. Although most information is on the DD Form 2266, citations, fact sheets, and other appropriate background material, when available, should be attached and submitted. Staple supplemental material to the back of the form.

14.17. Nonstandard Story Topics. Some events are outside the routine story categories listed in **Figure 14.5.** With advance coordination, the Hometown News Service will work such stories into its production schedule. Public Affairs writes the basic stories for such events and activities.

Figure 14.5. Standard Story Topics.

A. Military Personnel.

1. Graduation from basic training. Form accepted only from the training facility or school public affairs office.

2. Completion and commissioning from Officer Candidate School. Form accepted from the training facility or school public affairs office.

3. Graduation from initial-entry, Air Force Specialty Code or Military Occupational Specialty producing schools. Form accepted only from the schools.

4. Promotions to grade E-3 and higher as the promotion occurs. Selected for promotion to E-9 and 0-6 and above.

5. Arrival for duty is open to all permanent changes of stations to both CONUS and overseas. This allows each individual to fill out a DD Form 2266 as a new arrival for each new assignment. Submitted by gaining unit only. Permanent change of address moves are not acceptable.

6. Major exercises. This includes only those exercises announced to the news media by the Department of Air Force, Department of Army or the Department of Defense (DOD), or active-duty unit deployments overseas from the United States.

7. Awards and decorations for individual achievement (Achievement Medal or higher; copy of citation required), plus the Humanitarian Service Medal.

8. Re-enlistments. Include the number of years for which enlisting and number of years already served.

9. Retirements. Include the number of years served. Forms may be submitted up to 30 days before actual retirement date.

10. Forms are accepted after completion of initial summer training and upon graduation and commissioning from the service academies. Degree, level and field of study should be included. Accepted only from the respective service academy PAO.

11. Receipt of ROTC scholarship, completion of ROTC summer camp, and commissioning through the ROTC program.

12. Individual achievements such as:

a. Receipt of college degree. Include field of study, type of degree, and the name and location of the institution granting the degree.

b. Airman/Soldier or noncommissioned officer of the month, quarter, or year at all levels of command.

c. Best individual in a job or career field for the month, quarter, or year at all levels of command. Include criteria for selection. A supporting cover story is desired.

d. Direct commissions and warrants.

e. Suggestion awards of $50 or more. Cover story is required.

f. Participation in a national news event. Cover story is required. Examples include space shuttle support, Presidential inauguration, or significant humanitarian operations.

13. Competitions. This includes only individuals and competing team winners in departmental contests that test readiness in combat-related skills with competitors drawn from a worldwide pool. It does not include unit winners nor titles and awards presented to units.

14. Selection for service-funded, degree producing programs and selection for Training With Industry programs.

15. Sports. Selection for membership on U.S. Olympic or Pan-American Games teams, American Athletic Union (AAU) national-level participants, National Sports Festival participants, and winners of sports events at Air Force, Army or DOD levels. Also includes winners of the National Rifle Association-sponsored national and higher level competitions. MAJCOM-sponsored sports events at MAJCOM championship level are also acceptable. Dates, location, and category of events should be included. These events should normally allow winners to advance to further service or DOD competition. Forms should be submitted by unit public affairs office hosting the events.

16. Graduation from all in-residence, nonspecialty-related schooling of 4 weeks or longer. This includes such schooling as staff college, war college, industrial college, and NCO academies.

17. Assumption of command at all levels.

B. Civilian Employees.

1. Civilian of month or quarter at all levels of command.
2. Decoration for Exceptional Civilian Service.
3. Civilian Award for Valor, MAJCOM level.
4. Army or Air Force Civilian Award for Valor.
5. DOD Distinguished Civilian Service Award.
6. President's Award for Distinguished Federal Civilian Service.
7. Receipt of Suggestion Award of $500 or more. Cover story is required.
8. Graduation from military schools (as in paragraph A-3) when the civilian employee is a member of a class primarily made up of military personnel.
9. Meritorious Civilian Service Medal.
10. Commander's Award for Civilian Service.

NOTE: To determine whether a nonstandard story is suitable, call the Hometown News Print Division.

14.18. Stories Involving Large Groups.

14.18.1. Before sending a news story on an event involving 500 or more people, contact the Print News Division. This allows the division to program the story into its production schedule.

14.18.2. Package DD Forms 2266 together with the cover story. Each form must include a project identification phrase such as JOINT ENDEAVOR in the event item, item 8. This phrase ensures the story facts can be identified should a DD Form 2266 become separated from the package.

14.18.3. Group DD Forms 2266 from schools by Air Force specialty code or Military Occupational Specialty.

14.19. National Guard and Reserve Releases. Group or Unit Stories. DD Form 2266 coverage of group activities presents a unique problem. Because every hometown news story deals with one individual, and most members of the unit reside in the same hometown, editors in the locations of the units or groups would be flooded with multiple copies of the same story with only the names changed. Because of this, DD Form 2266 coverage of group or unit activities cannot be accepted unless hometown ties out-

side the unit's location can be provided. Stories concerning individual members of the National Guard and Reserves on active duty for training are handled just as are similar stories for active duty members. Reservists on extended active duty are considered to be active duty members.

14.20. ROTC Submission. ROTC cadets are eligible for home town news coverage:

14.20.1. DD Form 2266 should be used to record information on individual cadets.

14.20.2. Detachments must coordinate with the school's public relations department before submitting hometown news release forms about cadets, because releases often are made by the school on a routine basis.

14.21. Civilian Employee Releases. The Hometown News Service makes releases about civilian employees when the story is of significance, such as an award, promotion or other major event. See **Figure 14.6.** for standard story categories.

14.22. Use of DD Form 2266. The DD Form 2266 is the primary source of information used to prepare accurate news stories about active duty, National Guard, Reserve, and ROTC members and civilian employees for the hometown media. The form may be overprinted locally to meet particular unit needs. However, an original signature and privacy act statement are required by HNS for release. For more information, refer to the Hometown News Release Guidebook published by Army and Air Force Hometown News Service.

14.22.1. Story topics. The PAO is responsible for determining if the story topic is valid for hometown news release (see **Figure 14.5.** for suitable topics).

14.22.2. Hometown ties. Public affairs must ensure persons filling out the forms have valid hometown ties. A valid hometown tie is a living relative such as parent, other blood relative, in-law, step-parent, foster parent, or former guardian who lives in a community in the United States or its possessions. The only exceptions are National Guard and Reserve members and civilian employees who themselves may be the hometown ties. Spouses and dependent children are also used for hometown ties.

14.22.3. Reasons for rejections. If a DD Form 2266 does not contain all required information or does not meet the criteria for release, a hometown news release cannot be made. Unusable forms are returned to the submitting unit with reasons for rejection indicated.

14.22.4. Original copy. Send only the original copy of DD Form 2266 for each individual. Forms with carbon copy or duplicated signatures are not acceptable. This is to avoid the possibility of duplicate news releases being made.

14.22.5. Supply of forms. Requisition DD Forms 2266 through the unit publications distribution office.

14.22.6. Electronic forms. The electronic version of the DD Form 2266 is available on CD-ROM through normal publications channels, and can be accessed with the current versions of both Delrina FormFlow and PerFORM Pro Filler software. When service members fill out an electronic Hometown News release, it is important a printed copy of the completed form be signed and retained by Public Affairs for at least 90 days. The electronic version can then be E-mailed to the Hometown News Service for processing.

14.23. Instructions for Completing DD Form 2266. Complete the DD Form 2266 using the guidance on the reverse of the form. Forms may be filled out in pen, or typed, but must be legible. To ensure the appropriate public affairs office receives credit for the form and to give the Hometown News Service a contact when further information is needed, the space at the top of the form must contain the unit name and public affairs office code.

Figure 14.6. Common Errors on DD Form 2266.

1. No signature or signature different from name in item 3.
2. Duplicate or carbon-copy signature.
3. Information is illegible.
4. Family-member ties:
   a. Omitted.
   b. Incomplete names.
   c. Incomplete addresses.
   d. No address.
   e. No street address in a city of 30,000 or more population.
   f. Unexplained differences in spelling of last name. For example, the name of the airman is Smyth and his or her father's name is Smythe.
   g. Foreign or military (APO and FPO) addresses only.
   h. Parents are listed at the same address when service member indicates they are divorced or separated.
5. Rank:
   a. Omitted.
   b. Improperly identified in item 1.
6. Base, post or city of assignment omitted.
7. Event:
   a. Omitted.
   b. Date of event omitted.
   c. Date of event changed without explanation in item 19.
   d. Cover story not provided when required.
   e. Story facts not clear.
10. Departures for permanent change of station, temporary duty, or expiration of term of service. The only acceptable departure story is a retirement.
11. Transfer on same base or in same overseas country.
12. Form received by the Hometown News Service before the date of the event in item 8. This is acceptable only for retirements, which may be submitted up to 30 days in advance.
13. Individual does not desire release.

Section 14E—Photographs

14.24. Black and White Photographs. Photographs generally enhance acceptance of stories. When available, black and white photos are sent with the printed news releases. High quality photographs or black and white negatives may be submitted with the DD Forms 2266. Photographs must be sent along with the DD Form 2266 to be processed. However, do not delay or cancel sending a DD Form 2266 if photographs are not available.

14.24.1. Digital Photographs. When sending a digital image to accompany a hometown news release, there are a few specific guidelines to follow. Any images scanned should be in a 5 X 7-inch format, regardless of the original size, at 300 dpi resolution, with no less than eight-bit pixel depth per color. Do not alter the images before sending. Do not change image size, and send in the original uncompressed format or JPEG compress at maximum quality. Always shoot the image at the highest possible resolution, and at the lowest allowable ASA setting. Try to use fill flash for detail.

14.25. Types of Photographs. Photographs generally may be classified as action shots or mug shots. The news media prefer action shots.

14.25.1. Action Shots. The best action shots are those showing the individual on the job or in the activity described in the news release. Although action shots take more effort to produce, they are more widely used by editors because they help tell the story. The individual should be prominently featured. A photograph of the individual on the job is almost always acceptable for any event.

14.25.2. Mug Shots. When action shots are not available, mug shots are an acceptable alternative. Mug shots are head and shoulders photographs, preferably posed full face (looking at the camera). Such shots take less time to produce, especially when a project involves a large number of people, such as basic training or school graduates.

14.26. Identification of Photographs. Provide full identification, name, rank, and job title, on the accompanying DD Form 2266, item 19, for all persons in the photograph. Be sure to describe the activity shown in action photographs. Identify each photograph or negative so it can be connected with the appropriate form.

14.26.1. The best method of identifying mug shots is to use a name board held centered at shirt pocket level. Use a card, steno pad, or chalk board no smaller than 5- by 8-inches. List the last name and first and middle initials on the first line and rank on the second line. If a name board is not used, provide identification on the negative envelope.

14.26.2. When sending a large number of DD Forms 2266 for the same story (such as class graduations or exercises), photographs may be sent as rolls of developed, uncut film. On rolls of uncut film, each identification number must be entered on DD Form 2266, item 19, and on the negative. Identification numbers must be consecutive on the roll of negatives. Identification numbers should be coded so the negatives can be printed in high-speed, automatic printers. For example, the first person in class 0384 is given the number 001. The photograph identification number for that person would be 0384001. The number for the next person in that class would be 0384002. The sequence must identify the order in which the photograph was taken. That same number will be written on the DD Form 2266. Continue with the same numbering system even if you use more than one roll of film. Do not use the same number for different people.

14.27. Negative requirements.

14.27.1. Negatives should be in strips of six frames (or equivalent length) or longer. The frame to be printed must be clearly indicated and must correspond to the DD Form 2266 it accompanies.

14.27.2. Single negatives should not be sent as they cannot be loaded into the automatic printers. If only a single negative is available, substitute a good quality 4- by 5-inch or 5- by 7-inch photograph, which will be copied at the Hometown News Service.

14.27.3. Attach the necessary identification to the back of the photograph. Do not write information on the back of the photograph as such writing may break the emulsion on the front or bleed through the photograph. When the emulsion is broken, the photograph cannot be copied. Identification requirements are the same for negatives as for prints.

14.28. Quality of Photographs. Check the quality of each negative or print for scratches, overexposure or underexposure, and proper development. If the negative is properly exposed and developed, newspaper print can be read through the darkest part. If a negative is not available, a high-quality print is acceptable. All prints must be glossy, of normal contrast, and of the highest possible quality. See **Figure 14.7.** for pictorial quality guidelines.

14.28.1. Instant processing photographs are not recommended. These are acceptable only if they are of high quality. Most instant processing prints must be rejected because of streaks and other marks that occur during developing, or because the images are too small.

14.28.2. All photographs must be properly packaged to prevent damage in mailing. Large photographs should be backed with cardboard or other sturdy material. Negatives, prints, and proof prints should be put in protective envelopes and taped or stapled to the back of the DD Form 2266. Do not staple in the image area. Do not use paper clips. Suitable envelopes for protecting negatives, prints, and proof prints are available through supply channels. Mark the outer envelope or package "PHOTOGRAPHS -DO NOT BEND."

14.29. Content of Photographs. In addition to the basic rules for photojournalism, special requirements for hometown news photographs are:

14.29.1. Feature the Individual. The individual who is the subject of the news release must be highlighted with facial features visible and recognizable. No more than two people should be in the photograph, and then only when necessary to the story (such as presenting an award). A photograph will not be released unless all people are identified.

14.29.2. Proper Attire. Civilian clothes are not acceptable unless they are pertinent to the story or are the normal working attire of the individual. Utility uniforms, flight clothing, and other special uniforms should be worn in action photographs when appropriate to the story. For example: an aircraft maintenance specialist working on an aircraft. Proper headgear should be worn in all outdoor scenes. Headgear is optional in mug shots. If headgear is worn, it must not obscure facial features or cast shadows across the face. Security badges and sunglasses should not be visible. Jewelry must not be visible when the subject is shown performing maintenance duties, even if the equipment is not in operation.

14.29.3. Proper Grooming. The story subjects and other military people must meet requirements of established standards for military appearance.

Figure 14.7. Hometown News Service Pictorial Guidelines.

1. Photograph unsuitable for use if:
   Out of focus.
   Poor lighting.
   Poor exposure.
   Excessive contrast (negative or print).
   Lacks contrast (negative or print).
   Negative scratched.
   Fogged, film or print.
   Stained, film or print.
   Fingerprints.
   Damaged film or print.
   Image size too small or large.
   Cropped too tight.
   Excessive grain
   Unable to see eyes.
   Staple/paperclip mark.
   Poor print quality.
   Does not meet public release standards.
   Ball point pen impression on print.
   Gimmick shot.
   Sunglasses.
   Uniform discrepancy.
   Appearance.
   Poor facial expression.
   Too many people in photo.
   Subjects poorly placed.
   Eyes partially or completely closed.
2. Cutline must identify all individuals in the photo.
3. Negatives in envelope with identification.
4. Photograph identification on DD Form 2266.
5. Photograph or negative envelope attached to the DD Form 2266.
6. Protective backing for prints or negatives when mailing.

Section 14F—Field Teams.

14.30. Teams Purpose. HNS field teams travel worldwide and conduct radio, television, and photo feature interviews with individuals at their duty locations. The teams work with public affairs to develop specialized hometown releases. Because of the difficulty in processing spot news stories quickly, these teams primarily work feature-type stories. The team cannot replace public affairs in covering hard news, but they supplement coverage with production of post-event releases for hometown media.

14.30.1. Team structure. A team is usually composed of a reporter/producer, and a photographer or TV camera operator. The requesting unit may be asked to provide personnel assistance, such as a public affairs specialist, depending upon the availability of Hometown News Service personnel.

14.30.2. Unit participation. To make visits cost-effective, field news teams must be assured of a sufficient number of interviews for each visit. The goals are normally 100 interviews per story idea for radio and print features, and 75 television interviews per story idea; however, more than one story idea per trip may be combined to achieve these goals. Public affairs should arrange for sufficient numbers of individuals to be available for such interviews.

14.30.3. Story content. The focus of each story is the individual telling a story in his or her own words within the framework of a feature or news peg. The stories generally concern individuals involved with equipment, hardware, exercises, or other photogenic activities. Stories tied in with national news events are desirable.

14.31. Story Suggestions. Public affairs at all levels are encouraged to contact Hometown News to offer suggestions for development by the field news teams. Stories must have a visual impact to accommodate television or provide photo possibilities for feature articles.

14.32. Approval and Release Authority. All release materials created within the Hometown News Service are individually evaluated for proper format and content. No product that might embarrass the individual, unit, or Air Force and Army will be released. Final approval and releasing authority is the Hometown News director.

14.33. Requesting Team Coverage. Send requests for a field news team to HQ AFNEWS/HN, 203 Norton St, Kelly AFB TX 78241-6105, at least 30 days in advance. This limitation does not apply for unforeseen happenings such as disaster relief and emergency military operations. Initial contact by telephone is encouraged.

14.33.1. Requests should include:

14.33.1.1. Event or news story.

14.33.1.2. Specific locations for production or release materials.

14.33.1.3. Dates team coverage is desired.

14.33.1.4. Number of military people expected to take part in the program.

14.33.1.5. Name, address, and telephone number of project officer or point of contact.

14.33.2. Field news team per diem and travel costs are borne by Hometown News. Requests for news team coverage are approved by Hometown News Service, based on available funds and people, other scheduled events, and importance of the news. Scheduled events are not approved automatically, and

requests must be coordinated with the Hometown News Service before including any references to such coverage in any operations orders, annexes, or similar documents. To give balanced coverage to individuals in different commands, it may be necessary to rotate coverage among them.

14.34. Photo Feature Teams. The features program provides expanded stories highlighting the individual to his or her hometown audience as a person, not as an adjunct to a piece of equipment, unit, or particular mission. The feature release is different from a release produced by radio and television in that no specific news peg is required for release and acceptance. Story ideas concerning one or two people are not cost-effective. Normally at least 20 interviews per day are needed to justify sending a features team on location.

14.34.1. Photo Features Format. The photo feature release consists of a three- to-four-page story about an individual, one or more stock photographs, and a photograph of the individual on the job. Cutlines for the photographs also are provided in the package.

14.35. Radio Field Teams. Taped radio interview releases must meet the exacting professional and technical standards of the broadcasting industry. Hometown News provides the specialist and digital audio equipment needed to produce radio releases on Air Force and Army people around the world. A radio broadcaster travels throughout the military focusing on such stories as humanitarian efforts, high visibility or exotic exercises, new technology and peacekeeping missions. Radio also has the ability to record phone (beepers) interviews from around the world, producing a single, unique, hard news type story on a service member involved in a national or international event. News items about normal day-to-day activities of Air Force and Army people usually are not acceptable to radio news directors.

14.36. Television Field Teams. The Hometown News Television Branch provides the specialists and equipment needed to produce video tapes meeting exacting professional and technical standards of the television broadcasting industry.

14.36.1. Television demands a strong news peg as well as a strong visual story for a release to be accepted. Suitable subjects are those capable of being treated as a news feature item. Stories should be interesting in an interviewee's hometown, not just at the local base, and should be worthy of national news treatment.

14.36.2. News items that cannot provide adequate visual action or interest, as well as those dealing with normal day-to-day activities of Air Force and Army people usually are not broadcast. In general, topics suitable for internal release often are not right for commercial television markets. At least 75 interviews are needed to justify the expense of sending a TV production team to the field.

Figure 14.8. Normal support requirements for Hometown News Service field news teams.

1. Government quarters and mess for team members during the TDY, if possible.
2. Secure storage area for production equipment.
3. Surface transportation at TDY destination for team members and equipment, if possible.
4. Appropriate location for production of photographs and interviews. Specific locations may be coordinated with the team chief after arrival at the installation.
5. Representative at location from the host unit for liaison and assistance as required.

Chapter 15

SECURITY AND POLICY REVIEW

15.1. Purpose and Objectives of Security and Policy Review. Security and policy review ensures material proposed for public release does not contain classified material and does not conflict with established Air Force, DoD or U.S. Government policy.

15.2. General Guidelines.

15.2.1. Maximum Disclosure. The Air Force is obligated to provide the public and the Congress maximum information about Air Force operations and activities. Air Force Public affairs offices will clear, without delay, the maximum amount of information at the lowest competent review level.

15.2.2. Clearance Authority. The security and policy review process determines the degree of releasability only. A clearance does not grant an approval to release the information. Release of the material is the decision of the originator, often reached through coordination with his or her chain of command. Security reviews identify classified information. They do not classify, or declassify. The office of primary responsibility determines original classification.

15.2.2.1. Air Force material submitted for review may be released to the public domain only after it has been reviewed for security and policy consistency and cleared by a competent authority.

15.2.2.2. Originators must not release copies of the material outside official channels until the security review authority confirms clearance.

15.2.2.3. Disclosure of administrative error or inefficiency is not grounds for a denial of public release.

15.2.2.4. Air Force offices and functional elements are expected to render expert opinion during the review process and must provide prompt response, guidance and assistance to the security review authority.

15.2.2.5. DoD, SAF/PAS and command security review authorities may communicate directly with the originator on security and policy review matters.

15.2.2.6. Security review authorities will consider AFI 37-13, Freedom of Information Act and AFI 37-132, Privacy Act requirements in making final review decisions.

15.2.2.7. Air Force personnel should make no commitments, including date of delivery, to furnish abstracts or manuscripts to non-DoD publications until cleared through security review channels.

15.3. OASD/PA and SAF/PA Level Clearances. OASD/PA and SAF/PA approval is required for the following types of PA releases:

15.3.1. Originates, or is proposed for release, in the Washington, DC, metropolitan area. This policy does not apply to technical papers intended for presentation at conferences or meetings that do not fall under other categories of required submission. When in doubt, submit.

15.3.2. Is, or has the potential to become, an item of national or international interest. All three- and four-star general officers and their civilian counterparts' written and oral public presentations are considered to be "of national and international interest."

15.3.3. Affects national security policy or foreign relations.

15.3.4. Concerns subjects of potential controversy among DoD components or with other Federal agencies.

15.3.5. Is presented by a DoD employee who, by virtue of rank, position or expertise, would be considered an official DoD spokesperson. All three- and four-star generals and civilian counterparts are considered official DoD representatives.

15.3.6. Contains technical data, including data developed under contract or independently developed and controlled by the International Traffic in Arms Regulations (ITAR) that may be militarily critical and subject to limited distribution, but on which a distribution determination has not been made.

15.3.7. New weapons or weapon systems, significant modifications or improvements to existing weapons or weapon systems, equipment or techniques.

15.3.8. Military operations, operations security and significant exercises.

15.3.9. National Command Authorities; command, control, communications, computers and intelligence; information warfare or computer security.

15.3.10. Military activities or applications in space, nuclear weapons, including weapon-effects research; chemical and biological warfare issues; biological and toxin research, high-energy lasers and particle beam technology; arms control treaty implementation.

15.3.11. Any other contemporary topic that is designated by the Directorate of Freedom of Information and Security Review, Department of Defense.

15.4. Major Commands, Field Operating Agencies and Direct Reporting Units. Clearance authority should be delegated to the public affairs organization at the lowest echelon qualified to evaluate the contents and implications of the subject. At the local level:

15.4.1. The security review authorities clear unclassified information of local or regional interest. This includes speeches, presentations, papers, multimedia material and information proposed for release to a publicly accessible Worldwide Web site. Guidance on web release policy can be found in AFI 33-129, Transmission of Information via the Internet.

15.4.2. The local commander or designated representative clears news or photos of national interest.

15.5. What Must Be Submitted. DoD Directive 5230.9 requires information relating to the plans, policies, programs or operations of DoD or the U.S. Government proposed for public release be sent through public affairs channels to the appropriate clearance level for review. Whether information is prepared as an official release or a personal enterprise, it must be reviewed and cleared before release. Originators must ensure disclaimers accompany all publications they authorize in a private capacity. An appropriate disclaimer is: "The views expressed in this article are those of the author and do not necessarily reflect the official policy or position of the Air Force, the Department of Defense or the U.S. Government."

15.5.1. All Air Force military and civilian personnel, including Air National Guard and Air Force Reserve personnel on active duty or releasing material related to their active duty assignment, retired

military members, civilians under DoD contract, and former Air Force civilian employees will use this review service to ensure DoD-related information released to the public is consistent with their requirement to safeguard classified material.

15.5.2. Contractors. Contractors must submit material proposed for public release for review according to valid contract requirements as specified in DD Form 254, DoD Contract Security Classification Specification. DoD 5220.22-R and DoD 5220.22-M apply.

15.5.3. DoD School Policy. DoD gives its personnel in its school environments the widest latitude to express their views. To ensure a climate of academic freedom and to encourage intellectual expression, students and faculty members are not required to submit papers or material that are prepared in response to academic requirements and not intended for release outside the academic institution. Information proposed for public release or made available in libraries or databases to which the public has access shall be submitted for review.

15.6. Information Not Requiring Review.

15.6.1. Information not involving DoD or foreign policy, military operations.

15.6.2. Personal letters to the editor, book or theatrical reviews when expressing a personal opinion, and works of fiction (short stories, novels, and plays) that are not sourced from active duty experience. Such information must not imply Air Force or DoD sanction. When there is doubt as to the security classification of information, submit it for review.

15.7. What Cannot Be Written About. Air Force military and civilian personnel may write signed articles for open publication, unless such activity:

15.7.1. Conflicts with the public receiving prompt and complete information on government activities through the usual media.

15.7.2. Violates laws or policies.

15.7.3. Violates ethical standards or does not comply with DoD Directive 5500.7, Standards of Conduct.

15.7.4. The author cannot use official DoD information generally not available to the public and that would not be released under DoD 5400.7, Freedom of Information Act Program.

15.8. Submitting Material for Review. For timeliness, MAJCOMs, FOAs and DRUs may conduct concurrent reviews with SAF/PAS, forwarding their final clearance position once it is determined. Allow at least 10 workdays for review and clearance. Some material may take longer depending on the volume and complexity of its content. SAF/PAS requires 10 copies of all materials to be reviewed.

15.8.1. To expedite review and clearance, include with or attach to each copy of the material:

15.8.1.1. Name, title, and organization of originating unit, author or speaker.

15.8.1.2. Title of article or presentation.

15.8.1.3. Statement on where, when, and how the information is to be released, and the sponsoring organization, if appropriate.

15.8.1.4. Clearance date required by originator. Give a reason, if earlier than date of presentation or publication.

15.8.1.5. Statement that information has been reviewed at the appropriate lower level and is recommended for public release, or that it is in concurrent review, with final recommendation to follow.

15.8.1.6. Signed or initialed notation by author or speaker indicating approval of the text.

15.8.1.7. When applicable, include a statement on technical material that export restrictions and militarily critical technologies as well as current Air Force and DoD policies have been considered. Provide all relevant comments from field unit technical coordinators and attach contractor transmittal letter, if it contains pertinent data.

15.8.2. Technical materials. For technical papers, include an abstract in lay terms and, if appropriate, tell why releasing the information is important to DoD. An abstract to be published in advance also must be reviewed, but such review does not satisfy the clearance requirement for the entire paper. Always state the previously cleared abstract case number when requesting review of the full text.

15.8.3. Classified references, while not forbidden, are not recommended because they provide intelligence "shopping lists" and are not available to the general public.

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

15.8.5. Speeches. Speeches can be submitted in bullet format if the essence of the information is apparent to the reviewer. The clearance of bullet-format material will, however, cover only that information presented for review. It will not include extemporaneous remarks made during the presentation. Full text is strongly recommended.

15.9. Preparing for Security Review. Public affairs offices should appoint one overall point of contact to operate the program. Public affairs offices must keep potential submitters informed about review requirements and procedures. Establish working relationships with staff agencies assisting in the review process. Coordinators must understand thoroughly the purpose of, and their responsibility for security and policy review.

15.9.1. Program requirements.

15.9.1.1. Keep a status log on information being reviewed.

15.9.1.2. Maintain an effective suspense system. Allow 10 workdays for normal coordination of cases through your organization. Use a standardized form or format to transmit cases to coordinating agencies.

15.9.1.3. Do not release cases outside official review channels during the security review process.

15.9.1.4. Make inquiries concerning cases being reviewed at higher levels of command through public affairs channels.

15.9.1.5. Expedite staffing at all levels to make sure publication deadlines, speaking dates, and other valid deadlines are met.

15.9.1.6. Be sure to check release guidance in other regulations, such as AFI 91-204, Investigating and Reporting Mishaps, and AFI 90-301, The Inspector General Complaints Program.

15.9.2. While reviewers at lower levels of command may not have access to extensive research assistance, official documents exist that can help verify information. U.S. House of Representatives and Senate Authorizations and Appropriations hearing reports include testimony by DoD witnesses, and are available from the Government Printing Office. Posture statements by the Secretary of Defense, Chairman of the Joint Chiefs of Staff, Secretary of the Air Force, and Air Force Chief of Staff are authoritative, cleared statements that reflect official policy. The Air Force Issues web site, the Policy Letter, Air Force Fact Sheets and, Airman magazine, are other reliable information sources.

15.10. Step-by-Step Process.

15.10.1. Originators submit material through channels to the public affairs office with the required information and correct number of copies.

15.10.2. Security review personnel log in the case, review the material to determine which agencies must see it, establish a suspense date, and dispatch the case for review. For an audiovisual product, the security review authority reviews the script before scheduling a coordination viewing to evaluate the product.

15.10.3. Coordinating agencies identify either classified information or not consistent with official policy. Information for deletion is enclosed in brackets. All marking is done with a black pen or pencil only. Do not use colored markings; colors are used at HQ USAF and DoD levels to indicate level of clearance.

15.10.4. The reviewer determines releasability of the material after receiving agency inputs, evaluating staff comments thoroughly and contacting agencies to resolve issues.

15.10.5. After the reviewer determines a clearance position, review action is completed or, if required, the case is sent to the next review echelon.

15.10.6. Once cases have been returned from higher-echelon review, the security review authority retains one file copy showing final clearance and any changes and markings to the material, plus copies of each reviewing organization's signed remarks.

15.10.7. A copy of the material officially cleared by letter or stamp, with final review markings and changes annotated, or correspondence explaining a denial of clearance, is sent to the originator.

15.11. Reviewer's Marking.

15.11.1. Marking. Inclusive brackets, in black pencil, identify the non-releasable information. Bracketed material must be removed before publication of the document. The brackets signal a mandatory amendment. Write substitute language above the brackets, in black pencil. For editorial changes, line through once in black pencil; do not use brackets.

15.11.2. Amending. Amendments require specific source citations and rationale. The coordinator must provide sufficient information to enable the security review authority to sustain an amendment. Such documentation eliminates time-consuming discussion with the coordinator. Coordinators must supply three essential pieces of information concerning material identified as classified: classification authority, level of classification, and downgrading instructions.

15.11.3. Source Citations:

15.11.3.1. Classification authority sources frequently cited are: security classification guides, provisions of classified contracts (DD Form 254), Air Force publications, selected acquisition reports, development concept papers, and originating agency's determination required. When classified material is identified in a security review case, advise everyone possessing the document at once to protect it as classified.

15.11.3.2. Documentation sources can be presidential pronouncements; Defense and Air Force official statements; Air Force policy directives, manuals, or policy letters.

15.11.4. Objection. A coordinator may make overall objection to clearing a case. An objection does not require marking on the document, but it does need detailed supporting justification. A coordinator may make a total objection to public release, if a case requires extensive amendment or rewrite for security or policy concerns.

15.11.5. Editorial Review. Editorial review is not a responsibility of the security review authority, but coordinators may edit for clarity and accuracy. Editorial recommendations (deletions) are lined through once with black pencil; do not use brackets. Enter suggested substitute with black pencil.

15.11.6. Other Coordination. If an agency expert thinks the case should be reviewed by another agency, he or she should advise the security review authority. An early call can save several days in the review process.

15.11.7. Timeliness. Major security review time-savers include timely coordination, the use of black pencil for marking, and the proper citing of classification sources.

15.12. Appeal Procedures. The originator, or authorized representative, may discuss any amendment or objection to release with SAF/PAS; however, formal appeals in writing must be elevated through official public affairs channels.

15.12.1. Appeals must provide strong supporting rationale and authoritative evidence. Review authorities evaluate and decide appeals based only on the additional evidence or reasoning provided.

15.12.2. SAF/PAS usually resolves differences of opinion between the originator or authorized representative and the reviewing agency. When this is not successful, SAF/PAS will arrange for the appeal to be considered at higher echelons of authority, either within the Air Force or OASD/PA, as appropriate.

Chapter 16

AIR FORCE RESERVE AND AIR NATIONAL GUARD PUBLIC AFFAIRS

Section 16A—Air Force Reserve

16.1. Public Affairs Office Structure. The Reserve public affairs function is made up of three primary management levels. The Public Affairs Division, Office of Air Force Reserve develops Reserve public affairs policy and provides functional management guidance for Headquarters Air Force Reserve Command (AFRC) and the Direct Reporting Unit (DRU) Air Reserve Personnel Center (ARPC) public affairs offices. HQ AFRC/PA manages the Reserve unit public affairs program. HQ ARPC/PA manages the ARPC public affairs program.

16.2. Reserve Airlift Media Rules.

16.2.1. Electronic Waivers. Per AFI 11-206, General Flight Rules, HQ USAF/XO 171549Z JUL 96, and HQ AFRES/DO 141300Z AUG 96, Use of Electronic Recording Devices; flying unit commanders may waive the use of electronic recording equipment aboard Reserve aircraft flying below 10,000 ft AGL only for bona fide news media with the following restrictions: (1) The aircraft commander will be fully briefed on what equipment will be used and when, (2) Aircraft flying below 10,000 ft AGL will maintain Visual Meteorological Conditions (VMC), when the equipment is operating, (3) Any crew member may order the equipment turned off for any reason, and (4) The equipment will be turned off if any electronic interference is detected by the crew. No waiver is authorized for other categories of passengers. Use of electronic recording equipment above 10,000 ft AGL is authorized by all categories of passengers providing restrictions 1-4 above are followed.

16.2.2. Tactical Waivers. HQ AFRC/DOT, with HQ AFRC/PAB concurrence, is waiver authority for provisions of applicable instructions when granting bona fide media authorization to accompany Reserve airlift missions when performing airborne tactical operations. Aircraft will not operate above 10,000 feet MSL in a non-pressurized condition. If requiring mobility during tactical operations, individual(s) will be required to wear a helmet, harness, and tether, otherwise individual(s) are required to be seated and wearing a seat belt. During tactical operations, all media equipment must be physically attached to the user or aircraft to prevent objects being dropped from aircraft. Tactical waivers normally will not be granted for other categories of passengers.

16.3. Approval for Air Force Reserve Orientation, Familiarization, Incentive, and Spouse Flights. See Figure 16.1.

Figure 16.1. Air Force Reserve Orientation, Familiarization, Incentive, and Spouse Flight Approval Procedures.

PROPOSED EVENT	WING/ CC	NAF/CC	HQ AFRC	USAF/ OSAF	OTHER	REMARKS
See note 1 in reference to all approval/concurrence procedures listed below.						
Also, see note 2 for all requests for non-military passengers.						
1. DV AND OTHER ORIENTATION FLIGHTS:						
a. Congressional Members and/or their Staffers	Concur	Concur on MI	PA/DO Concur-CC Info	SAF/LL Approve		Direct Liaison Authorized
b. Key Federal officials (National Political Appointee)	Concur	Concur on MI	CC Approve PA/ DO Concur	USAF/ XOO Info		
c. Foreign National Civilians In CONUS (Note 8)	Concur	Concur on MI	CC Approve-PA/ DO Concur	USAF/ XOO Info		See AFI 11-401, para 1.17
d. Foreign National Civilians/ Military (Overseas) (Notes 5 & 9)	Concur	Concur on MI	CC Approves In Concept DO Concur	USAF/ XOO Info	Theater or Component CINC Approves	
e. Foreign Military In CONUS (Non Mil to Mil) (Note 8)	Concur	Concur on MI	Approve DO O-6 & Below Approve CC O-7 & Above	USAF/ XOO Info		Foreign Disclosure Info Required from OSAF/ IADV
f. Foreign Military In CONUS (Mil to Mil Program) (Note 9)	Concur	Concur on MI	Approve DO O-6 & Below Approve CC O-7 & Above	USAF/ XOO Info		Foreign Disclosure Info Required from OSAF/ IADV
g. All U.S. Government Employees (non-DoD)	Concur	Concur on MI	DO Approve			

PROPOSED EVENT	WING/ CC	NAF/CC	HQ AFRC	USAF/ OSAF	OTHER	REMARKS
h. DoD Employees (GS-17 and below)	Concur	Concur on MI	DO Approve (Note 5)			
i. DoD Employees (GS-18 and above)	Concur	Concur on MI	Approve DO			
j. National Level Civic Leaders (Notes 4 & 6)	Concur	Concur on MI	PA Concur DO Approve			
k. National Level News Media (Notes 4 & 6)	Concur	Concur on MI	PA Concur DO Approve	SAF/PA INFO		
l. Foreign National Media (In CONUS) (Notes 4, 6, & 10)	Concur	Concur on MI	PA/DO Concur CC Approve		SECSTATE/ USIA Concur	
m. Foreign National Media (Overseas) (Note 4 & 6)	Concur	Concur on MI	PA/DO Concur CC Approves In Concept		Theater or Component CINC Approves	
n. Local/Regional News Media (Note 4 & 6)	Concur	Concur on MI	PA Concur DO Approves			
o. State/Local Civic Leaders / Employers (Note 4 & 6)	Concur	Concur on (MI)	PA Concur DO Approve			
p. General Officer (O-9 and above)	Concur	Concur on MI	CV Approve/DO Concur			
q. General/Flag Officer (O-8 and below)	Concur	Approve-on MI	Concur DOOM (Note 4)			
2.FAMILIARIZA-TION FLIGHT:						
a. Rated U.S. Military	Concur	Concur on MI	DO Approve			

PROPOSED EVENT	WING/ CC	NAF/CC	HQ AFRC	USAF/ OSAF	OTHER	REMARKS
b. Non-Rated U.S. Military	Concur	Concur on MI	DO Approve (Note 5)			
c. AFA cadet flying	Concur	Concur on MI	DO Approve (Note 4)			
d. ROTC cadet flying	Concur	Concur on MI	DO Approve (Note 4)			
e. JROTC cadet	Concur (Note 4)	Concur on MI	DO Approve (Note 4)			
f. FAA/Air Traffic Control Orientation	Concur (Note 4)	Concur on MI	DO Approve (Note 4)			
g. CAP cadet	Concur (Note 4)	Concur on MI	DO Approve (Note 4)			
h. Air Weapons Controllers	Concur (Note 4)	Concur on MI	DO Approve (Note 4)			
i. Explorers Scouting Program	Concur (Note 4)	Concur on MI	DO Approve (Note 4)			
j. DoD approved National Youth Groups (Notes 4, 6, and 7)	Concur	Concur on MI	PA Concur DO Approve			Starbase & Galileo
k. Contract employee	Concur (Note 3)	Concur on MI	DO Approve (Note 4)			
3. INCENTIVE:						
a. Members assigned to AFRC (Non-aircrew)	Concur	Concur on MI	DO Approve (Note 4)			
b. Members not assigned to AFRC (Note 4)	Concur	Concuron MI	DO Approve			

PROPOSED EVENT	WING/ CC	NAF/CC	HQ AFRC	USAF/ OSAF	OTHER	REMARKS
4. SPOUSE ORIENTATION FLIGHT:						
a. AFRC Spouse	Concur	Concur on MI	DO Approve (Note 4)			
b. Non-AFRC Spouse	concur (Note 4)	Concur on MI	DO Approve			
5. FLIGHTS NOT COVERED ABOVE	Concur	Concur on MI	DO Concur CC Approve			

NOTE 1: This chart closely mirrors the AFI 11-401 (AFRC Supplement) chart and includes all orientation flight procedures. The procedures listed apply to both Unit Equipped and Associate units. However, associate units must also follow their Gaining Major Command or active duty NAF approval procedures in addition to HQ AFRC requirements. All AFRC unit PAs must submit a verbal or e-mail report the first duty day following the completion of a PA tracked flight under categories listed in Note 6 indicating the number of invitees flown. Unless otherwise noted below, flights requiring HQ AFRC/DO or higher authority approval must arrive at HQ AFRC/DOOM seven (7) working days prior to the scheduled mission. The DOOM office must issue a mission identifier (MI) number, after the approving authority has approved the orientation flight. No flight will be conducted prior to obtaining an MI.

NOTE 2: All non-US military passengers on flights are required to complete DD Form 1381, Air Transportation Agreement.

NOTE 3: Only if contract contains a clause specifically allowing airborne observation of contract components for purpose of familiarization with in-flight operation.

NOTE 4: Requests for flights requiring HQ AFRC or PA actions must arrive at HQ AFRC at least 15 duty days prior to requested date for in-CONUS flights, and 20 duty days prior to requested flight date when overseas.

NOTE 5: AFR units out-of-CONUS or deploying to out-of CONUS areas desiring to offer orientation flights to foreign nationals must first obtain HQ AFRC approval in concept. Foreign nationals in the military rank or civilian equivalent rank of brigadier general or above are considered key foreign officials and require AFRC/CC approval in concept. Foreign officers O-6 and below or civilian equivalent require AFRC/DO approval in concept. According to AFI 11-401, paragraph 1.16.4, and 1.17, units must ensure foreign officials meet the foreign disclosure and disclosure of classified and sensitive information requirements prior to flight approval. What this entails is sanitizing the aircraft and providing a briefing to the officials prior to flying on a USAF aircraft. The OSAF/IADV office will be able to assist units in meeting this requirement. Submit request to HQ AFRC/DOTSF 20 duty days prior to flight date.

PROPOSED EVENT	WING/ CC	NAF/CC	HQ AFRC	USAF/ OSAF	OTHER	REMARKS
NOTE 6: Only categories 1. a., b., c., j., k., l., m., n., o., and 2. j., are public affairs related flights, and are tracked or approved through HQ AFRC/PA. Reference categories 1. l., m., and n.: All foreign press and those local/regional news media whose story is national in scope or has the potential of generating national media level interest must be approved by HQ AFRC/PA. Before HQ AFRC/DOOM will issue an MI (mission identifier) to your scheduler the proposed flight must be listed on the PA Weekly Status Report with a PA flight identifier and concurrence by HQ AFRC/PA. NOTE 7: Program participants may take part in no more than one orientation flight. Parental and/or guardian permission is required. NOTE 8: Foreign Disclosure requirements and disclosure of USAF classified and sensitive information to foreign military and civilians will be handled by OSAF/IADV. Units receiving a request to fly foreign nationals will contact the OSAF/IADV office at DSN 225-3646 to verify this requirement has been satisfied. Units will include in their request for approval, a statement that foreign disclosure requirements have been satisfied and cleared through OSAF/IADV. According to AFI 11-401, paragraph 1.16.4, and 1.17 units will ensure foreign officials meet the foreign disclosure and disclosure of classified and sensitive information requirements prior to a flight request. What this entails is the sanitizing the aircraft and briefings prior to flying foreign officials on USAF aircraft. Requests requiring AFRC/CC or DO approval must arrive at HQ AFRC/DOTSF NLT 10 working days prior to requested flight date.						
NOTE 9: The “Mil-to-Mil” program is a joint US military (Air Force, Army, and Navy) project which provides for visits to former Soviet Bloc East European countries and reciprocal visits by those country’s military members to US bases, including Guard and Reserve installations. This is a joint military department/State Department run program. All accommodations and visits will be coordinated by the military department/State Department sponsoring the visit. Sponsor will ensure all foreign disclosure requirements are satisfied with OSAF/IADV prior to unit visit.. Units receiving requests to fly foreign nationals will contact OSAF/IADV office at DSN 225-3646 to verify this requirement has been satisfied. NOTE 10: Orientation flight requests for foreign media will be coordinated through the Secretary of State, United States Information Agency, Foreign Press Center at (202) 724-0047, fax is (202) 724-0007. LEGEND: Concur - Requires an action. Agency may concur or non-concur (with justification), but is not final approval. ²Info (a.k.a. - for information only) - Agency normally has no action, but may non-concur (with justification) if within their chain-of-command. Approves In Concept - Agency may approve or disapprove a planned action but is not final approval authority.						
Approves - Agency has final authority to approve or disapprove both a planned action and use of airlift resources for a particular mission.						

16.4. Reserve Public Affairs products.

16.4.1. Reserve Fact Sheets. Prepares and updates fact sheets to provide reference material on missions and units.

16.4.2. Reserve News Service. Distributes to AFRC units and other selected DoD users current news, features, and editorial material of command interest.

16.4.3. Facts and Figures. Produces flyer providing basic statistical data on units, personnel, weapons systems, and budget.

16.4.4. Biographies. Maintains current biographies for unit assigned general officers and Reserve wing commanders.

16.4.5. E-News. Publishes biweekly newsletter for unit public affairs personnel on current public affairs issues.

16.4.6. Citizen Airman Magazine. (Amended) Manages and produces the magazine's publication for the chief of Air Force Reserve.

16.4.7. AFRC Stockholders report. Research, write, layout, and arrange printing and distribution of the command Stockholder's report as required.

16.4.8. Weekly Public Affairs Highlights Summary. Researches, compiles, and distributes via e-mail a weekly media and community relations summary from public affairs activities command wide.

16.4.9. Weekly Status Report. Track, coordinate, and concur with public affairs media, civic leader, employer, and NCESGR "Bosslift" flights, and Official Representation Fund requests and distribute weekly updates command wide via e-mail.

16.4.10. Produces and maintains Air Force Reserve Command Briefing in slide and video formats.

16.4.11. Produces a semiannual Air Force Reserve Command Citizen Airman Video Magazine.

16.4.12. Maintains Air Force Reserve Command Worldwide Web Homepage.

16.4.13. Commander's Call Topics: Publish monthly items for use by all Reserve commanders.

16.4.14. Manage and monitor environmental public affairs command-wide programs.

16.4.15. ECAMP Inspections. Participate on Environmental Compliance and Management Program inspection team visits to host base Reserve-owned facilities.

16.4.16. Environmental Stockholders Report. Support Reserve Civil Engineering in production of the subject report as required.

16.4.17. Assist unit public affairs officers in obtaining appropriate environmental training to meet skill levels commensurate with each position description's mandated responsibilities.

16.5. Releasing Reserve information.

16.5.1. When an Air Force Reservist is performing public affairs work while on military duty, he or she may use rank and USAFR title in signature blocks or news release bylines. Reservists will not use reserve rank and title in connection with civilian public relations or news media work.

16.5.2. Public affairs offices of units alerted for mobilization must comply with their gaining major command's guidance for releasing information. Units will send copies of news and feature releases generated during mobilization to HQ AFRC/PA. Deployed unit members will comply with public affairs directives, policy, and guidance of US authority having operational control of Air Force units.

16.6. Reserve Newspapers. Public affairs offices may publish and mail AFRC unit newspapers when approved by OASD/PA and SAF/PA.

16.7. Reserve Hometown News Program. Public affairs offices will use DD Form 2266 to submit news material on Reservists and may submit hometown releases directly to local news media for Reservists assigned to units in their hometown.

16.8. Reserve Forces Employer Support Program. OASD/RA-NCESGR (National Committee for Employer Support of the Guard and Reserve) is the military agency overseeing DoD support to civilian employers of Reservists. A major part of the Air Force support is flights for employers that are managed as follows:

16.8.1. Flight participants are civilian employers of Reserve forces personnel. Spouses are not included unless they are bona fide employers of Reservists in their own right.

16.8.2. The National Committee for Employer Support of the Guard and Reserve (NCESGR) submits requests for "Bosslifts".

16.9. Bosslifts. Bosslifts are an important tool for fostering a strong and supportive employer base. This program is used to demonstrate to Reserve employers and potential employers the importance of Reserve Forces.

16.9.1. Bosslifts proposed by State Employer Support of the Guard and Reserve (ESGR). Committees must be approved by the Office of the Assistant Secretary of Defense for Reserve Affairs National Committee for Employer Support of the Guard and Reserve (OASD/RA-NCESGR). NCESGR will review itineraries for propriety of scheduled activities and ensure the proposed guest list does not reflect a preponderance of any particular group.

16.9.1.1. State ESGR committees must request Bosslift approval through OASD/RA-NCESGR and may not directly request airlift approval through a specific unit or MAJCOM prior to NCESGR approval. Each State ESGR Committee will coordinate their requests beginning with their State Field Representative--a member of the NCESGR committee.

16.9.1.2. State ESGR Committees may contact local airlift units to inquire on the feasibility of support should OASD/RA-NCESGR and HQ AFRC approve a Bosslift.

16.9.1.2.1. C-5 units will not normally be approved to support a Bosslift due to high operating costs.

16.9.1.2.2. Primary aircraft preferred to support Bosslifts will be KC-135s or C-141s for cross country distances and C-130s for intrastate/regional airlifts.

16.9.1.2.3. All Bosslift participants are required to assemble at one departure location and will be returned to the same location. Multiple pickup points must be approved on a case-by-case basis by HQ AFRC/DO.

16.9.1.2.4. Tours outside the CONUS are not permitted.

16.9.1.2.5. Until further notice, HQ AMC is not approving associate unit support of Bosslifts.

16.9.2. Once OASD/RA-NCESGR has approved a proposed NCESGR Bosslift tour, a request to support is forwarded to HQ AFRC/PA for approval then to HQ AFRC/DO who will source the airlift or

present the request at the quarterly allocation conference. Requests with itineraries should reach HQ AFRC 45-60 days in advance of travel date and should indicate if any AFRC unit has expressed a willingness to support, if approved.

16.9.3. OASD/RA-NCESGR approval does not guarantee a Bosslift will be supported by an AFRC airlift or tanker unit. Final determination on support will be made by individual commanders and their ability to support a specific request after HQ AFRC approval.

16.9.3.1. Commanders must not obligate their unit to support a specific tour prior to OASD/RA-NCESGR and HQ AFRC approval.

16.9.3.2. Commanders must ensure State ESGR Committee members inquiring on airlift support are aware mission requirements may require cancellation of tours up to and including the day of departure.

16.9.4. OASD/RA-NCESGR is responsible for monitoring trips requested by State ESGR committee members and normally approve only one NCESGR sponsored Bosslift per year per state.

16.9.5. Unit Responsibilities.

16.9.5.1. Before supporting a Bosslift originating from their home station or state, commanders should make every effort to nominate a proportionate number of unit member employers on proposed Bosslifts.

16.9.5.2. Provide information packets to attendees which include AFC and unit histories, fact sheets on unit aircraft, biography of the commander, crew information, etc.

16.9.5.3. Ensure itinerary includes a unit briefing to participants of Bosslifts at Air Force Reserve locations visited to include home station and deployed location if applicable.

16.9.5.4. Bosslifts requiring ground time in excess of 24 hours at visited locations will require unit to schedule additional flying training at deployed location. HQ AFRC/DO is waiver authority for this requirement.

16.9.6. Questions and any changes in dates or itinerary should be referred to HQ AFRC/PAB at DSN 497-1760 or (912) 327-1760, fax ext. 0878.

16.10. Collocating AFR and Active-Duty Public Affairs Offices. HQ AFRC approves requests to collocate full-time AFR unit public affairs personnel with active-duty public affairs offices.

16.11. Unit Training. Public affairs offices will develop training objectives for UTA weekends and monitor compliance; establish training plans for DoD Reserve component courses; and project travel and per diem costs for DINFOS training in annual budgets.

16.12. Reserve Environmental Requirements. Unit public affairs offices will advise HQ AFRC/PAB immediately of any environmental incident or accident considered reportable to HQ AFRC through any command communications channels. Unit public affairs officers will ensure they and/or their staffs receive adequate formal environmental training to meet either host base or tenant public affairs officer requirements, as appropriate.

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16.13. Public Affairs. See National Guard Bureau Pamphlet 360-5 for additional guidance.

Chapter 17

PUBLIC AFFAIRS PHOTOGRAPHY

17.1. Purpose. Photography is an essential element of internal and external communication programs. Photographs convey the mission of the Air Force to all of our audiences and help achieve the core competencies of airman morale and readiness, public trust and support, and global influence and deterrence.

17.2. Release of Photographs. Official photographs of general officer and key military and civilian DoD employees generally are releasable. Photographs of Air Force activities and people are releasable. However, a photograph is not releasable if it depicts matters that, if disclosed to public view, would constitute a clearly unwarranted invasion of personal privacy.

17.2.1. Fatalities or Injured. Official or stock news photographs of Air Force casualties may be released after next of kin have been notified. Official or stock news photographs of Air Force injured personnel may be released as appropriate. Clearance by injured personnel is a courtesy but not a requirement. Do not release photographs showing suffering or mutilated persons.

17.2.2. Children. When photographing children, a parent or legal guardian must sign a release allowing the child's photo to be used in public such as in a base newspaper.

17.2.3. Courtrooms. Do not permit photographs of open or closed Air Force court sessions. Unless the accused is a fugitive or unless a law enforcement function will be served, do not release candid photographs of accused persons. On request from media, official photographs should be released as they are obtainable via FOIA. See **Chapter 6**.

17.2.4. Installations. Unclassified photographs of installations are releasable. They must meet directives that apply on releasing unclassified information, including security review requirements.

17.2.5. Medical People. Do not photograph medical people with weapons. The Geneva Convention prohibits them from carrying weapons.

17.2.6. Merchandise Endorsements. Do not photograph Air Force people with products or merchandise with trade names appearing in such a way they imply Air Force endorsement.

17.2.7. Signs and Posters. Don’t photograph them if they are in bad taste.

17.2.8. Suggestive Photographs. Do not take or release obscene or suggestive photographs. Avoid cheesecake, pin-up, or suggestive photographs of Air Force people.

17.2.9. Classified information. Do not photograph classified materials for public release. When taking photographs in operational areas, be conscious of classified weapons, maps, or charts that may be in the background.

17.3. General Guidelines.

17.3.1. Still photographers assigned to Combat Camera or installation Visual Information or multimedia service centers are responsible for documentation of activities, including public affairs. Try to arrange for a photographer to be specially trained and available for news and feature photography assignments. When this is not possible, public affairs should procure necessary photographic equipment in accordance with AFI 33-117, Visual Information Management.

17.3.2. Military members. Personal appearance must conform to AFI 36-2903, Dress and Personal Appearance of Military Personnel. Pay careful attention to Air Force safety standards for people and equipment, such as required wear of safety goggles or hearing protection.

17.3.3. Chain of Command Photographs. Maintaining files of official photographs of Air Force and civilian authorities for chain of command display boards is discouraged. However, maintaining limited quantities of official photographs to fulfill bona fide requests from media and local civic organizations is authorized. These photographs should be limited to key unit officials most likely to have frequent contact with the public, plus parent unit commanders up to and including MAJCOM and FOA.

17.3.4. Photographic Record Disposition. 11th Wing/SCUA, 3720 Fetchet Avenue, Andrews Air Force Base, MD 20331-5757, is the central point for photographs destined for the Air Force Still Photo depository.

17.4. Alteration of Official DoD Imagery. Anything that weakens or casts doubt on the credibility of official DoD imagery in or outside the Department of Defense is prohibited. Policy on the alteration of official DoD imagery by persons acting for or on behalf of the Department of Defense is:

17.4.1. Photographic techniques common to traditional darkrooms and digital imaging stations such as DoDging, burning, color balancing, spotting, and contrast adjustment that are used to achieve the accurate recording of an event or object are not considered alterations.

17.4.2. The use of cropping, editing, or enlargement to selectively isolate, link, or display a portion of a photographic or video image is not considered alteration.

17.4.3. Cropping, editing, or image enlargement that has the effect of misrepresenting the facts or circumstances of the event or object as originally recorded is prohibited.

17.4.4. Photographic enhancement, including digital simulation, graphics and special effects used in publications is authorized if the enhancement does not misrepresent the subject of the original image. Or, if it is clearly and readily apparent from the context or from the content of the image or accompanying text that the enhanced image is not intended to be an accurate representation of any actual event.

Chapter 18

NEW MEDIA AND PUBLIC AFFAIRS

18.1. Purpose. This chapter outlines the policies and procedures involved in integrating new media (including but not limited to the Internet and World Wide Web) into U.S. Air Force public and internal communication programs. This chapter complements other Air Force and Defense policies relating to the use of the Internet and information technology in public and internal communication strategies.

18.2. Policy. It is U.S. Air Force policy that:

18.2.1. Using the World Wide Web and other new media tools to enhance public and internal communication programs is strongly encouraged. These technologies provide the U.S. Air Force powerful tools to convey quickly and efficiently a wide range of topics relating to the people, mission, and resources of the U.S. Air Force.

18.2.2. These tools provide a force-multiplier to U.S. Air Force communication programs with considerable mission benefit. However, these benefits must be weighed against potential risks to security and privacy of U.S. Air Force operations and personnel.

18.2.3. Each organization operating an official U.S. Air Force Web site will implement technical security best practices as well as procedures to ensure information distributed via the Internet is consistent with the policy and communication strategies of the U.S. Air Force. Such consistency demands sound processes for the establishment, review and clearance of U.S. Air Force public Web sites.

18.2.3.1. The minimum security and access controls for Web sites and other new media is outlined in AFI 33-129, Transmission of Information Via the Internet.

18.2.4. U.S. Air Force people have a responsibility to meet the DoD principles of information which are:

18.2.4.1. Information will be made fully and readily available, consistent with statutory requirements, unless its release is precluded by current and valid security classifications or sensitivity designation. The provisions of the Freedom of Information Act will be supported in both letter and spirit.

18.2.4.2. A free flow of general and military information will be made available, without censorship or propaganda, to the men and women of the Armed Forces and their dependents.

18.2.4.3. Information will not be classified or otherwise withheld to protect the government from criticism or embarrassment.

18.2.4.4. Information will be withheld only when disclosure would adversely affect national security the conduct of federal programs or threaten the safety or privacy of the men and women of the Armed Forces.

18.2.4.5. The department's obligation to provide the public with information on its major programs may require detailed public affairs planning and coordination within the department and with other government agencies. The sole purpose of such activity is to expedite the flow of information to the public: propaganda has no place in Department of Defense public affairs programs.

18.3. Overview. Today's public affairs professional must understand how to manage and use the technological tools to tell the U.S. Air Force story and keep airmen, their families and the American public informed. Technology is a public affairs force multiplier and can greatly enhance our ability to provide trusted council to leaders, contribute to airmen morale and readiness, increase public trust and support, and enhance global influence and deterrence. To effectively plan and execute communication strategies using communication technology it's important to understand its meteoric rise in prominence and importance.

18.3.1. Growth. Only 10 years ago, a literal handful of people had access to the Internet which grew out of the Defense Advanced Research Projects Agency (DARPA) to keep geographically diverse projects and researchers linked. At the same time, the network concept outperformed conventional mainframe computers and supercomputers because of networked computers ability to pool resources of multiple systems. Today, the Internet and the World Wide Web reaches more than 102 million people (60 million people in the United States) and is projected to reach 707 million by 2001 (Matrix Information and Directory Services, June 1998).

18.3.2. Definitions. Familiarity with technology-related terms is needed to ensure compliance with this instruction. The definitions in **Figure 18.1.**, Technology Definitions, provide contextual meaning.

Figure 18.1. Technology Definitions.

Accessibility – The degree to which a program or Web site has been optimized for use by people with physical disabilities or users with a variety of hardware/software configurations.

ActiveX – ActiveX controls are programs that can be referenced in various documents and applications under Microsoft Windows that perform some action in the Web browser.

Air Force Link -- The official U.S. Air Force home page on the World Wide Web at Error! Bookmark not defined.

Anchor – A Web link referring the viewer from one section of an HTML document to another.

Applet – Small java program that performs a preprogrammed function on a document when called by a Web browser, often used to add functionality to an HTML document.

Archie – Automated database of files available from anonymous FTP sites on the Internet.

ASCII (American Standard Code for Information Exchange) -- Unformatted alphanumeric text used to pass textual or numeric data between different systems.

Baud -- The number of analog transactions per second.

BBS (Bulletin Board System) -- A computer system used as information and message system for a group which connects to the system via a dial-up or telnet connection. Though popular in the 1980s, BBSs have largely given way to World Wide Web pages.

BPS (Bits Per Second) – The rate of data transmission over a communication medium.

Broken Link – A link to a file that does not exist or is not located at the location indicated by the URL.

Browser – Software used to view and navigate the World Wide Web (i.e. Microsoft Internet Explorer, Netscape Navigator).

CGI (Common Gateway Interface) – A feature of Web servers that allow HTML clients to use scripts installed on that server. The scripts (often referred to as CGI scripts) add functionality to Web pages.

Client – Hardware and/or software used by a person to access and load files from a server. Generally, clients are proprietary software used to connect, decode or access specific services or servers. (i.e. RealPlayer is a client used to view and listen to video and audio served from a RealServer).

Domain – Part of an address showing the Internet area to which a server belongs (ie .mil, .com, .net are all root domains).

Domain-limited – The use of configurations on Web servers to limit access to particular documents based on the source domain for the requesting browser.

Editor – Software used to change a document or code.

Email (Electronic Mail) – Personal computer-based messaging system in which users can send and receive messages across networks to and from a unique identifying address.

FAQ (Frequently Asked Questions) – A list of commonly asked questions which provide system users quick reference of commonly encounter problems and questions.

Firewall – Software or other system used to protect computer systems from unauthorized access. Often used to control types of data passed from the open Internet to specific local area networks.

Frame – A sub-window of a browser window capable of displaying a separate document.

Freeware – Software distributed free of charge.

FTP (File Transfer Protocol) – A protocol used to transfer large files over the Internet. FTP is also used to refer to the software application that uses FTP to move files from one location to another.

GIF (Graphic Interchange Format) – A popular format for graphics supported by all current browsers. This format is best suited for small illustrations with large areas of uniform color.

Gopher – Search tool to identify and retrieve text on the Internet.

Home Page – The first document of a World Wide Web site.

HTML (Hyper Text Markup Language) – The basic language of documents "published" on the Web.

HTTP (HyperText Transfer Protocol) – A protocol used to transfer HTML documents over networks from Web server to browser.

Image Map – An image divided into regions with each region creating a link by being associated to a URL.

Hyperlink (or Hotlink) – A feature of the Web that allows users to "point and click" calling up a separate document associated to that link.

Index – A list of Web sites assembled, sorted and categorized by rules, usually by human beings.

Internet – The vast system of networks connecting the world's diverse computer systems using TCP/IP to transmit information

Intranet – An internal network whose content is accessible only by people with permissions and access to that network. A "virtual" Intranet is created when sections of the Internet are cordoned off to particular users by any number of methods. A "physical" Intranet is created by the actual wiring of a network (often called local area networks).

IRC (Internet Relay Chat) – Live, near real-time text-based exchange between users over the Internet.

ISDN (Integrated Services Digital Network) – Digital (either voice or data) telephone allowing two simultaneous connections over the same wire.

ISP (Internet Service Provider) – Provides access to the Internet.

Java – A platform-independent programming environment that operates with Web browsers to allow users to run programs within HTML documents.

JavaScript –A programming language that is loosely based on Java that is usually embedded in HTML code of a document. It is used to add functions to the HTML document.

JPEG (Joint Photographic Experts Group or .jpg) – An image format commonly used on the Web for photographic images that allows scaling.

Link – A reference in an HTML document to another section or document using a URL.

Linux – An alternative operating system to DOS or Windows.

ListServ – An automated system that delivers email messages to a list of subscribers.

Markup – Special codes or tags in a document that specifies how parts are to be processed or displayed by an application like a Web browser.

MIME (Multipurpose Internet Mail Extensions) – File extensions that tell a computer which application to use to view particular files.

MPEG (Motion Picture Experts Group or .mpg) – A compression format used for audio and video for distribution often over the Web.

Newsgroups – Internet message areas serving communities of specific interests.

NNTP (Network News Transfer Protocol) – Bulletin-board-style discussion groups on the Internet in which users post messages which are stored and retrievable for others at later time.

Page (Web Page) – A single HTML document.

PNG (Portable Network Graphics) – a graphic format used to prepare images for distribution over the Web.

PDF (portable Document Format or Printable Document Format) – A platform-independent format for documents that retain their layout and design from computer to computer, read using an Adobe Acrobat Reader.

Platform Independent – Software that is not tied to a particular brand of computer or operating system.

PPP (Point to Point Protocol) – A communication protocol used to connect personal computers to Internet service providers via modems and telephone lines.

Proxy Server (or Proxy) – A computer that is directly connected to the Internet allowing multiple users on a network to access the Internet. Often used for security or to screen types of data and files available to or from particular networks.

Public Domain – Information or material available to the public and not protected by copyright, trademark, policy or security protection.

Relative URL – A URL that references a document based on the location of the current document in relation to the one referenced.

Search Engine – A program that allows users to quickly look through a large number of documents for particular words or other specified attribute.

Shareware – Software available for evaluation for a limited time.

Smart Agent (Agent) – An application that “learns” particular users preferences and assists the user in finding, sorting and processing information according to that user’s profile.

SLIP (Serial Line Internet Protocol) – A protocol used to connect personal computers to Internet service providers.

SMTP (Simple Mail Transfer Protocol) – the protocol used to send (outgoing) email on the Internet.

SSL (Secure Sockets Layers) – A security protocol that provides privacy over the Internet.

Tags – An element in HTML document that instructs an application (usually a Web browser) how to display or process particular parts of the document.

TCP/IP (Transmission Control Protocol/Internet Protocol) – The basic protocol of the Internet that allows information to choose the best path of transfer among differing computers on the Internet.

Telnet – A terminal emulation program used to log onto other Internet computers in a text-based environment

TIFF (Tag Image File Format) – A graphics file format primarily used in desktop publishing.

UNIX – A computer operating system used primarily in Web servers but now becoming widely used as a personal computing operating system.

URL (Uniform Resource Locator) – A standard addressing scheme used to link resources on the World Wide Web.

Usenet – A group of bulletin-board-style discussion groups also known as newsgroups.

VRML (Virtual Reality Modeling Language) – A computer language used to create 3-dimensional environments on the Internet.

WAIS (Wide Area Information Servers) – A client/server system allowing users to search through a large amount of Web documents.

Web Server – A computer equipped with the hardware and software necessary to provide information resources on the Web.

Web Site – A collection of theme, subject, or organizationally related documents on the Web, usually denoted by a unique DNS entry.

World Wide Web – A generic term for the collection of Web servers and the information on those servers accessible through the use of Web browsers.

WYSIWYG Editing (What You See Is What You Get Editing) – Ability to edit HTML documents as they will appear in a browser.

18.4. Roles and Responsibilities.

18.4.1. Headquarters U.S. Air Force, Deputy Chief of Staff/Communications and Information (HQ USAF/SC) will:

18.4.1.1. Develop policy and guidance governing use of the Internet.

18.4.1.2. Develop policy and guidance on operation, maintenance and security of the systems that facilitate the use of the Internet.

18.4.1.3. Chair Air Force Internet policy review board to ensure policy is consistent with the needs of the U.S. Air Force.

18.4.1.4. Assist PA in conducting periodic multidisciplinary reviews of public web pages.

18.4.2. Assistant Secretary of the U.S. Air Force, Acquisition, (SAF/AQ), will establish, in coordination with SAF/PA, policy and guidance governing the review and release of information made avail-

able on public Web sites in the conduct of electronic commerce (e.g. Request For Purchases, CBD notices, etc).

18.4.3. Secretary of the U.S. Air Force, Office of Public Affairs (SAF/PA) will:

18.4.3.1. Develop policy and guidance governing the public communication program and the security and policy review program.

18.4.3.2. Develop policy and guidance for the integration of public Web sites into AF public communication plans and programs.

18.4.3.3. Serve as POC for conducting periodic multidisciplinary reviews of public web pages and determining appropriate content, design and operation of official Air Force public Web sites.

18.4.3.4. Develop content style guides and technology use standards for public Web sites.

18.4.3.5. Establish and maintain a system to register all U.S. Air Force Web sites and provide direction for registering all public sites to fulfill the Government Information Locator Service (GILS) requirements.

18.4.3.6. Serve as POC for routine reports submitted by the Joint Web Risk Assessment Cell that monitors Web information security.

18.4.4. HQ USAF functional managers will conduct annual multi-disciplinary reviews of subordinate public Web sites. Site reviews will determine if sensitive information is being properly protected. These reviews will coordinate across organizational boundaries as necessary (both vertically and horizontally) to ensure that the aggregation of electronic information does not endanger national security or personal privacy of Air Force members, civilian employees or their families.

18.4.5. MAJCOMS/FOAs/DRUs will:

18.4.5.1. Establish localized plans and procedures for the establishment, maintenance and review of their Web sites.

18.4.5.2. Develop effective OPSEC programs to ensure critical information and OPSEC indicators are consistently controlled according to AFI 10-1101, Operations Security.

18.4.5.3. Establish and maintain one official public-access Internet site and other AF-restricted Internet sites for internal uses. Register these sites with Air Force Link and verify registration annually.

18.4.5.4. Provide local index of subordinate Web sites by linking to the Air Force Link.

18.4.5.5. Ensure all public Web sites are reviewed by PA prior to their launch. Establish record of review and approval for all subordinate sites.

18.4.5.6. Establish command-wide standards of content, quality appearance and operation for public Web sites.

18.4.5.7. Ensure annual multi-disciplinary review of subordinate public Web sites.

18.4.6. Wing-level equivalent commanders will:

18.4.6.1. Establish and maintain one official public-access Internet site and separate, additional AF-restricted Internet sites for internal uses per Wing-equivalent unit. Register these sites with Air Force Link and verify registration annually.

18.4.6.2. Establish local clearance and approval procedures in accordance with this instruction and AFI 33-129, Transmission of Information Via the Internet, for posting information to the Web. Information made available on public web sites for the conduct of electronic commerce will be reviewed and approved in accordance with SAF/AQ guidance.

18.4.6.3. Maintain index and registration for any necessary subordinate pages. Maintain a separate index for public access and restricted Web sites. Restricted indexes should not be viewable to non-U.S. Air Force audiences.

18.4.6.4. Ensure all public Web sites receive Policy and Security reviews by PA prior to their launch. Establish record of review and approval for all subordinate sites.

18.4.6.5. Ensure annual multi-disciplinary review of all subordinate public Web sites.

18.5. Web Site Management

18.5.1. Public Web Sites. Public Web sites exist as part of the U.S. Air Force's overall public communications program, increase public trust and support, contribute to airmen morale and readiness, and enhance global influence and deterrence. Because public Web sites have global distribution, information must be cleared in accordance with this instruction and DoD Directive 5230.9. Public Web sites will not contain any classification or markings such as "Approved for Public"; only restricted web site pages should carry protective markings. Except for information used in the conduct of electronic commerce, all content for public Web sites must be coordinated with the local public affairs office prior to public release.

18.5.2. Approval to Establish a Public Web Site. Approval authority for establishing public Web sites should correspond to existing authority to make public release of information (normally the wing-equivalent commander). Organizations seeking to establish a public Web site must justify a wide public audience and coordinate with local public affairs and communications authorities prior to receiving release authority's (generally wing-equivalent commander's) approval. Only information intended for wide distribution and with appropriate interest to the general public will be placed on official public Web sites. The decision to establish a public Web site must weigh the mission need and enhancement of the U.S. Air Force public communication program against the costs and operational security risks.

18.5.3. Security and Policy Review. The American public, as taxpayers and traditionally strong supporters, have a basic need and right to know about the operations of the U.S. Air Force. This knowledge is limited only to the extent that it does not compromise national security and the safety of military people. The U.S. Air Force, therefore, has the responsibility to conduct appropriate review of all materials such as Web sites intended to inform the public of its operations and accomplishments.

18.5.3.1. Security review represents an on-going effort to inform and increase the public understanding of the mission, operations and programs of the U.S. Air Force. Public affairs, in conducting such reviews, tries to ensure that all unclassified information is released quickly, accurately and conforms to established U.S. Air Force and Department of Defense policies. Obviously, grave harm to our nation and those serving in the Armed Forces and their families can occur through unrestricted open access to national security information. A fine balance between disclosure and non-disclosure can be attained through the use and enforcement of programs already in existence. The directives governing the review of material are not intended to prevent information from

being released, suppress people from expressing their opinions and ideas or conflict with policies concerning openness in government.

18.5.3.2. Security review is a function of public affairs offices at all levels of command to determine the releaseability of information into public domain. Security and policy considerations are the only basis for review decisions.

18.5.3.3. Clearance authority. The objective of the security review process at all levels must be the maximum clearance of information in minimum time. In support of this objective, U.S. Air Force policy provides for clearance by the public affairs officer at the lowest level where competent authority exists to judge the security and policy aspects of the information submitted for review. There are many criteria that must be considered when deciding to release information to the public. Some are governed by public law, others by Executive Orders, Department of Defense and Air Force policies and regulations.

18.5.3.3.1. Electronic Commerce Information SAF/AQ is delegated authority for policy and guidance governing the review and release of information made available on public web sites in the conduct of electronic commerce. All Electronic Commerce Web sites must meet the same standards of mission relatedness and ensure review processes are in place to protect national security information.

18.5.3.4. Operational Security (OPSEC) Considerations. OPSEC is a process of collecting, identifying and analyzing information on friendly military operations and other activities to identify and minimize actions which inadvertently provide an adversary timely indication of military action or access to critical information. 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. U.S. Air Force commanders and decision makers should consider OPSEC during both mission and acquisition planning. In fact, the U.S. Air Force implements the OPSEC process in all functional areas.

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

18.5.3.5.1. American technology is a valuable commodity and is greatly sought after. Technology in the basic research form is openly distributed and exchanged. However, technology that is nearing application to a military weapon system(s) is considered sensitive as it discloses too much about that potential system. STINFO Officers are responsible for reviewing reports etc. and determining which distribution statements should appear on the data. Only reports determined to be “Statement 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. (AFI 61-204, Disseminating Scientific and Technical Information.)

18.5.3.5.2. Technology transfer is a term used to denote the uncontrolled export or disclosure of advanced technology by the U.S. to foreigners. This problem is significant and the careless use of web sites may provide easy access to our critical data. If the information is critical to the military and released to the public, the United States could lose its critical edge in that par-

ticular area. The Department of Defense and other agencies of the Federal Government have created a series of controls that are in use throughout the review process.

18.5.3.5.3. The 1000527463Militarily1000527463HAHQ AFCA Critical Technologies List (MCTL) is published by DoD and used as a reference document, not as a strict regulation or decision tool. It is a guideline listing of those technologies that are critical to the security of our nation.

18.5.3.5.4. International Traffic-in-Arms Regulations (ITAR) is a series of State Department regulations that lists 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 US munitions list.

18.5.3.5.5. Export Control Laws are the responsibility of the Department of Commerce, and were 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.

18.5.3.6. Freedom of Information Act. The U.S. Air Force Freedom of Information Act program, as described in AFI 37-131, states the public will be allowed to inspect, review, and receive copies of U.S. Air Force records. This applies to all records except for records exempt under the Act, which, if released, would cause harm to the nation. The exemptions fall into 9 categories of information (see AFI 37-131 for specific details)

18.5.3.6.1. Classified Records

18.5.3.6.2. Internal Personnel Rules and Procedures

18.5.3.6.3. Other Statutes

18.5.3.6.4. Confidential Commercial Information

18.5.3.6.5. Inter or Intra Agency Records

18.5.3.6.6. Invasion of Personal Privacy (Privacy Act)

18.5.3.6.7. Investigative Records

18.5.3.6.8. Financial Institutions

18.5.3.6.9. Wells - geological/geophysical information

18.5.4. Restricted Web Sites. Restricted Web sites are useful for interoffice communication or communication intended to be internal to the U.S. Air Force. Web sites may be restricted through a number of access control measures. The minimum security chosen for a restricted site must match the authorized distribution of the material on that site and contain the appropriate banners and disclaimers outlined in AFI 33-129 and AFI 33-219, Telecommunications Monitoring Assessment Program.

18.5.4.1. Errors Generated by Restricted Pages. Error messages informing the public that a site or web page is not available or for which they do not have access privileges should redirect the public to the root public page and will not include language like “Access Denied” or “Forbidden.” The public redirection from restricted sites should be as friendly and transparent as possible.

18.5.5. Maintaining Registration with Air Force Link and Notice of URL Changes and Deletions. Web site administrators are required to ensure the currency of their registration with Air Force Link. Changes to the locations or deletions of public Web sites should be posted in advance with appropriate redirects. The change or deletion of public Web sites without prior notice detracts from the U.S. Air Force image. Site managers may register their site at **http://www.af.mil/sites/register.html**. This registration process also fulfills Government Information Locator Service (GILS) requirements.

18.6. Web Site Content.

18.6.1. General Content. The average wing-equivalent Web site is a means for wing commanders to keep airmen, their family and interested community members (regardless of their location) informed on news and information affecting that specific unit. Only information cleared for public release in accordance with AFI 33-129 and this instruction should be posted to public Web sites. The following provides guidance on routinely included items.

18.6.1.1. Electronic Freedom of Information Act Reading Room Material. Frequently requested material released as part of your unit's FOIA program may be posted to the Web. Integrating this element into the overall unit Web site provides for a more seamless communication image.

18.6.1.2. Base or Unit Fact Sheet. Maintained locally, base fact sheets may provide general history, organization and economic impact of that particular unit or installation.

18.6.1.3. Links to Key Leaders. Official biographies are maintained at 1000527464 **http://www.af.mil/lib/bio/index.html**.1000527464HAHQ AFCA Biographies must not reveal names, addresses or other identifying material of family members of U.S. Air Force employees or members.

18.6.1.4. Links to Associated Weapons Systems. Fact Sheets maintained at **http://www.af.mil/news/indexpages/fs_index.html** provide basic information on aircraft and other weapons systems in the U.S. Air Force inventory.

18.6.1.5. News Releases. Locally generated news releases that have been cleared for release to the general public.

18.6.1.6. News Related Photos. Local photography of people and associated equipment help tell the unit's story.

18.6.1.7. Standard Publications and Forms. Standard publications and forms that are not exempt from release under the Freedom of Information Act.

18.6.1.8. Links to Subordinate Sites. The official index of all U.S. Air Force Web sites is maintained at Air Force Link. Sites should provide a list of those public sites subordinate to them.

18.6.1.9. Links to Higher Headquarters Sites. Sites should also provide links to public sites belonging to higher headquarters within their organizational chain.

18.6.2. External Links

18.6.2.1. Approval. The ability to hyperlink to sources external to your organization is a fundamental part of the World Wide Web, and can add significant value to the functionality of publicly accessible Web sites. Air Force activities will establish objective and supportable criteria or guidelines for the selection and maintenance of links to external Web pages. Guidelines should consider the informational needs of personnel and their families, mission-related needs, and public

communication and community relations objectives. Such guidelines must be consistent with the following considerations:

18.6.2.2. Links to non-DoD Web resources should support the organization's mission. External links should be reviewed periodically to ensure their continued suitability. If the content of a linked external site becomes questionable or objectionable, remove the link.

18.6.2.3. In accordance with DoD 5500.7-R, no product endorsements or preferential treatment shall be given on publicly accessible official DoD Web sites.

18.6.2.4. No payment of any kind shall be accepted in exchange for a link placed on an organization's publicly accessible official DoD Web site.

18.6.2.5. In accordance with DoD 5500.7-R, publicly accessible DoD Web sites shall not require or encourage users to choose any specific browser software. Only text or hyperlinked text shall be used to direct visitors to software download sites. Graphics or logos depicting companies or products shall not appear on publicly accessible DoD Web sites.

18.6.2.6. Organizations considering the use of "frames" technology to connect to external sites should consult legal counsel concerning trademark and copyright issues before establishing such links. Frames will not be continued when links exist to sites outside the immediate purview of that unit's site and authority.

18.6.2.7. Organizations are encouraged to link to authorized activities in support of the organization's mission, such as the Army and Air Force Exchange Service, the Navy Exchange Service Command, and the Marine Corps Exchange. If these sites contain commercial advertisements or sponsorships, the appropriate disclaimer shall be given.

18.6.2.8. When external links to non-government Web sites are included, the commander of the major command, or their subordinate organization, is responsible for ensuring that a disclaimer is made that neither U.S. Air Force nor the organization endorses the product or organization at the destination, nor does the U.S. Air Force exercise any responsibility over the content at the destination. This includes credits given to contractors who produce Air Force Web sites. Appropriate sites for pointers from U.S. Air Force home pages are those that relate to the mission of the organization. For example, if members of your organization routinely interact with a defense contractor, etc., 1000527465it 1000527465HAHQ AFCA is permissible to point to that contractor's home page that directly relates to official U.S. Air Force contracted business. The U.S. Air Force can only be responsible for one link into a defense contractor's home page.

18.6.2.9. When a publicly accessible Web site is intended to serve a public purpose, organizations must realize that once the decision is made to include a link to one non-DoD site, the organization may be required to link to all similar sites that may request links. 1000527466Any appearance of impropriety could be avoided with a notice that indicates references to other sources with the organization's Home Page does not constitute and official or unofficial endorsement of such sites or services, and that the list is not necessarily all inclusive.1000527466HAHQ AFCA

18.6.2.10. Disclaimer for External Links. The disclaimer below shall be displayed when linking to external sites. This disclaimer may appear on the page or pages listing external links, or through an intermediate "exit notice" page generated by the server machine whenever a request is made for any site other than an official DoD Web site (usually the .mil domain). An example of such an exit notice is : "The appearance of hyperlinks does not constitute endorsement by the U.S.

Air Force of this Web site or the information, products or services contained therein. For other than authorized activities such as military exchanges and Morale, Welfare and Recreation sites, the U.S. Air Force does not exercise any editorial control over the information you may find at these locations. Such links are provided consistent with the stated purpose of this U.S. Air Force Web site."

18.6.3. Links to Restricted Sites. Public Web sites should not link to sites that are restricted from the public. Under certain circumstances, it may be appropriate to establish a link to a log-on site, (password interface or other control mechanism), provided details about the site's controlled content are not revealed.

18.6.4. Republishing of Base Newspapers on the Web. Base newspapers are established according to DoD Directive 5120.4 and AFI 35-301. Though generally public domain, base newspapers exist as part of the U.S. Air Force's internal information program. While the publishing of base newspapers constitutes public release of information, the distribution is normally limited. Web sites constitute a much broader, global release. Therefore, some information appropriate for base newspapers may not be appropriate for broader public access Web sites. The content of base newspapers may be reproduced for the Web if that content meets the restrictions provided in DoD's Interim Policy, Web Site Administration Policies and Procedures (Nov. 25, 1998). All stories should be reviewed against Part V of the DoD policy prior to being posted to public Web sites.

18.6.5. Point of Contact. Point of contact for each significant page is required.

18.6.6. Feedback. Each site must provide a means to provide feedback or request further information.

18.6.7. Current as of Date. Information should be kept as current as possible.

18.7. Inappropriate Material and Prohibitions. The following items are inappropriate for public Web sites:

18.7.1. Inappropriate Links. Links to offensive or unrelated commercial material must be avoided.

18.7.2. Operational and Personnel Security. No reference to any information that would reveal sensitive movements of military assets or personnel or the locations of units, installations, or personnel where uncertainty is an element of security of a military plan, program or personnel shall be posted to U.S. Air Force Web sites.

18.7.3. Personal Information. Use of personal information protected by the Privacy Act (AFI 37-132, Air Force Privacy Act Program) is prohibited. Further restrictions on the use of personal information are provided by 1000527467DoD policy, Web Site Administration Policies and Procedures, November 25, 1998.1000527467HAHQ AFCA

18.7.4. Copyright Information. Copyrighted material may only be used with written permission from the owner (See AFI 51-503, Intellectual Property, Patent Related Matters, Trademarks and Copyrights.) United States laws on copyright, primarily 17 U.S.C. 101, et seq., preserve for the owner of copyrighted material the benefits and earnings to be derived from the reproduction and distribution of such works. Material that is subject to copyright protection includes "original works of authorship fixed in any tangible medium..." 17 U.S.C. 102(a). It is now accepted that computer software, sequences of code and instructions, is in fact, subject to copyright.

18.7.5. Trademarks and Logos. The use of trademarks or logos is prohibited. Temporary exceptions to this prohibition must be made with established guidance and include the following disclaimer: "The use of the name or mark of any specific manufacturer, commercial product, commodity, or service does not imply endorsement by the U.S. Air Force."

18.7.6. Inactive or broken links. Inactive or broken links should be corrected or removed immediately.

18.7.7. "Under Construction" Notices. These notices frustrate users and will not be used. Areas of a Web site under construction should not be linked until complete with meaningful information and newly constructed Web sites, awaiting approval or review should have appropriate access restrictions until testing and approval is obtained.

18.8. Appearance. The appearance of a unit's Web site is often the initial contact the general public will have with an organization. Just as the public appearance of U.S. Air Force members must reflect the professionalism and core values of the U.S. Air Force, failure to provide a quality professional public Web site degrades the credibility and overall image of an organization.

18.8.1. Major Commands should establish quality standards and a consistent style for its Web sites and Web sites of its subordinate units.

18.8.1.1. Each subordinate page of a site should be visually recognizable as an element of its overall Web site to effectively communicate the source and level of information being provided.

18.8.2. All Web sites should be designed for the broadest possible accessibility, especially public Web sites.

18.8.3. Design often has implication for a site's performance. Public Homepage size and heavy graphic elements, and extensive scripting that create unnecessary download delay should be avoided.

18.8.4. Graphics, animations and audio elements should be purposeful and not detract from the overall quality or professionalism of the Web site.

18.9. Collection of Information. U.S. Air Force Web sites must comply with DoD limitations on the collection and use of user information. The use of cookies or other browser measures to gather information on public site users beyond statistical summaries is prohibited. Web site administrators will ensure the appropriate privacy and security notices are included or linked to the home page.

18.10. Available Resources.

18.10.1. Air Force Link. Available at **http://www.af.mil/**, the official homepage of the U.S. Air Force provides news, information, photos, the only official comprehensive list of other U.S. Air Force Web sites, art and a collection of publications and documents on a variety of subjects.

18.10.2. Public Affairs Link (PA Link). PA Link is the official knowledge base of the U.S. Air Force public affairs career fields including bands, broadcasters and public affairs. Only available to AFSC-coded members of these career fields, it provides policy, guidance, training resources and other material that help plan, manage and execute U.S. Air Force bands, broadcast or public affairs programs.

18.10.2.1. PA Link Accounts. All eligible members of the career field should maintain a current PA Link account by completing the online form. All individuals are responsible for the currency of their account.

18.10.3. Public Affairs Forum. A Listserv that provides an unmoderated discussion used to facilitate professional exchange among career-field members.

18.10.3.1. Eligibility. All AFSC-coded or alumni bandsmen, broadcasters or public affairs professionals. Access is limited by target audience and the scope of discussion.

18.10.3.2. Accounts. All eligible members should subscribe to the forum by filling out the online form at **http://afproducts.ease.lsoft.com/archives/PA_FORUM.html**. Each individual is responsible for maintaining the currency of their subscription.

18.10.3.3. Appropriate Use. Appropriate use of the forum involves the professional discussion of career-related material, challenges or lessons learned. It is inappropriate to air personal grievances, personal attacks, or to use the forum to circumvent your immediate chain. While the discussion provided may be insightful and useful, it does not determine nor should it be taken as U.S. Air Force policy. The opinions offered by subscribers of the forum are not necessarily the opinion of or endorsed by the U.S. Air Force. An archive of the forum messages is maintained for use at **http://afproducts.ease.lsoft.com/archives/PA_FORUM.html**.

18.10.4. U.S. Air Force Web Style Guide. Produced by the Air Force Communications Agency. This guide provides basic rules and guidance on producing Web sites (Available at **http://www.afca.scott.af.mil/gc/gco/webstyle/**)

18.10.5. Public Affairs Web Tool Kit. Maintained by SAF/PAI, the public affairs Web Tool Kit provides useful checklists, resources and training information for public affairs professionals involved in the management of Web sites. (Available only within the public affairs AFSC on PA Link.

18.10.6. U.S. Air Force Web Policies. A current list of Web policies affecting the management and operation of Web sites in the U.S. Air Force is maintained at **http://www.af.mil/webpolicy/**. Due to the evolving nature of the Web and technology, this and other instructions are frequently supplemented by policy letters, messages and other guidance.

18.11. Web-based message boards, threaded chat rooms and guest books. These technologies allow users to post opinions, messages or information openly to a Web site. They provide a useful means of creating two-way communication. Such systems are prohibited as part of public Web site services. Such services may be appropriate for internal networks or as part of domain-restricted Web sites. The commander assumes responsibility for the operation and content of those message systems. Clear guidance on the acceptable use of such technologies must be provided and policies established that prohibit inflammatory, libelous, pornographic or otherwise inappropriate messages.

18.12. Forms Prescribed. This instruction prescribes the following forms: DD Form 2137, AFRTS Outlet/Network Registration; DD Form 2535, Request for Military Aerial Support; DD Form 2536, Request for Military Band/Personnel/Equipment Support; AF Form 39, Response to Query; AF Form 1036, Band Personnel and Performance Report; AF Form 3030, Air Force Band Request; AF Form 3166, AF Broadcasting Award Certificate and AF Form 3168, AF Newspaper Award Certificate.

18.12. (21SW) Forms Prescribed. 21SW271, 21SW123, 21SW385

RONALD T. RAND, Brigadier General, USAF
Director of Public Affairs

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

NOTE: The user of this instruction is responsible for verifying the currency of the cited documents.

Department of Defense Directive (DoDD) 5120.20, Armed Forces Radio and Television Service.

Department of Defense Regulation 5120.20-4, Management and Operation of Armed Forces Radio and Television Service.

DoD Instruction 5122.5, Assistant Secretary of Defense for Public Affairs.

DoDD 5122.10, American Forces Information Service.

DoDD 5160.48, DOD Public Affairs and Visual Information (PA & VI) Education and Training

DoD Instruction 5120.4, Department of Defense Newspapers and Civilian Enterprise Publications.

DoDI 5400.10, Office of the Secretary Defense Implementation of DoD Freedom of Information Act Program

DoDD 5400.13, Joint Public Affairs Operations

DoDD 5500.7, Joint Ethics Regulation

DoDI 5400.11, Department of Defense Privacy Program

DoD Instruction 5400.14, Procedures for Joint Public Affairs Operations

DoDI 5410.16, DoD Assistance to Non-Government Entertainment-Oriented Motion Picture, Television and Video Production

Joint Publication 3-61, Doctrine for Public Affairs in Joint Operations

Air Force Doctrine Document 1, Air Force Basic Doctrine

Air Force Policy Directive 31-4, Information Security

AFPD 32-70, Environmental Quality

Air Force Joint Instruction 40-401, The Use of Animals in DoD Programs

Air Force Instruction 11-401, Flight Management

AFI 10-403, US Air Force Mobility Planning

AFI 10-404, Base Support Planning

AFI 33-129, Transmission of Information Via the Internet

AFI 34-262, Services Programs and Use Eligibility

AFI 36-809, Survivor Assistance

AFI 37-123, Management of Records

AFI 37-131, Freedom of Information Act Program

AFI 37-132, Air Force Privacy Act Program

AFI 38-201, Determining Manpower Requirements

AFI 51-903, Dissident and Protest Activities

AFI 61-204, Disseminating Technical and Scientific Information

AFI 65-601, Vol. 1, Budget Guidance and Procedures

AFI 91-204, Investigating and Reporting Mishaps

Air Force Manual 23-110, HQ USAF Supply Manual

USAF War and Mobilization Plan, Volume 1, Annex Q

Air National Guard Instruction 10-401, UTC Information Management System

Abbreviations and Acronyms

ACC—Air Combat Command

ADA—Americans with Disabilities Act

AETC—Air Education and Training Command

AF/ILEV—Directorate of Environment

AF/ILEVC—Compliance Division

AF/ILEVP—Planning Division

AF/ILEVQ—Environmental Quality

AF/ILEVR—Restoration Division

AF/ILEVV—Prevention Division

AF/JACE—Environmental Law Division

AFBCA—Air Force Base Closure Agency

AFCEE—Air Force Center for Environmental Excellence

AFCESA—Air Force Civil Engineering Support Agency

AFI—Air Force Instruction

AFMC—Air Force Materiel Command

AFMOA—Air Force Medical Operations Agency (part of SG's office)

AFMOA/SGOE—Air Force Medical Operations Agency (part of HQ USAF/SG)

AFNEWS/II—Headquarters Air Force News Agency, Internal Information

AFOSI—Air Force Office of Special Investigations

AFPD—Air Force Policy Directive

AFR—Air Force Regulation

AFRES—Air Force Reserve

AFRTS—Armed Forces Radio and Television Service

AFSC—Air Force Specialty Code

AFSOC—Air Force Special Operations Commands

AICUZ—Air Installation Compatible Use Zone

AL/OEMN—Armstrong Laboratory

AMC—Air Mobility Command

ANG—Air National Guard

AO—Area of Operations

AOR—Area of Responsibility

ARAR—Applicable or Relevant and Appropriate Requirements

ARC—Air Reserve Component

AS—Allowance Standards

ATSDR—Agency for Toxic Substances and Disease Registry

BAH—Basic Allowance for Housing (formally BAQ)

BES—Bioenvironmental Engineering Services

BLA—Base Level Assessment

BLM—Bureau of Land Management

BPS—Bits Per Second

CAA—Clean Air Act of 1977, 1990

CATEX—Categorical Exclusion

CBEP—Community Based Environmental Program

CEAT—Community Emergency Action Team

CEQ—President's Council on Environmental Quality

CERCLA—Comprehensive Environmental Response, Compensation and Liability Act of 1980

CFR—Code of Federal Regulations

CIP—Community Involvement Program

CIT—Combat Information Team

CMI—Corrective Measures Implementation

CMS—Corrective Measures Study

COMSEC—Communications Security

CONOPS—Concept of Operations

CONPLAN—Concept Plan

CRP—Community Relations Plan

CWA—Clean Water Act, 1972, 1977, 1986

DD—Decision Document

DDN—Defense Data Network

DEIS—Draft Environmental Impact Statement

DERA—Defense Environmental Restoration Account

DERP—Defense Environmental Restoration Program

DISN—Defense Information Service Network

DoD—Department of Defense

DoDD—Department of Defense Directive

DOE—Department of Energy

DOPAA—Description of Proposed Action and Alternatives

DOR—Date of Rank

DOS—Disk Operating System

DRUs—Direct Reporting Units

DSN—Defense Switching Network

DUSD(ES)—Deputy Under Secretary of Defense (Environmental Security)

EA—Environmental Assessment

EAD—Extended Active Duty

ECA—Environmental Compliance Assessment

ECAMP—Environmental Compliance Assessment and Management Program

EE/CA—Engineering Evaluation/Cost Analysis

EIAP—Environmental Impact Analysis Process

EIS—Environmental Impact Statement

EM—Environmental Management

EMB—Environmental Management Board

EO—Executive Order

EPA—U.S. Environmental Protection Agency

EPC—Environmental Protection Committee

EPCRA—Emergency Planning and Community Right-to-know Act (SARA Title III)

EPF—Environmental Planning Function

ESA—Endangered Species Act

ESOH—Environment, Safety and Occupational Health

FAA—Federal Aviation Administration

FBI—Federal Bureau of Investigation

FCO—Federal Coordinating Officer

FEIS—Final Environmental Impact Statement

FEMA—Federal Emergency Management Agency

FIFRA—Federal Insecticide, Fungicide and Rodenticide Act

FM—Functional Manager

FOA—Field Operating Agency

FOIA—Freedom of Information Act

FONPA—Finding of No Practical Alternative

FONSI—Finding of No Significant Impact

FR—Federal Register

FRD—Formerly Restricted Data

FS—Feasibility Study

FUDS—Formerly Used Defense Sites

GAR—Geographical Area of Responsibility

GOCO—Government-Owned/Contractor-Operated

HAAP—Health Assessment Assistance Program

HARM—Hazard Assessment Rating Methodology

HAS—Hazard Assessment Score

HAZMAT—Hazardous Materials

HAZMIN—Hazardous Waste Minimization

HM—Hazardous Material

HMTC—Hazardous Materials Technical Center

HRS—Hazard Ranking System

HRS—U.S. EPA's Hazard Ranking System

HW—Hazardous Waste

IRA—Interim Remedial Action

IRF—Initial Response Force

IRP—Installation Restoration Program

ISCP—Installation Spill Contingency Plan

ITAM—Integrated Training Area Management

JA—Judge Advocate

JAV—Environmental Law Division

JCCC—Joint Combat Camera Center

JCS—Joint Chiefs of Staff

JIB—Joint Information Bureau

JIC—Joint Information Center

JOPES—Joint Operations Planning and Execution System

JSCP—Joint Strategic Capability Plan

JTF—Joint Task Force

KIA—Killed In Action

LAN—Local Area Network

LIC—Limited Intensity Conflict

LOGDET—Logistics Detail

LTM—Long-Term Monitoring

MAJCOM—Major Command

MAP—Management Action Plan

MCS—Media Cleanup Standards

MIA—Missing In Action

MOU—Memorandum of Understanding

MSDS—Material Safety Data Sheets

NAAQS—National Ambient Air Quality Standards

NAF—Numbered Air Force

NARCL—Nuclear Accident Response Capability List

NARP—Nuclear Accident Response Procedures

NCA—National Command Authority

NCND—Neither Confirm Nor Deny

NCP—National Contingency Plan

NDA—National Defense Area

NEPA—National Environmental Policy Act of 1969

NFRAP—No Further Remedial Action Planned

NHPA—National Historic Preservation Act

NMCC—National Military Command Center

NMR—News Media Representative

NOA—Notice of Availability

NOI—Notice of Intent

NOV—Notice of Violation

NPL—National Priorities List

NRC—National Response Center

NTIS—National Technical Information Service

O&M—Operations and Maintenance

OASD/PA—Office of the Assistant Secretary of Defense for Public Affairs

OCONUS—Outside of the Continental United States

OMB—Office of Management and Budget

OPLAN—Operation Plan

OPR—Office of Primary Responsibility

OPSEC—Operations Security

OSC—On-Scene Commander

OSHA—Occupational Safety and Health Act/Administration

OSWER—U.S. EPA's Office of Solid Waste and Emergency Response

PA—Public Affairs or Preliminary Assessment

PACAF—Pacific Air Forces

PACE—Public Affairs Company Grade Excellence Program

PAO—Public Affairs Officer

PAP—Public Affairs Plan

PAS—Preliminary Assessment Screening

PC—Personal Computer

PME—Professional Military Education

POC—Point of Contact

POL—Petroleum, Oils and Lubricants

PPB—Parts Per Billion

R&D—Research and Development

RA—Remedial Action

RAB—Restoration Advisory Board

RAP—Remedial Action Plan

RCRA—Resource Conservation and Recovery Act of 1976

RD—Remedial Design

REC—Record of Environmental Consideration

RI—Remedial Investigation

ROC—Reactive Organic Compounds

ROD—Record of Decision

RPM—Remedial Project Manager

SAF—Secretary of the Air Force

SAF/LLP—Office of Secretary of the Air Force, Legislative Liaison

SAF/MIQ—Deputy Assistant Secretary of the Air Force (Environment, Safety and Occupational Health)

SAF/PAME—Secretary of the Air Force, Public Affairs, Environmental Programs Branch

SAF/PAN—Secretary of the Air Force, Public Communication Division

SAF/PAR—Secretary of the Air Force Office of Public Affairs, Resources and Readiness Division

SARA—Superfund Amendments and Reauthorization Act of 1986

SC—Site Close-out

SDWA—Safe Drinking Water Act of 1974

SG—Surgeon General

SHPO—State Historic Preservation Office

SI—Site Inspection

SIB—Safety Investigation Board

SJA—Staff Judge Advocate

SMP—Site Monitoring Plan

SOW—Statement of Work

SPCC—Spill Prevention, Control, and Countermeasure

SRF—Service Response Force

TAG—Technical Assistance Grant also The Adjutant General (National Guard)

TDR—Tear-Down Deficiency Report

TPFDD—Time-Phase Force Deployment Document

TPS—Third-Party Sites

TRC—Technical Review Committee

TRI—Toxic Release Inventory

TSCA—Toxic Substances Control Act of 1976

U.S. EPA—United States Environmental Protection Agency

USAFE—United States Air Forces in Europe

USAFR—United States Air Force Reserve

UST—Underground Storage Tank

UTC—Unit Type Code

WAN—Wide Area Network

WMP—USAF War and Mobilization Plan

Terms

NOTE: See Joint Publication 1-02, Department of Defense Dictionary of Military and Associated Terms, 1 May 1988, and AFM 11-1, Air Force Glossary of Standardized Terms, for standardized terms for DoD and Air Force use.

Accident—Includes aircraft, missile, explosions, and ground mishaps. Does not include homicide, suicide, or events not reported under AFI 91-204.

Air Reserve Components—The Reserve Components of the Armed Forces of the United States are all unit, organization, and members of the Air National Guard of the United States and the United States Air Force Reserve (10 U.S.C. 261). They include: Air National Guard. Air Force Reserve. In each component there are three reserve categories: Ready Reserve, Standby Reserve and Retired Reserve.

Air Force Public Affairs Network (AFPAN)—A computer network that connects with a central resource library of information, as well as the rest of the Air Force PA offices worldwide.

Advanced Research Projects Agency Network (ARPAN)—A research network funded by ARPA and built by BBN, Inc., in 1969. It pioneered packet switching technology and was the original backbone and testbed for the Internet. In 1983, the military communications part of it was split off into MILNET.

Area Commander—A military service-designated commander with authority in a specific geographical area.

As Amended—A required change.

Aviation Squadron—A UTC comprising a squadron of at least 12 aircraft and associated support people and equipment that requires PA support. The UTCs are identified in WMP-3, part 1. The two kinds of UTCs are: independent and dependent. An independent squadron deploys with enough spares and support equipment to run a main operating base. A dependent squadron deploys with little support, it beds down with an independent squadron. PA generally deploys an officer and NCO with an independent squadron and one NCO with a dependent squadron.

Aquifer—A geologic formation, or group of formations, that contains sufficient saturated permeable materials to conduct groundwater and to yield economically significant quantities of groundwater to wells and springs.

Base Support Plan (BSP)—The installation-level planning that supports unified and specified command wartime operation plans, as well as MAJCOM supporting plans. It gives a consolidated view of installation missions, requirements, capabilities and limitations to plan for actions and resources in war or

contingency operations, including deployment and post-deployment activities.

BENT SPEAR—A term used in the Department of Defense to identify and report a nuclear incident involving a nuclear weapon/warhead or nuclear component. In the Army and Air Force, this term includes "significant incident" as defined in DoD Directive 5100.52, DoD Response to an Accident or Significant Incident Involving Radioactive Materials , December 21, 1989.

Bits Per Second (BPS)—A measure of the speed of data communications. Actual transmission rates depend on the speed of writing and reading from the disk and the accuracy of transmission.

Beddown Base—A deployed location that provides the necessary operational and housekeeping support required to ensure that an augmenting force is functional at a deployed location.

BROKEN ARROW—Used to report an accident, incident, or event involving nuclear weapons or other nuclear components where creating a risk of outbreak of a nuclear war does not exist. Included are: Nuclear Detonation, non nuclear detonation or burning of a nuclear weapon, radioactive contamination, the jettisoning of a nuclear weapon, or public hazard, actual, or implied.

Categorical Exclusion (CATEX)—An exemption to NEPA requirements for EAs and EISs. Projects that have been predetermined to not require further NEPA documentation and have insignificant environmental impact.

Classified National Security Information Information or material of the US Government encompassing both US national defense and foreign relations that has been determined to require protection against unauthorized disclosure under Executive Order 12356.

Clearance—Certification (in memorandum, letter, or by an official stamp) that the information has been reviewed by competent authority and is appropriate for public dissemination, after approval by the release authority.

Cognizant Federal Agency—The Federal agency that owns, authorizes, regulates, or is otherwise deemed responsible for the radiological activity causing the emergency and that has authority to take action on site.

Commander—For the purpose of this instruction, the commander who is responsible for the installation public affairs program. In most cases, this is the wing commander. Where another command official is designated, the title is specified (for example, on-scene commander or major commander).

Community Emergency Action Team (CEAT)—A team of response and local experts that operates out of the Joint Information Center and is available to assist the local community.

Comprehensive Environmental Response, Compensation, and Liability—Act (CERCLA) (1980) This Act regulates cleanup of a hazardous waste site. Also known as the Superfund statute. Amended by SARA.

Coordinate—To bring into common action so as not to unnecessarily duplicate or omit important actions. The act of coordination does not involve direction of one government agency by another.

Council on Environmental Quality (CEQ)—Develops and recommends national policies to the President, to foster and promote the improvement of environmental quality to meet the conservation, social, economic, health, and other requirements and goals of the nation.

Custodial Commander—A commander responsible for maintaining custody, guardianship, and safekeeping of nuclear weapons and their components and of source and special nuclear materials.

Decision Document (DD)—An IRP document indicating that no further action is to be taken on a non-NPL site.

Downgradient—A direction that is hydraulically downslope; i.e., the direction in which water flows.

Defense Data Network (DDN)—A DoD integrated packet switching network capable of worldwide multilevel secure and non-secure data transmission. This network provides long haul and area data communications and interconnectivity for DoD systems, and supports the DoD suite of protocols. All equipment attached to the DDN by military subscribers must incorporate, or be compatible with, the DoD Internet and transport protocols.

Defense Environmental Restoration Account (DERA)—Account used to fund DoD environmental cleanup activities such as those performed under the IRP.

Defense Environmental Restoration Program (DERP)—The Department of Defense funding program for the Installation Restoration Program. The DERP was established by the DERP statute, which became law in 1986.

Disaster Control—Measures taken before, during, or after hostile action, or natural or man-made disasters to reduce the probability of damage, minimize its effects, and initiate recovery.

Display Ad—A paid newspaper advertisement (approximately 4 x 5 inches in size) which should appear in a prominent section of general circulation newspapers, rather than legal columns or papers.

Distribution Limitation—Unclassified technical data with military or space application is marked with a distribution statement to limit data access to government agencies, DoD components, contractors, and those eligible for export-control data. A distribution statement marking is distinct from and in addition to a security and classification marking. DoD Directive 5230.24, Distribution Statements on Technical Documents, March 18, 1987, provides explicit information on marking technical documents.

Empty Quiver—Used to report the seizure, theft, or loss of a nuclear weapon or nuclear component.

Emergency Response—A control measure or combination of control measures implemented to prevent or mitigate an immediate and substantial threat to public welfare posed by a hazardous waste site.

Environmental Compliance—Assessment System (ECAS) The Air Force's internal, self-assessment program to ensure activities are conducted in full compliance with applicable federal, state, local, DoD, and Air Force environmental regulations. This program identifies compliance deficiencies, develops Corrective Action plans, and any plans, programs and funds needed to achieve compliance.

Environmental Assessment (EA)—A concise public document for which a federal agency is responsible that serves to:

- Briefly provide sufficient evidence and analysis for determining whether to prepare an environmental impact statement or a finding of no significant impact.

- Aid an agency's compliance with NEPA when no environmental impact statement is necessary.

- Facilitate preparation of a statement when one is necessary.

Environmental Impact Analysis Process (EIAP)—Analysis by the Air Force of the potential environmental impacts of proposed actions and alternatives and use of those analyses in making decisions or recommendations on whether and how to proceed with those actions.

Environmental Impact Statement (EIS)—A detailed statement, prepared by the responsible federal

official in accordance with the National Environmental Policy Act and Council on Environmental Quality regulations (40 CFR 1500-1508), on

- The environmental impact of the proposed action,

- Any adverse environmental effects which cannot be avoided should the proposal be implemented,

- Alternatives to the proposed action,

- The relationship between local short-term uses of the environment and the maintenance and enhancement of long-term productivity, and

- Any irreversible and irretrievable commitments of resources which would be involved in the proposed action should it be implemented.

Environmental Planning Function (EPF)—The organization having the lead on an environmental project (e.g., engineering function or operations function--in airspace and range issues).

Feasibility Study & Design (FS)—Part of the IRP that defines the development, evaluation, selection, and description of remedial action alternatives.

Federal Coordinating Officer (FCO)—The Federal official appointed by the President upon declaration of a major disaster or emergency under Public Law 93-288 to coordinate the overall federal response.

Federal Register—A daily federal publication that formally documents proposed and promulgated (final) regulation.

Finding of No Practical Alternative (FONPA)—A memorandum for the record for actions involving wetlands and/or flood plains. It summarizes the analysis contained in the Environmental Impact Analysis Process (EIAP) document and defining how the responsible official determined that no practicable alternative to the action exists outside of the flood plain or wetlands.

Finding of No Significant Impact (FONSI)—A document prepared by a federal agency briefly presenting the reasons why an action, not otherwise excluded, will not have a significant effect on the human environment and for which an environmental impact statement therefore will not be prepared. It shall include the Environmental Assessment (EA) or a summary of it and shall note any other environmental documents related to it. If the EA is included, the finding need not repeat any of the discussion in the assessment, but may incorporate it by reference.

Formerly Restricted Data (FRD)—Information removed from the restricted data category upon a joint determination by the Department of Energy (or antecedent agencies) and Department of Defense that such information relates primarily to military use of atomic weapons, and that such information can be adequately safeguarded as classified defense information. NOTE: For purposes of foreign dissemination, such information is treated in the same manner as restricted data.

Formerly Used Defense Sites (FUDS)—Those properties previously owned, leased, or otherwise possessed or used by DoD for military purposes; or those properties conveyed to a contractor for industrial purposes under an official permit (government owned-contractor operated) and later legally disposed of.

Groundwater—Refers to the subsurface water that occurs beneath the water table in soils and geologic formations that are fully saturated.

Hazard Assessment Rating Methodology (HARM)—This assessment is to provide a relative ranking

of sites suspected of contamination from hazardous substances. The final rating score (HAS - Hazardous Assessment Score) reflects specific components of the hazard posed by a specific site. If the HAS score indicates the site presents little or no apparent hazard, it is not considered for further program action.

Hazardous Materials—Chemicals that have been determined by the Secretary of Transportation to present risks to safety, health, and property during transportation.

Hazardous and Solid Waste Amendments (HSWA) (1984)—Amendments to RCRA which added statutory provisions on waste minimization, land disposal of hazardous wastes, and underground storage tanks.

Hazardous Substance—An element, compound, or mixture that when discharged in any quantity, onto land or water, poses a threat to public health and welfare.

Hazardous Waste—Waste that because of its quantity, concentration, or characteristics may pose a hazard to human health or the environment.

Information—Material in any form concerning the plans, policies, programs or operations of DoD or the US Government that is proposed for public release or that may be included in material likely to be released to the public.

Initial Response Force (IRF)—A force belonging to Departments of Defense and Energy installations, facilities, or activities, regardless of site, that initially responds to an accident to take immediate response actions within its capabilities. This force provides initial command and control pending arrival of the Regional and Service Response Force. Joint Pub 3-07.2, Joint Tactics, Techniques, and Procedures for Antiterrorism , June 25, 1993, approved definition for entry in Joint Pub 1-02 as: "The first unit, usually military Police, on the scene of a terrorist incident." The IRF is tasked to perform the following functions: Rescue operations; accident site security; fire fighting; initial radiation monitoring of people and equipment leaving the accident site; the establishment of command, control, and communications; public affairs activities and measures within the unit's capability to control any contamination.

Installation—For public affairs purposes, any federal installation in active status.

Installation Restoration Program (IRP)--The DoD program for identifying the locations of and releases from past practices/disposal sites and minimizing their associated hazards to public health, or the environment.

Joint Information Center—A facility established at the scene of a nuclear weapon accident or significant incident to coordinate all public affairs activities. The Joint Information Center will include representation from Departments of Defense and Energy, the Federal Emergency Management Agency, and other Federal agencies, as well as state and local governments.

Joint Strategic Capability Plan (JSCP)—A document that provides guidance to the CINCs and the Chiefs of the Services for the accomplishment of tasks based on near-term military capabilities.

Joint Task Force (JTF)—A force composed of assigned or attached elements of the Army, Navy or Marine Corps, and Air Force, or two or more of these Services, which is constituted by the Secretary of Defense or by the commander of a unified or specified command, or an existing joint task force.

Legal Ad—Legal notices sometimes required which should be used in conjunction with, not in lieu of the public notice display ad.

Local Area Network (LAN)—A short-distance network used to link together computers and peripheral

devices (such as printers) under some form of standard control. Its two main advantages anyone on the LAN can typically access centralized servers, and anyone on the LAN can send messages to and work jointly with others on the LAN.

Logistics Detail (LOGDET)—This is the specified identification of materiel planned for deployment within the UTC and includes detailed data on each stock number, such as weight, dimensions, and cargo category code.

Long-Term Monitoring—A program of water, soil, or sediments analysis intended to track the occurrence of possible future migration of contaminants and implemented without concurrent implementation of a remedial action.

Management Methods—Administrative, legal, and other nonstructural control measures implemented independently or in support of remedial technologies for control and cleanup of hazardous waste sites.

Migration (Contaminant)—The movement of contaminants through pathways (groundwater, surface water, soil, and air).

Military Network—See DDN

MINIMIZE—The objective of MINIMIZE is to clear AUTODIN of traffic whose urgency does not require transmission by electrical means. Commanders at any level have the authority to impose MINIMIZE with their command or area of command responsibility unless specified or denied by appropriate higher authority.

National Command Authorities (NCA)—This is the President and the Secretary of Defense or their deputized alternates or successors.

National Defense Area (NDA)—The temporary establishment in the United States of Federal areas for the protection or security of DoD resources (50 U.S.C. 797). Normally, NDAs are established in emergency situations, and may be established, discontinued, or their boundaries changed as necessary to provide protection or security of Department of Defense resources. Air Force major command commanders, numbered air forces, air divisions, wings, groups, or installations have authority to establish NDAs.

National Environmental Policy Act (NEPA)—A U.S. statute that requires all federal agencies to consider the potential effects of proposed actions on the human and natural environment.

National Priority List (NPL)—A prioritized list of hazardous waste sites to be remediated under CERCLA, that pose significant threats to public health and welfare. This list is prepared by U.S. EPA in accordance with the National Oil and Hazardous Substance Contingency Plan (NCP).

No Objection—Information is releasable to the public.

Notice of Availability (NOA)—Notifying the public on the availability of an environmental document via news release to local/regional general circulation newspapers and through purchased display advertisements.

Notice of Intent (NOI)—An NOI is used to notify the public of a proposed project and describes the environmental considerations given; the public is then permitted time for comment before action can occur.

Notice of Violation (NOV)—Formal written document provided to an installation by a regulatory agency as a result of environmental noncompliance.

Nuclear Reactor Accident—An uncontrolled reactor resulting in critical damage to the reactor core, or an event, such as loss of coolant, that results in significant release of fission products from the reactor core.

Nuclear Weapons Accident—An unexpected event involving nuclear weapons or radiological nuclear weapon components that results in any of the following: Accidental or unauthorized launching, firing, or use by US forces or US supported allied forces of a nuclear-capable weapon system that could create the risk of an outbreak of war; nuclear detonation; non-nuclear detonation or burning of a nuclear weapon or radiological nuclear weapon component; radioactive contamination; seizure, theft, loss, or destruction of a nuclear weapon or radiological nuclear weapon component, including jettisoning or public hazard, actual or implied.

Nuclear Weapon Significant Incident—An unexpected event involving nuclear weapons or radiological nuclear weapon components that does not fall in the nuclear weapon accident category, but: Results in evident damage to a nuclear weapon or radiological nuclear weapon component to the extent that major rework, complete replacement, or examination or recertification by Department of Energy is required; requires immediate action in the interest of safety or nuclear weapon security; may result in adverse public reaction (national or international) or premature release of classified information; could lead to a nuclear weapon accident and warrants that high officials or agencies be informed or take action.

Occupational Safety and Health Administration (OSHA)—Federal agency responsible for regulating worker safety. It establishes guidelines and training requirements for workers at hazardous waste sites.

On-Scene Commander (OSC) for Nuclear Accidents and Incidents—The designated Department of Defense or Department of Energy official at the scene of a nuclear accident or significant incident who takes control of Departments of Defense and Energy elements on scene.

On Site—That area around the scene of a nuclear accident or significant incident that is under operational control of the installation commander, facility manager, or DoD DOE OSC. The on-site area includes any area that has been established as an NDA.

Open Publication—The release or dissemination of information outside official government channels.

Operation Plan (OPLAN)—This is any plan, except for the Single Integrated Operational Plan (SIOP), for the conduct of military operations. Plans are prepared by Combatant Commanders in response to requirements established by the Chairman, Joint Chiefs of Staff, and by commanders of subordinate commands in response to requirements tasked by the establishing Unified Commander. OPlans are prepared in either a complete format or as a concept plan .

a. OPlan is an operation plan for the conduct of joint operations that can be used as a basis for development of an operational order (OPORD). An OPlan identifies the forces and supplies required to execute the CINC's Strategic Concept and a movement schedule of these resources to the theater of operations. The forces and supplies are identified in TPFDD files. OPlans include all phases of the tasked operation. The plan is prepared with the appropriate annexes, appendices, and TPFDD files as described in the JOPES Manuals containing planning policies, procedures, and formats.

b. CONPLAN is an operation plan in an abbreviated format that would require considerable expansion or alteration to convert it into an OPlan or OPORD. A CONPLAN contains the CINC's Strategic Concept and those annexes and appendices deemed necessary by the CINC to complete planning. Generally, detailed support requirements are not calculated and TPFDD files are not prepared.

Permeability—The capacity of a porous rock, sediment, or soil for transmitting a fluid without impairment of the structure of the medium; it is a measure of the relative ease of fluid flow under unequal pressure.

Photograph—Any plate, negative, videotape, or other form of graphic representation. For the purposes of this instruction, this also includes any sketch or drawing.

Policy Review—Review for possible conflict with established policies or programs of DoD or the US Government.

Preferred Alternative—The detailed alternative that is selected by the Bureau for review and concurrence by the Installation Restoration Management (IRM) committee. After review by IRM, regulatory agencies and the public, the preferred alternative becomes the Remedial Action in the Final RAP.

Preliminary Assessment (PA)—A document that identifies and evaluates past disposal and/or spill sites. It consists of gathered information through an extensive search of installation records and interviews. Based on what is learned, this phase may result in either a recommendation for further investigation, or no further action.

Primary Commander—The commander-in-chief of a command assigned a broad, continuing mission and composed of significant components of one or more military services.

Proponent—The organization with overall responsibility for the environmental project.

Public Domain—That area owned by the public. Information is in the public domain when it has been made available to the public.

Radiological Accident—A loss of control over radiation or radioactive materials that presents a hazard to life, health, or property.

Radiological Assistance—Assistance provided after an accident involving radioactive materials to: Evaluate the radiological hazard; Accomplish emergency rescue and first aid; Minimize safety hazards to the public; Minimize exposure of personnel to radiation or radioactive materials; Minimize spread of radioactive contamination; Establish security to protect classified information; Minimize damaging effects on property; Disseminate technical information and medical advice to appropriate authorities; Inform the public to minimize alarm and to promote orderly accomplishment of emergency functions and support neutralization of radiological hazards.

Recommended—A suggested change but not required.

Record of Decision (ROD)—The IRP documentation of a decision selecting the preferred alternative for sites listed on the National Priority List. Also, documentation summarizing the findings of a FEIS and explains any preferred alternative that may be initiated.

Regional Response Force (RRF)—An RRF is a force identified in the Nuclear Accident Response Capabilities List and belonging to a Department of Defense installation tasked with taking those emergency actions necessary to establish and maintain command and control of a nuclear weapon accident site pending arrival of the Service Response Force. The RRF will respond to an accident upon direction of the appropriate service operations center. The National Military Command Center will coordinate with the service operations center to determine which RRF is available for response. The RRF will be prepared to perform or supervise the following functions: Rescue operations; accident site security; fire fighting; radiation monitoring; initial execution of safe procedures of nuclear weapons; the

establishment of command, control, and communications; public affairs activities and contamination control.

Release—(Noun) Information prepared for distribution to any medium that disseminates information or news to the public. (Verb) The act of disseminating information to any medium.

Remedial Action (RA)—Implementation of the selected remedial action characterizes this phase of the IRP. Remedial action refers to the construction of control measures that eliminate the hazard or, at a minimum, reduce it to an acceptable limit. In some cases, after the remedial action activities have been completed, a long-term monitoring system may be installed as a precautionary measure to detect any contaminant migration.

Remedial Action Plan (RAP)—The process of selecting and describing remedial actions; also the report documenting the process.

Remedial Technologies—Structural control measures that are constructed for control and cleanup of hazardous waste sites.

Remediation/Removal—The cleanup of a toxic/hazardous waste site.

Removal—The cleanup or removal of released hazardous substances from the environment; the disposal of removed materials; actions taken in response to the threat of a release; and actions taken to monitor, assess and evaluate a release or threat of a release.

Resource Conservation and Recovery Act (RCRA) (1976)—It establishes guidelines and standards for hazardous waste generation, transportation, treatment, storage, and disposal. Amended by Hazardous and Solid Waste Amendments.

Responsiveness Summary—A written summary of responses to public inquiries and comments regarding installation activities.

Responsible Military Service—The service or cognizant federal agency having physical possession of the nuclear material at the time of the accident.

Restricted Data—All data or information concerning design, manufacture, or use of nuclear weapons; production of special nuclear material; or use of special nuclear material in the production of energy. The term does not include data declassified or removed from the restricted data category pursuant to Section 142 of the Atomic Energy Act of 1954 .

Security Review—Review for security according to Executive Order 12356 as implemented by DoD 5200.1-R and AFPD 31-4.

Senior Federal Emergency Management Agency (FEMA)—Official A person appointed by the Director of FEMA to coordinate the federal response to a civil emergency.

Sensitivity Analysis—Evaluation of the effects on overall project costs from variations in parameters associated with design, implementation, operation and effective life.

Service Response Force (SRF)—A Department of Defense or Department of Energy response force that is appropriately staffed, equipped, and capable of performing initial response force tasks and coordinating all actions necessary to effectively control and recover from an accident or significant incident. The specific purpose of an SRF is to provide nuclear weapon accident or significant incident assistance. SRFs are organized and maintained by those services or agencies having custody of nuclear weapons or radioactive nuclear weapon components.

Site Inspection (SI)—A phase of IRP that either confirms the presence or absence of contaminants at a facility.

Site Monitoring Plan (SMP)—The procedures and requirements by which a long term or post-closure monitoring program is implemented.

Statement "A"—Approved for public release; distribution is unlimited. Before a document can be marked with this designation, it must be processed for public release through Public Affairs Security Review channels.

Statement "B"—Distribution authorized to US Government agencies only.

Statement "C"—Distribution authorized to US Government agencies and their contractors.

Statement "D"—Distribution authorized to DoD and DoD contractors only.

Statement "E"—Distribution to DoD components only.

Statement "F"—Further dissemination only as directed by (insert controlling DoD office)(date of determination) or higher DoD authority. Normally used only on classified documents.

Statement "X"—Distribution authorized to government agencies and private individuals or enterprises eligible to obtain export-controlled technical data.

Superfund Amendments and Reauthorization Act (SARA) (1986)—The law that amended CERCLA. SARA added two significant sections to CERCLA: Section 120 which covers federal facility cleanups and Section 121 which established cleanup standards.

Surface Water—All water exposed at the ground surface, including streams, rivers, ponds, and lakes.

Supported Command—A command receiving and exercising operational control over contingency forces

Time Phase Force Deployment Data (TPFDD)—This is the JOPES data base portion of an operation plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan, including:

a. In-place units.

b. Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation.

c. Routing of forces to be deployed.

d. Movement data associated with deploying forces.

e. Estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces.

f. Estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources.

Type Unit—A type of organizational entity established within the Armed Forces and uniquely identified by a five-character, alphanumeric code called a unit type code.

Unit Type Code (UTC)—This is a five-character, alpha numeric code that uniquely identifies each type unit of the Armed Forces.

Underground Storage Tank (UST)—A below- or in-ground tank, storing oil or hazardous substances (except hazardous wastes which are covered by the hazardous waste regulations).

Upgradient—A direction that is hydraulically up-slope. Opposite of common water flow.

USAF War and Mobilization Plan (WMP)—This is the Air Force supporting plan to the JSCP. The six volumes of the WMP extends through the Future Years Defense Program to provide continuity in short- and mid-range war and mobilization planning. It provides current planning cycle policies and planning factors for the conduct and support of wartime operations. It establishes requirements for development of mobilization and production planning programs to support sustained contingency operations of the programmed forces. The WMP encompasses all functions necessary to match facilities, manpower, and material with planned wartime activity. The WMP consists of five volumes:

a. Volume 1, Basic Plan and Supporting Annexes (WMP-1)

b. Volume 2, Plans Listing and Summary (WMP-2)

c. Volume 3, Combat and Support Forces (WMP-3)

d. Volume 4, Wartime Aircraft Activity (WMP-4)

e. Volume 5, Basic Planning Factors and DATA (WMP-5)

U.S. Chief of Mission—The senior Department of State official permanently assigned to represent the U.S. Government within a foreign country, often the U.S. ambassador to that country.

Waste Characterization—The identification and quantification of the contents and dimensions of a contamination source.

Water Table—The upper limit of the portion of the ground wholly saturated with water.

Wetlands—A collective term for marshes, swamps and similar areas.

Attachment 2

IC 2001-1 TO AFI 35-101, PUBLIC AFFAIRS POLICIES AND PROCEDURES

26 JULY 2001

SUMMARY OF REVISIONS

This revision incorporates IC2000-1. This change revises AF policy on Commander’s Calls, making them mandatory. A “|” indicates revised material since the last edition.

5.30.1. Conducting the Program. Sound leadership, morale, and retention all require consistent communication between leaders and their subordinates. Commanders must take time to help "carry the mail to the lowest levels of the Air Force" on a regular basis. Face to face exchanges, to include Commander's Calls, will be conducted frequently. The commander of every active-duty and Air Force Reserve Command unit will personally conduct commander's call on a scheduled basis, normally monthly or quarterly. Public Affairs representatives will help commanders develop effective programs and topics of general interest to unit people. Overall program content and format will vary according to unit requirements.