

IC-3 TO AFI 35-101, *Public Affairs Policies and Procedures*, 29 Nov 2005

5 March 2010

***These changes have not been integrated into the basic publication. The reader must use this IC in conjunction with the publication and these changes take precedence.***

**\*SUMMARY OF CHANGES**

This interim change implements a new PA AFI series with the following numbers and titles: 35-102, *Security and Policy Review*, 35-103, *PA Travel*, 35-104, *Media Operations*, 35-105, *Community Relations*, 35-107, *Web Communications*, 35-108, *Environmental Public Affairs*, 35-109, *Visual Information*, 35-110, *Air Force Bands*, and 35-111, *Contingency Operations and Wartime Readiness*, and 35-113, *Internal Information*. The information in these AFIs updates information referring to the following areas: security and policy review process; Web guidance; deletion to the Air Force News Agency and Air Force Radio and Broadcast Service since these responsibilities transferred from the Air Force Public Affairs community to the Defense Media Activity 1 Oct 2008; media operations; crisis communications; environmental public affairs; public affairs photography; Air Force band operations; internal information; and provides guidance in the multimedia and public affairs merger, beginning October 2007. Finally AFI 35-109 supersedes AFI 33-117, *Multimedia (MM) Operations*. References to “multimedia” are changed to “visual information” to better encompass the new PA community and its skill sets.

\*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, Magazines and Civilian Enterprise Publications*; 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*, DODD 5410.1, *Release of Information Concerning Accidental Casualties Involving Military Personnel or Equipment*. Read this instruction with Joint Publication 3-61, *Doctrine for Public Affairs in Joint Operations*; Air Force Manual (AFMAN) 10-401, Volume 1, *Operation Plan and Concept Plan Development and Implementation*; Air Force Instruction (AFI) 10-403, *Deployment Planning and Execution*; AFI 10-404, *Base Support and Expeditionary Site Planning*; *USAF War and Mobilization Plan*, Volume 1 (WMP-1), Annex Q; and Air National Guard Instruction (ANGI) 10-401, *Air National Guard Unit Type Code Management*. This AFI requires the collection and maintenance of personal information including the following systems notices: F035 AF SAFPA B (Hometown News Release Background Data File), F035 AF SAFPA C (Official Biographies), and F035 SAFPA A Mobilization Augmentee Training Folders. Records Disposition. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 37-123, *Management of Records* and disposed of in accordance with the *Air Force Records Disposition Schedule (RDS)* located at <https://webrims.amc.af.mil>.

\*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, *United States Code*, Section 552; DODD 5400.13, *Joint Public Affairs Operations*; DODD 5410.18, *Public Affairs Community Relations Policy*; DOD Instruction 5410.19, *Public Affairs Community Relations Policy Implementation*; DODD 5400.07, *DOD Freedom of Information Act (FOIA) Program*; DODI 5400.10, *OSD Implementation of DOD "Freedom of Information Act" (FOIA) Program*; DODD 5400.11, *DOD 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*; DODI 5120.04, *Department of Defense Newspapers, Magazines and Civilian Enterprise Publications*; DODD 8910.01, *Management and Control of Information Requirements*; and Joint Publication 3-61, *Doctrine for Public Affairs in Joint Operations*.

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\*3.4.3.3. AFMAN 33-363, *Management of Records*.

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\*3.4.3.6. Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) ([https://afrims.amc.af.mil/rds\\_series.cfm](https://afrims.amc.af.mil/rds_series.cfm))

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\*3.4.3.37. Air Force Public Affairs Community of Practice, Air Force Portal

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\*3.5.1.7. Disaster responses, including aircraft accidents and crisis responses on and off base (include in crisis book.)

\*3.5.1.16. Operating unit website in the Air Force Public Web program.

\*3.6.2. Unless otherwise prohibited by DOD or Air Force directives, local purchase is authorized for equipment, supplies and services necessary for 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. AFI 34-270, *Air Force Library and Information System (AFLIS)*, authorizes the use of a central Air Force fund to purchase mission essential informational resources as publications and services that directly bear on the functions, initiatives, and operations of Air Force agencies and that personnel must have on hand to carry out the installation mission effectively. Check with your local base library.

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\*Chapter 16. RESERVED.

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\*Chapter 17. RESERVED.

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\*18.4.5.2. Assist SAF/PA and AFPAA with their assessment of Air Force public Web site content prior to Web site posting to validate compliance with DODI 5230.29, *Security and Policy Review of DOD Information for Public Release*, DODD 5230.09, *Clearance of DOD Information for Public Release*, AFI 33-129, and associated DOD and Air Force guidelines.

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**29 NOVEMBER 2005**



**Public Affairs**

**PUBLIC AFFAIRS POLICIES  
AND PROCEDURES**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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<http://www.e-publishing.af.mil>

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OPR: SAF/PAR (GS-13 David K. Ward)  
Supersedes AFI 35-101, 26 JULY 2001

Certified by: SAF/PA (Col Michelle D. Johnson)  
Pages: 371  
Distribution: F

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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, Magazines and Civilian Enterprise Publications*; DODD 5120.20, *Armed Forces Radio and Television Service (AFRTS)*; Department of Defense Regulation 5120.20-R, *Management and Operation of American Forces Radio and Television Services*; 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*, DODD 5410.1, *Release of Information Concerning Accidental Casualties Involving Military Personnel or Equipment*. Read this instruction with Joint Publication 3-61, *Doctrine for Public Affairs in Joint Operations*; Air Force Manual (AFMAN) 10-401, Volume 1, *Operation Plan and Concept Plan Development and Implementation*; Air Force Instruction (AFI) 10-403, *Deployment Planning and Execution*; AFI 10-404, *Base Support and Expeditionary Site Planning*; USAF War and Mobilization Plan, Volume 1 (WMP-1), Annex Q; Air National Guard Instruction (ANGI) 10-401, *Air National Guard Unit Type Code Management*; AFI 10-2501, *Full Spectrum Threat Response (FSTR) Planning and Operations*. This AFI requires the collection and maintenance of personal information including the following systems notices: F035 AF SAFPA B (Hometown News Release Background Data File), F035 AF SAFPA C (Official Biographies), and F035 SAFPA A Mobilization Augmentee Training Folders. Records Disposition. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 37-123, *Management of Records* and disposed of in accordance with the *Air Force Records Disposition Schedule (RDS)* located at <https://webrims.amc.af.mil>.

**SUMMARY OF REVISIONS**

This document is substantially revised and must be completely reviewed. This revision reflects the organizational restructuring of the Secretary of the Air Force Office of Public Affairs; revises **Chapter 8**, Community Relations; includes information on USAF Band Readiness and Deployment in **Chapter 10**;

reflects updated instructions for **Chapter 16**, Air Force Reserve and Air National Guard Public Affairs; provides additional guidance on captioning imagery acquired in support of Public Affairs and describes prohibited photography in **Chapter 17**; and includes the addition of **Chapter 19**, Public Affairs Travel and Orientation Flights.

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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 deliver truthful, credible, accurate and timely information to key audiences in order to enhance their understanding and appreciation for Air Force capabilities and contributions to national security, while maintaining due regard for privacy and communication security. 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, *United States Code*, Section 552; DODD 5120.20, *Armed Forces Radio and Television Service (AFRTS)*; DODD 5400.13, *Joint Public Affairs Operations*; DODD 5410.18, *Public Affairs Community Relations Policy*; DOD Instruction 5410.19, *Public Affairs Community Relations Policy Implementation*; DODD 5400.7, *DOD Freedom of Information Act (FOIA) Program*; DODI 5400.10, *OSD Implementation of DOD "Freedom of Information Act" (FOIA) Program*; DODD 5400.11, *DOD 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*; DODI 5120.4, *Department of Defense Newspapers, Magazines and Civilian Enterprise Publications*; 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. Provide strategic counsel, operational planning, and tactical execution of communication as a function of the Air Force mission, joint combat operations, and national security objectives.

1.4.2. Band Mission. Support global Air Force strategic communication objectives 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. Support Air Force strategic communication objectives by producing high-quality products and programming services that are informative and entertaining for audiences worldwide.

**1.5. Goals.** Public Affairs has established three strategic priorities to achieve its mission. They are:

- 1.5.1. Develop strategic communication leaders.
- 1.5.2. Get the right technology and processes to our Public Affairs warfighters.
- 1.5.3. Integrate Public Affairs operations with combat capabilities.

**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 maintaining professional integrity and communicating timely, truthful information to the public. 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 mission for the Air Force. The triad uses its 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, humility, and is the foundation of credibility. 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 is a direct link to the principle that people in the Public Affairs triad must always maintain professional ethics and integrity. Service before self means professional duties take precedence over personal desires.

1.7.1.3. Excellence In All We Do. The Public Affairs triad must make its first tradition excellence. Excellence in all we do directs us to develop a sustained passion for continuous improvement in the Profession of Arms. The discipline to research, plan execute and evaluate communication strategies and tactics is critical to Airmen being able to tell the Air Force story.

**1.8. 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 integrate information into operations at home and in an expeditionary role. The core competen-

cies are supported by five key processes and process improvements constituting the way the Air Force conducts Public Affairs.

1.8.1. **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.

1.8.1.1. 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 the public may assess and understand how our people and programs contribute to national security.

1.8.2. **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.

1.8.2.1. 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. 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.

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

1.8.3.1. 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.

1.8.3.2. 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 first-hand 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.

1.8.4. **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.

1.8.4.1. 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.

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

1.8.5. 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.

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

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

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

1.9.2. Employ communication tools to link Airmen and their leaders, educate and inform, and recognize excellence.

1.9.3. Ensure readiness of Public Affairs professionals.

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

1.9.5. Inform audiences worldwide about global air and space capabilities.

**1.10. 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:

1.10.1. 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.

1.10.2. 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.

1.10.3. 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.

1.10.4. 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.

1.10.5. 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.

**1.11. Information Operations (IO).** Once we understand what our core competencies and principles are, we move on to think about how we fit into the operational environment. The Air Force has recognized the complexity of the modern battle-space in recent years by articulating and defining operations in the information environment. The Air Force describes information operations as the integrated employment of a wide range of capabilities and enablers to influence, disrupt, corrupt, or usurp adversarial human and automated decision making while protecting our own. Just as air operations added another dimension to the battlefield, information and information systems have brought about a revolution in military operations. Evolving joint and Air Force doctrine and tactics help explain this dimension of military operations. In Air Force doctrine, Public Affairs is considered a core capability of IO. It is essential that PA practitioners how to integrate, coordinate, and deconflict PA activities with other IO capabilities and understand what PA does and does not bring to the fight.

Clearly, PA's core competencies, when demonstrated through PA tactics, will impact the public information environment where both friendly and adversary decision-makers seek to maintain the international legitimacy and popular support needed to sustain operations. PA coordination with IO units or IO planners during contingencies is vital to maximizing PA capabilities without compromising our credibility. The availability of information via the Internet in real and near-real time has blurred the traditional separation of information intended for foreign audiences and information available to the American public. The distinction between internal and external communication is thinning, if not dissolved. As psychological operations (PSYOP) and military deception planners formulate courses of action, PA must maintain an equal voice with operational commanders. The only sure way to guarantee PA core competencies are properly employed is for PA operators to be directly involved in IO planning. This is in the best interests of the Air Force and the American public whom we serve.

### ***Section 1B—Public Affairs Programs***

**1.12. Air Force Public Affairs Programs.** The Air Force conducts comprehensive, active Public Affairs programs at all levels of command to provide servicemembers, 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.

1.12.1. 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 to 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.

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

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

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

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

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

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

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

**1.13. Public Affairs Activities.** Traditionally, Public Affairs activities fall into four categories: media operations, 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 Operations, Internal Information, and Community Relations programs focus complementary messages on the same issues at the same time in the most effective mix.

1.13.1. Media Operations. Ensures a free flow of information through the news media 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.

1.13.2. 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.

1.13.3. 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.

1.13.4. 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 on or causes embarrassment to the Air Force.



**1.14. 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:

1.14.1. 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.

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

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

1.14.4. 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.

1.14.5. 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.

**1.15. Legal Considerations.** When planning for Public Affairs activities, make sure the program is conducted within the bounds established by law.

1.15.1. 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 U.S. media about military capabilities and intentions in ways that influence U.S. decision-makers and public opinion is contrary to DOD policy.

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

1.15.3. Lobbying with Appropriated Monies. 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.

1.15.4. 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 DODD 5400.7, *DOD Freedom of Information Act (FOIA) Program*.

1.15.5. 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 33-332, *Privacy Act Program*, and the rules for public release in the following paragraphs.

1.15.6. 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](http://www.fedmarket.com/far_html/37index.html).

1.15.7. National Environmental Policy Act (NEPA). The National Environmental Policy Act requires all federal agencies to consider the potential effects of proposed actions on the human and natural environment.

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

1.15.9. 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.)

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

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

1.15.12. Clean Water Act (CWA 1977).

## Chapter 2

### RESPONSIBILITIES

**2.1. Director of Public Affairs (SAF/PA).** The SAF/PA is dual-hatted as the Air Force Deputy Director of Communication and Director of Public Affairs. In the role of Director of Public Affairs, SAF/PA is responsible for the organizing, training and equipping functions of Public Affairs offices and personnel. SAF/PA provides trusted counsel to the Secretary of the Air Force, the Chief of Staff, the Director of Communication and all other principal military and civilian leaders of the Department of the Air Force concerning Public Affairs operations. The Director is the approval authority for all Air Force level, major command, Field Operating Agency, Direct Reporting Unit and environmental Public Affairs activities and guidance supporting national and international issues and events. SAF/PA develops, resources and implements communication processes to conduct proactive Air Force communication, community and media operations and security review programs. The intended effects of these operations include increasing public understanding of Air Force capabilities and contributions to national security, building trusting relationships with key audiences, ensuring the accuracy of information in the public domain and expanding the culture of Airmen to embrace strategic communication and every Airman's role in telling the Air Force story. To grow the Air Force's future Public Affairs and strategic communication force, SAF/PA develops and implements doctrine, policy and guidance for the public affairs career field and the bands career field. Directs and supervises operation of a field operating agency, Air Force News Agency. Determines the degree of augmentation required from the Reserve Components to support effective Public Affairs operations during mobilization for war or contingency operations.

**2.2. Headquarters Public Affairs Staff.** SAF/PA manages a staff organized to develop the various policy and guidance responsibilities mentioned above. In addition, the staff implements aspects of developed directives. A breakout of staff functions is listed in HAF MD 1-28, *Directorate of Public Affairs* and the PA directory produced by Air Force News Service (AFNEWS) (e-mail: [products@afnews.af.mil](mailto:products@afnews.af.mil)) and distributed to Public Affairs offices annually. The staff plans, organizes, trains, equips and provides a triad of Band, Broadcasting and Public Affairs professionals ready to meet all challenges across the spectrum of conflict. The staff serves as the SAF/PA agent to plan, execute and assess Headquarters USAF strategic communication operations that convey USAF themes and messages to key audiences through appropriate communication channels at advantageous times and places. It directly advises and prepares SECAF, CSAF, CMSAF and senior leaders to communicate strategically. It manages Air Force-level programs to educate international audiences about the inherent capabilities of air and space power and the core values of Air Force people. Such programs include the Air Force Tour Program and visits to the Pentagon by influential civic leaders throughout the United States as well as overseeing the USAF Thunderbird policy and scheduling and other aviation support to public events. The staff uses national radio, cable and network television, the Web, wire services, trade journals, book authors, the motion picture industry, and other communication channels to aggressively tell the Air Force story as well as inform and explain to the American public, Air Force policies, programs, activities, and issues. It directs all national Air Force marketing and advertising efforts to secure and retain high-quality individuals and to gain public awareness and support for the Air Force mission. The staff maintains a crisis response capability for SAF/PA to include providing Public Affairs support to the Secretariat, the Air Staff, and subordinate units. The staff conducts media training for Air Force general officers, senior executive civilians, and other spokespersons on an as-required basis. The staff oversees Public Affairs support to the Air Force Portal. And the staff supervises three field offices located in New York City, Chicago, and Los Angeles.

2.2.1. New York City office. Serves as focal point for regional, national, and international media outreach activities. Acts as Air Force liaison office for corporate, community, and government officials in the region. Coordinates Air Force band performances in the area.

2.2.2. Chicago office. 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. Los Angeles office. Projects and protects the Air Force image in fictionalized TV programs and movies by serving as liaison between the Air Force and the motion picture and television industries. Conducts an extensive entertainment industry relations program. Serves as the Air Force focal point for contact with regional, national, and international motion picture and television organizations.

**2.3. 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 public informed during peace and war.

2.3.1. AFNEWS provides news and information about Air Force activities and people via print, electronic and computer products, programs and services to internal and external audiences worldwide. This includes the day-to-day operation of Air Force Link and the Air Force Public Web Program. AFNEWS is responsible for producing Air Force Town Hall Meetings for senior leadership with the support of MAJCOM and local public affairs. AFNEWS also manages Airman Magazine and the Air Force newspaper and base guide programs.

2.3.2. AFNEWS produces broadcast products, such as Around the Air Force, Air Force Reports, Air Force public affairs regional AFRTS newscasts, and other Air Force broadcast products at local Air Force AFRTS. These products are available on the Pentagon Channel, AFRTS and Air Force Link. In addition, AFNEWS manages American Forces Radio and Television Service outlets owned and operated by the Air Force (see [Chapter 11](#)).

2.3.3. The Army and Air Force Hometown News Service provides news releases about Army and Air Force people to newspapers, radio stations and television outlets in their hometowns (see [Chapter 14](#)).

**2.4. 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.

**2.5. 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 and Deputy Chief of Air Force Reserve and supports national media operations 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 communication products. Provides security review of material related to the Reserve.

**2.6. Major Commands, Field Operating Agencies, and Direct Reporting Units.** Conduct comprehensive, active Public Affairs programs at MAJCOM level to provide servicemembers, the public, and media representatives timely, accurate and authoritative Department of Defense and Air Force information contributing to awareness and understanding of the MAJCOM's mission. Typically, duties include internal information, media operations, community relations, security review, and plans and resources.

**2.7. Premier and Geographically-Assigned Regional Bands.** Air Force premier and regional 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.

**2.8. Numbered Air Forces (NAF)/Component Air Forces.** NAF Public Affairs positions serve first as Public Affairs war planners supporting theater operations plans. NAF/PAs ensure Combatant Commanders, 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.

**2.9. 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 operations, 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. Public Affairs normally reports to the host wing commander on an installation.

**2.10. 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 State and the United States Information Agency (USIA).

**2.11. 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:

2.11.1. Conduct the Public Affairs program, with duties delegated to the Public Affairs officer.

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

2.11.3. Instill discipline and foster pride in all Airmen.

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

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

2.11.6. 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 since Public Affairs responsibilities often require immediate response to fast-breaking events.

2.11.7. Advise the Public Affairs office of any incident or situation that could cause adverse or unfavorable media coverage or community reaction. Public Affairs officers must have complete information on incidents or situations to provide prompt communication counsel.

2.11.8. 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.

**2.12. 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.

**2.13. Public Affairs Officer Responsibilities.** The Public Affairs officer 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.

2.13.1. 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 conception.

2.13.2. 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.

2.13.3. 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, ensuring positive relations between the Air Force and local communities and providing security review of text and imagery proposed for public release.

2.13.4. Public Affairs officers should use the communications process of “research, planning, execution, and evaluation” in all Public Affairs programs. (See **Chapter 4**, *Communication Planning*)

2.13.5. 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.

2.13.6. 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.

**2.14. 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."

2.14.1. 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.

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

**2.15. Prohibitions.** Active-duty personnel and civilian employees must not:

2.15.1. 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 non-duty 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.

2.15.2. 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.

2.15.3. 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, or endorsement of the Air Force or DOD.

**2.16. 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.

2.16.1. 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 com-

mander may delegate authority for representing the installation or other command to another headquarters.

2.16.2. 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.

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

**2.17. 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 and the Department of State.

2.17.1. Within DOD, combat forces of the United States are organized into combatant commands. Strategic direction and operational control of these units flow from the President through the Secretary of Defense, to the commanders of each of the combatant commands.

2.17.2. Air Force units stationed within a combatant command are subject to command and control of the unified commander and OASD/PA.

2.17.3. Overseas, each U.S. embassy has a country team composed of representatives of the Defense Attaché Office, State Department Public Affairs office, 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.

2.17.4. 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, equipment, manpower and training to effectively support the Air Force mission.

**3.2. Budget.** Public Affairs must play an active role in advocating for funding in execution and financial plan years, and share information in the formulation of future years. Skills involve monitoring execution-year expenditures, financial planning for known requirements in the next fiscal year, and projecting requirements for the future years. For execution year, funding allocation is compared against the financial plan and known changes. Identify unfunded requirements to your FM budget analyst to be included during Initial Distribution (October/December time frame) and Budget Execution Reviews (normally twice a year, January/February time frame and June/July time frame). It is important to identify any anticipated shortfall in these budget drills. In July, the comptroller will issue a call for end-of-year spend plans, which form the priority listing used by wing commanders and MAJCOM commanders, if end-of-year funding becomes available. This is an excellent opportunity for Public Affairs to reset supplies and equipment items. During the financial plan exercise, research expected changes in Public Affairs programs, cost out those changes, annotate them in the financial plan, and justify your projections. Both peacetime and wartime requirements must be met. The local logistics plans office can identify forward-area wartime taskings and associated equipment requirements, which need to be included in the financial plan. 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 submitted in the financial plan and included in future-year planning, the program objective memorandum (POM). Check with your unit or MAJCOM Plans and Programs office for local procedures. Remember to include any new activities and annual cost increases due to inflation in the submissions.

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. The majority of PA activities are funded with O&M funds. The Public Affairs resource manager, responsibility center, or cost center manager should work with the local budget office to become familiar with PA specific program elements, elements of expense investment codes (EEIC), responsibility center/cost center codes, emergency and special program codes, and budget program activity codes (BPAC). Learn the various codes for authorizing expenditures and how they apply to the office's programs. Generally, most of the Public Affairs budget will come from O&M funds allocated from your base operating support program element.

3.2.4. Unique Public Affairs Program Elements. Most funding for Public Affairs programs is allocated in the following Public Affairs O&M program element codes: 91214 and 91298, 91212 (service-wide Public Affairs support), and 91515 (Commander's Representation Funds). Check with

your wing comptroller or the MAJCOM/PA for specific information on availability of funding from these sources.

3.2.5. **Budget Training.** It is the responsibility of Public Affairs people to manage and control the funding allocated to the Public Affairs Office by the wing commander. Skills required include obtaining timely obligation records from your FM budget analyst, analyzing those expenditures, and projecting excess or shortages of funding. Identifying and justifying requirements during budget exercises is critical to adequately funding PA programs. All comptroller organizations provide Resource Advisor/Responsibility Center/Cost Center Manager training for wing organizations in accordance with AFI 65-601, Volume 1, *Budget Guidance and Procedures*. Ensure training is received within 90 days of the member's assignment. References for Resource Advisors/Responsibility Center/Cost Center Managers are: AFI 65-601, Volume 1, *Budget Guidance and Procedures*; AFI 65-603, *Official Representation Funds – Guidance and Procedures*; and AFPD 65-6, *Financial Management: Budget*. Check with your wing and MAJCOM Comptroller organization for local procedures that will pertain specifically to resource advisor responsibilities.

**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. Current Public Affairs manpower standards can be found at <https://www.afma.randolph.af.mil/afms/af/104a.pdf> in FAC 104A. 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, newspapers and general information can be accessed via computer on the Internet or CD.

3.4.3. Suggested List of Reference Material.

3.4.3.1. AFDD-1, *Air Force Basic Doctrine*

3.4.3.2. AFI 33-332, *Privacy Act Program*

3.4.3.3. AFMAN 37-123, *Management of Records*

- 3.4.3.4. AFI 37-138, *Records Disposition-Procedures and Responsibilities*
- 3.4.3.5. AFI 33-322, *Records Management Program*
- 3.4.3.6. *Air Force Records Disposition Schedule (RDS)* (<https://webrims.amc.af.mil>)
- 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 Home page (<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 Packages (AF Issues and Answers)
- 3.4.3.15. Air Force Senior Leadership Speeches (AF Link)
- 3.4.3.16. Air National Guard and Air Force Reserve publications (local)
- 3.4.3.17. *Associated Press Stylebook and Briefing On Media Law*
- 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](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 (E-mail subscription)
- 3.4.3.22. Current Media Directories
- 3.4.3.23. Defense Environment Alert
- 3.4.3.24. Dictionary
- 3.4.3.25. DODI 5120.4, *Department of Defense Newspapers, Magazines and Civilian Enterprise Publications*
- 3.4.3.26. Earth Day Planning Guide
- 3.4.3.27. EnviroCom
- 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 Environmental 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. 32 CFR Part 989, the Air Force Environmental Impact Analysis Process, 15 July 1999
- 3.4.3.35. DODI 4715.9, *Environmental Planning and Analysis*
- 3.4.3.36. U.S. EPA publication, *General Public Notification For Public Water Systems*
- 3.4.3.37. PA Community of Practice on the AF Portal
- 3.4.3.38. PRO-ACT
- 3.4.3.39. Public Affairs Guidance on Environmental Programs, National Guard Bureau
- 3.4.3.40. Restoration Advisory Board Resource Book, Office of the Deputy Under Secretary of Defense (Environmental Security)
- 3.4.3.41. Roster of key base personnel
- 3.4.3.42. Senior Air Force leadership biographies (AF Link)
- 3.4.3.43. Subjects of special interest
- 3.4.3.44. Thesaurus
- 3.4.3.45. USAF roster of key personnel
- 3.4.4. Standard Public Affairs Reference Materials
  - 3.4.4.1. Air Force Electronic Publications Library ([www.e-publishing.af.mil](http://www.e-publishing.af.mil))
  - 3.4.4.2. *Air Force Public Affairs Mentor Program Guide*
  - 3.4.4.3. Base newspaper (minimum 10 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. Headline writing schedule for base newspaper editor
  - 3.4.4.9. Roster of key base personnel
  - 3.4.4.10. Organization chart
  - 3.4.4.11. Pictures and biographies of commanders, key staff, and Air Force leaders
  - 3.4.4.12. Trade magazines such as *Air Force Times*, *Jane's*, or *Defense Week*
  - 3.4.4.13. 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 outlines

- 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 recruiting squadron marketing/Public Affairs personnel contacts
- 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. However, 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 numbered air force, major command or combatant 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)
- 3.5.1.7. The process for distribution and utilization of Public Affairs products such as lithographs, speeches, fact sheets, background information, pamphlets, photo packages, slide briefings, etc.
- 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 speaker's bureau
- 3.5.1.11. On-the-job training program
- 3.5.1.12. Preparation of the Public Affairs budget
- 3.5.1.13. Scheduling standby photographers
- 3.5.1.14. Special events procedures
- 3.5.1.15. Tours for military, civilian, and special groups
- 3.5.1.16. 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. To create adequate readiness, ensure your current office and professional equipment levels at least match established wartime deployment and office sustainment requirements.

3.6.2. Unless otherwise prohibited by DOD or Air Force directives, local purchase is authorized for equipment, supplies and services necessary for 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, recordings, and rental fees for pocket paging devices. AFI 34-270, *Air Force Library and Information System (AFLIS)*, authorizes the use of a central Air Force fund to purchase mission essential informational resources as publications and services that directly bear on the functions, initiatives, and operations of Air Force agencies and that personnel must have on hand to carry out the installation mission effectively. Check with your local base library.

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 and approved by the unit's MAJCOM visual information, FOA, or DRU Public Affairs director and visual information
- 3.6.3.3. Laptop/video 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

3.6.4.5. Fax machine

3.6.5. AS660 lists:

3.6.5.1. Pocket pager

3.6.5.2. Cellular phones to include a satellite cellular phone

3.6.6. AS009 lists:

3.6.6.1. Small computer systems

### 3.7. Technology Policy.

3.7.1. Web Site Policy. See AFI 33-129, *Web Management and Internet Use*, or <http://www.af.mil/webpolicy/> for Air Force and Department of Defense policies on this subject.

3.7.2. Online services.

3.7.2.1. The Air Force's main home page is Air Force Link at <http://www.af.mil>.

3.7.2.2. The Air Force Portal is a critical online tool for Public Affairs people to accomplish the internal information mission. Public Affairs, broadcasters and bandsmen can register for the Air Force Portal online at <https://www.my.af.mil> and view PA specific information in the PA Community of practice.

**3.8. Office Policies and Procedures.** There are many essential tasks within every public affairs office that must be completed to maintain an effective office. Some routine clerical duties such as correspondence control and files maintenance are often an 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. PA offices should establish guidelines and operating instructions (to include both administrative tasks and those items listed previously) based on the mission and personnel within that office.

**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. Public Affairs Force Development.** Public Affairs Force Development efforts focus on providing the right mix and timing of education, training and experiences to produce strategic communication leaders capable of employing communication to achieve national objectives. While preparing for future challenges is central to the Force Development construct, the most important developmental priority for

Public Affairs personnel is performance and growth in the currently assigned job. The Public Affairs Development Team (DT) works in conjunction with SAF/PAR and the Public Affairs Assignments managers to ensure PA professionals obtain the right developmental experiences at the right time to fulfill current and future institutional requirements.

**3.11. Assignments.** Public Affairs assignment managers at the Air Force Personnel Center and the AF/DPO use available resources to fill assignments for officers, enlisted members and civilian grades GS-7 through GS-15. Using established force development principles, assignments managers match individuals to assignments consistent with the individuals' abilities, experience and stage of development. These managers implement career field assignment policies determined by SAF/PA within the boundaries of Air Force personnel directives.

3.11.1. The Air Force Personnel Center PA assignments officer is involved with the assignment of each officer through lieutenant colonel in coordination with DT vectors, MAJCOM PA directors and commanders and SAF/PA. AF/DPO is the focal point for colonel assignments.

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. AF/DPE is the focal point for chief master sergeant assignments.

3.11.3. Public Affairs Civilian Force Management (AFPC/DPKCC) recruits, develops and sustains the civilian work force to help cultivate highly qualified Public Affairs professionals. The Public Affairs Civilian Force Manager at the Air Force Personnel Center oversees all aspects of force development for civilian Air Force public affairs specialists and public affairs writers/editors.

**3.12. Training and Education Programs.** The Public Affairs career field offers opportunities for professional development 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 sometimes offered in conjunction with Public Affairs conferences, and many courses related to Public Affairs practice are offered by academic institutions, professional societies, 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 George G. Meade, Maryland, this joint-service school provides entry-level, intermediate and advanced training in Public Affairs, journalism, photojournalism, broadcasting, graphics, electronic imaging, photographic and broadcast systems maintenance, video production, combat documentation and visual information management to officers, enlisted personnel and civilian employees of all branches of the armed forces. DINFOS is accredited institutionally by the Council on Occupational Education. Current course listings and descriptions are available at <http://www.dinfos.osd.mil/>. The American Council on Education's *Guide to the Evaluation of Educational Experiences in the Armed Services*, available online at <http://www.militaryguides.acenet.edu/index.htm>, lists college credits recommended for DINFOS courses. DINFOS graduates may request an official transcript be sent to their college or university by visiting <http://www.dinfos.osd.mil/Students/TranscriptRequest.asp>.

3.12.2. Obtaining Training Quotas. MAJCOM PAs obtain DINFOS and other training quotas by identifying and submitting requirements to Air Education and Training Command (AETC) through their MAJCOM training managers. These requirements are based on projected training requirements collected from Air Force units during AETC's annual screening process. MAJCOM PAs are allocated



training quotas based on requirements and availability of funds. MAJCOM PAs should closely monitor and fill established quotas to ensure training continuity. If MAJCOM PAs do not receive sufficient AETC-funded training quotas to fulfill established requirements, they or their individual units may fund the travel and per diem costs as long as a course has available seats. Check with the MAJCOM PA resource manager for available options.

3.12.3. Public Affairs Distance Learning. The Air Force Institute for Advanced Distributed Learning (AFIADL) at Maxwell Air Force Base, AL, offers several distance learning options for Public Affairs. First is the Air Force Public Affairs Officer Course, Specialty Course 07920, which is available 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. Second are Career Development Courses (CDCs). Two courses are available for on-the-job training of Public Affairs enlisted personnel; civilians may also register. The CDCs are *Public Affairs Specialist* and *Radio and Television Broadcasting Specialist*. Enrollment procedures are described in the AFIADL Catalog and Guide maintained in base education offices.

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. Several Public Affairs officers are selected each year to pursue advanced degrees in communication or related disciplines at civilian universities through the AFIT Civilian Institution (CI) program. Others may be selected for the Education With Industry (EWI) program and spend a year doing a public affairs or public relations internship in a civilian company. Interested officers should contact the Public Affairs assignments officer at the Air Force Personnel Center for more details.

3.12.5. Joint Course in Communication (JCC). The Department of Defense Joint Course in Communication is an eight-week course of instruction at the University of Oklahoma that provides graduate-level education for officers, non-commissioned officers, and civilian personnel annually as part of a formal college curriculum. The course concentrates on communication theory and research and includes after hours work. Successful completion of the program qualifies for nine graduate credits to those with a bachelor's degree or nine undergraduate credits to those without a bachelor's degree.

3.12.6. Intermediate Public Affairs Operations Workshop (IPAOW). IPAOW is a DINFOS-sponsored two-week course focusing on joint, inter-agency and multinational Public Affairs operations. The course emphasizes hands-on training to enable Public Affairs officers to perform successfully during the critical early stages of a new assignment. Target audiences for the course are mid-career officers and civilians, particularly those who are or will be working in joint assignments in the future.

3.12.7. Senior Enlisted Public Affairs Workshop (SEPAW). SEPAW provides continuing professional development for senior enlisted PA personnel through a series of guest lectures, combined with group projects. Students also develop a strategic communication plan that is presented to senior PA leaders during the course. This workshop is open only to enlisted personnel, grades E-7 and above, who are working in PA or broadcasting, and are nominated by the PA enlisted career field manager.

3.12.8. Joint Public Affairs Supervisor Course (JPASC). JPASC provides instruction in enhanced PA skills, training methods and management techniques for noncommissioned officers and civilian employees. Training focuses on tools for measuring effective PA programs, assessing markets for public information, media operations, resource management, and emerging trends in PA and military

communication. It also emphasizes leadership and management concerns in the joint operations arena. The target audience is mid-level and senior PA specialists, specifically enlisted in grades E-5 through E-7 and civilians in grades GS-07 through GS-09.

3.12.9. Contingency Wartime Planning Course (CWPC). This course is designed for war planners at all levels and covers basic principles of deliberate contingency planning, crisis action planning, and operations plans execution. See <http://www.cadre.maxwell.af.mil/> for more information.

3.12.10. Information Warfare Applications Course (IWAC). This course provides an introduction to the fundamentals of Air Force Information Operations doctrine. The course enables students to understand and apply the principles of information operations to enhance war-fighting capabilities. It is taught to personnel E-4 to O-5 and GS-07 to GS-13 in all Air Force specialties. See <http://www.cadre.maxwell.af.mil/> for more information.

3.12.11. Joint Air Operations Planning Course (JAOP). This two-week course is designed to help Air Force personnel understand principles of air operations planning and employment of air and space power at the operational level of war. Participants gain in-depth familiarity with the fundamental concepts, principles and doctrine required to develop and execute a joint or combined air campaign plan. Target audience is officers O-3 to O-6 who have been designated, or may be designated, to serve on the staff of a Combined or Joint Forces Air Component Commander. See <http://www.cadre.maxwell.af.mil/> for more information.

3.12.12. Career Field Education and Training Plan (CFETP). Public Affairs administers the upgrade training program in accordance with AFI 36-2201, V2, *Air Force Training Program Training Management*, 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 describes training individuals must receive to develop and progress throughout their careers.

**3.13. Air Force Public Affairs Staff Directory.** The directory is produced by the Air Force News Service (AFNEWS) (e-mail: [products@afnews.af.mil](mailto:products@afnews.af.mil)) and is only available online.

## Chapter 4

### COMMUNICATION PLANNING

**4.1. Purpose.** Public Affairs must take the initiative to communicate its key messages to important audiences on PA's own terms. This chapter explains how Public Affairs staffs can set an agenda for active communication through strategic and tactical planning.

**4.2. 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.

4.2.1. A starting point during the research phase is determining the communication challenges facing the organization over a specific period of time, for example a year to 18 months. The concentration of this research should be focused on commander's intent and unit mission accomplishment. Focus should be placed on the target audience, key messages and spokespeople and the desired audience reaction rather than producing a base newspaper every week. Strategic mindset is more productive in this stage.

4.2.2. Historically, Public Affairs hasn't put much emphasis on the desired reaction of its audiences. Public Affairs will 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.

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

4.2.3.1. 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?

4.2.3.2. 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?

4.2.3.3. 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?

4.2.3.4. 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?

4.2.3.5. 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?

4.2.3.6. 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.

4.2.4. 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, Air Force Personnel Center officials must approve all surveys of Air Force people, 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 equal opportunity 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.

4.2.5. 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 leaders. 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.

4.2.5.1. 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.

4.2.6. Other sources of information will prove valuable in preparing the plan. Air Force Issues & Answers, at <http://www.issues.af.mil>, contains research sections with the results of commercial civilian public opinion polls. Additionally, research firms maintain public Web sites. Some of the survey results posted on these sites provide helpful insights on public attitudes toward the military. This research is conducted periodically by the staff at the Air Force Personnel Center under the supervision of SAF/PA.

4.2.7. 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.

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

**4.3. 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.

4.3.1. 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.

4.3.2. 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.

4.3.3. 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.

4.3.3.1. 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:

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

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

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

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

4.3.3.2.1. Support the organization's purposes and missions.

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

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

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

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

4.3.3.2.6. Engender enthusiasm and commitment on the part of those who have to carry out the plan.

4.3.4. 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 operations efforts, internal communication channels, and other activities to communicate with intended audiences. Some example strategies are:

- 4.3.4.1. Invite civilian groups to attend functions on the base.
- 4.3.4.2. Schedule base speakers at events in the community.
- 4.3.4.3. Arrange for military representatives to serve on various civic committees.
- 4.3.4.4. Set up contact with newspaper, magazine, television, and radio reporters.
- 4.3.4.5. Ensure all commanders and staff agency chiefs meet regularly with the people in their units.
- 4.3.4.6. Use the base newspaper to provide key organizational and Air Force news to base people.
- 4.3.4.7. Produce a weekly news program for the base cable access channel.
- 4.3.4.8. Use Air Force News Service products to tell the story at the national level.

4.3.5. 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.

4.3.5.1. 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.

4.3.5.2. 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.

4.3.5.3. 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 (ATO), 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, Web site etc.) and message.

4.3.6. 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.

**4.4. 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.

4.4.1. 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.

**4.5. 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.

4.5.1. To measure communication effectiveness, use the indicators of success determined in the planning step. You cannot 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.

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

4.5.2. As planning and evaluation become more commonplace within Public Affairs, it is important staffs share their plans and research data with others who may be working on similar initiatives. The PA Community of practice and MAJCOM information exchanges provide excellent vehicles for a cross flow of helpful material.

**4.6. 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.

4.6.1. 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. Seek input from other functional areas with a heavy stake in the organization’s communication, ask for feedback from other Public Affairs offices, and bounce it off the rest of the staff for refinement. 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.

4.6.2. 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 goals.

4.6.2.1. 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.

4.6.3. **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
  - o Air Force
    - Active duty officers, enlisted members
    - Civilian employees, contractors
    - Reservists, Guardsmen
    - Family members
    - USAF Academy and ROTC cadets
    - Civil Air Patrol members
  - o Members of Army, Navy, Marine Corps
  - o Department of Defense, Joint Chiefs of Staff
  - o Air Force Supporters
    - Military retirees
    - Defense, aerospace industry
    - Air Force Association
    - Air Force Sergeants Association
    - Noncommissioned Officers Association
    - Reserve Officers Association
    - Association of Graduates (USAF Academy)
  - o Media
    - Reporters
    - International, national, regional, local media
    - Newspapers, magazines, radio and television stations, e-zines, Internet new media organizations
    - Pentagon correspondents
    - News services, feature syndicates
    - Specialized publications, cable television programs, Internet Web sites
    - Publishers, editors, station managers
  - o 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
- o Other Groups
  - National, state, regional, local associations
  - Non-profit organizations
  - Issues-oriented groups (e.g. 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
  - o Air Force Link
  - o Aim Points (daily news summary)
  - o *Airman* magazine
  - o American Forces Radio and Television Service
  - o Air Force Policy Letter
  - o Digest to Air Force Policy Letter
  - o Senior Air Force Leadership Speeches
  - o Commander's Call Topics
  - o Air Force Radio News
  - o Air Force Television News
  - o Air Force Print News
  - o Fact Sheets
  - o Biographies
  - o Air Force Speech Packages
  - o Lithographs
- Base
  - o Newspaper
  - o American Forces Radio and Television Service Local Affiliate (OCONUS Only)
  - o Special pamphlets
  - o Base guide
  - o Commander's Access Channel
  - o Radio, television stations
  - o Electronic mail, computer bulletin boards
  - o Recorded telephone messages
  - o Bulletin boards
  - o Information racks
  - o Commander's Action Line
  - o Commander's Calls
  - o Individual meetings and conversations

- o Posters
- o Open houses
- o Town Hall meeting
- Miscellaneous
  - o USAF career field conferences
  - o Air Force Art Program
  - o Major command publications, news services
  - o DOD Press Packs
  - o American Forces Information Service
  - o Internal products not produced by Public Affairs
    - *TIG Brief*
    - Administrator
    - *Afterburner*
    - *Air Power Journal*
    - *The Air Force Comptroller*
    - *Air Force Journal of Logistics*
    - MAJCOM safety magazines
    - SIGNAL Magazine (AFCEA – Armed Forces Communications and Electronics Association)
  - o Interviews with reporters from newspapers, magazines, radio and television stations
  - o Editorial boards
  - o Beepers, remote interviews, telephone interviews
  - o Media tours (group or individual)
  - o Media pool for exercises, deployments
  - o Air Force spokesmen tours to major media markets
  - o Transportation of reporters to spontaneous events
  - o Orientation flights
  - o Open houses
  - o Meetings with reporters
  - o Media seminars
  - o Assistance with commercial films, movies, television series, documentaries
- Products
  - o Printed releases to media outlets and AFNS ([news@afnews.af.mil](mailto:news@afnews.af.mil))

- o Newspapers, magazines, radio and television stations
- o News syndicates
- o Cable television networks, stations
- o Defense, aerospace trade journals
- o Association publications
- o College alumni publications
- o Video and satellite news releases
- o Home Town News Releases (print, audio, video)
- o Op-Ed articles
- o Releases, quick corrections to inaccurate wire service articles
- o Letters to editors to correct, applaud printed articles
- o Air Force Link
- Community Channels
- On-Base
  - o Visitor centers, museums
  - o Special events
  - o Open houses, airshows
  - o Thunderbirds events
  - o Orientation flights
  - o Tours
    - Local residents
    - Congressional staffers
  - o Base-Community Council meetings
  - o Base Web site
- Off-Base
  - o Special events
  - o Events with USAF recruiters
  - o Air Force Tour Program
  - o Community leaders tours to the Pentagon
  - o National Security Forum and Air University's Aerospace Warfighting Symposium
  - o Local Community Speeches
  - o Air Force Art Program displays

- o Informal meetings between commanders and community leaders
- o Band performances
- o Liaison with professional associations
- Products
  - o Newsletters, letters to community leaders
  - o Air Force Tour Program
  - o Alumni mailings
  - o Ads, materials from USAF recruiters
  - o Pamphlets, position papers, posters
  - o Billboards, visitor self-guided tour map
  - o Air Force Portal, Air Force Crossroads, vMPF and other specialized AF Web sites

**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.)
  - a. **Background.** (Background may include, but is not limited to, summaries of baseline metrics, statistics, focus group results and research literature.)
  - b. **Current Situation.** (This describes where you are now.)
  - c. **Assumptions.** (These are events or opinions you believe could affect your plan's outcome.)
  - d. **Limiting Factors.** (Known areas that will affect your plan such as time, money, resources.)
  - e. **Competing Interests.** (A description of opposing viewpoints.)
  - f. **Supporting Interests.** (A description of supporting viewpoints.)
  - g. **References.** (This is a list of governing directives, legal considerations and current guidance.)
3. **GOALS AND OBJECTIVES.** (A goal is the desired outcome, and objectives are the steps required to meet your goal.)
4. **AUDIENCES.** (These are the target groups you want to reach.)
5. **THEMES AND MESSAGES.** (Themes are the overarching ideas, and messages are statements that support those themes.)
6. **STRATEGIES AND TACTICS.** (A strategy is the communicator's game plan, and tactics are the methods used to execute the strategy.)
7. **EVALUATION.** (Evaluation is the measurement of communication objectives.)

**Atchs**

Essential supporting documents (News releases, fact sheets, PA guidance, responses to queries.)

Figure 4.4. Sample Strategic Communication Plan.

<b><u>WING STRATEGIC COMMUNICATION PLAN 03-1</u></b>
<p><b>1. PURPOSE:</b> 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 72nd Fighter Wing, Air Combat Command, and the U.S. Air Force.</p>
<p><b>2. SITUATION</b> (A summary of what led to the need for this plan.)</p> <p>a. <b>Background:</b> (Background may include, but is not limited to, summaries of baseline metrics, statistics, focus group results, and research literature.)</p> <p>b. <b>Current Situation:</b></p> <p>(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 72nd 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.</p> <p>(2) While 2003 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.</p> <p>(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 base's aggressive environmental-care programs.</p> <p>c. <b>Assumptions:</b></p> <p>(1) The 72nd Fighter Wing Commander is ultimately responsible for providing information on key issues to people on and off LeMay AFB.</p> <p>(2) The Public Affairs program is the primary means through which the commander communicates with internal and public audiences.</p> <p>(3) The turbulence occurring within the Air Force is producing anxiety among military members, civilian employees, and residents of the surrounding communities.</p> <p>(4) To communicate effectively with important audiences, the wing's Public Affairs program must be well planned in advance rather than reactive.</p>

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 72nd Fighter Wing messages listed below:

- (1) The men and women who make up the 72nd Fighter Wing are an integral part of the world's finest and most respected air and space 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 72nd 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 USAF Product/Media Use 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) Coordinate with Air Force News Service on the inclusion of wing messages of Air Force-wide interest in AFNS products.

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 Print News, Air Force Television News, Air Force Radio News, and other products.

d. 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.

- e. Set up opportunities for wing leaders to meet with key audiences in Spring Valley and throughout California.
- (1) Sponsor an Air Force 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).

**Atchs**

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 72nd 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 TV 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  
Adapt AFNS holiday news release for local use  
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



**DEPARTMENT OF THE AIR FORCE**  
**UNITED STATES CENTRAL COMMAND AIR FORCES (USCENTAF)**  
**379TH AIR EXPEDITIONARY WING**  
**AL UDEID AIR BASE, QATAR**



MEMORANDUM FOR ALL AL UDEID UNITS

FROM: 379 AEW/CC

SUBJECT: Base tactical plan to implement DOD media embed program at Al Udeid

**1. Situation:** DOD is committed to the freest possible access to U.S. military units before, during and after contingencies in the global war on terror, without compromising operations or security. Media coverage is crucial to maintaining public trust and support, and countering misinformation tactics by our enemies. Successful engagement requires continuous near-real-time coordination between military public affairs offices, affected military units and embedded media organizations in order to accurately tell the story of U.S. operations while protecting classified/sensitive information.

**2. OPR :** 379 AEW/PA; direct questions to 471-2731 or 2702.

**3. References:** AFI-35-101; DOD Public Affairs Guidance (PAG) msg DTG: 101900Z Feb 03; USCENTAF/PA OI regarding media embed.

**4. Scope:** This tactical plan applies to the 379 AEW, and, as coordinated, to U.S. military units operating on Al Udeid AB, Qatar. It also applies, by exception, to coalition units at the same location, subject to approval by the coalition government.

**5. Objectives:**

- a) Provide freest possible access to combat operations, from the very beginning.
- b) Gain a position of trust with the press by being a timely, credible source of information.
- c) Allow embedded news journalists to experience first-hand the conditions under which U.S. and coalition forces live and operate, and to build rapport with those combat units the media are exposed to.

**6. Guidance:**

a) Embed Media Ground Rules: For the safety and security of US forces and all embedded media, representatives will adhere to established ground rules. Ground rules will be agreed to in advance and signed by all media prior to embedding. Violation of any of the ground rules may result in immediate termination of the embed and removal from the AOR. Any such termination will be coordinated with the USCENTAF Combined Press Information Center (CPIC).

These ground rules recognize the right of the media to cover military operations *and are in no way intended to prevent release of derogatory, embarrassing, negative or uncomplimentary information.* Local additions to the standard DOD ground rules have been approved by the USCENTAF CPIC.

- Embedded media will be issued an identification card through Public Affairs. This card must be carried at all times, and shown prior to conducting interviews or other official business.
- All interviews with servicemembers will be on the record. Security at the source is the policy. Scheduled interviews with pilots and aircrew members are authorized upon completion of missions; however, release of information must conform to these media ground rules, release/non-release guidelines listed in Para 4.G and security review provisions listed in Para 6.A of SECDEF Message 101900Z FEB 03.
  - o Media may approach any military member for “spot interviews” so long as it does not interfere with the performance of their duties. Media must identify themselves before beginning such interviews. Airmen have the right to decline spot interviews, but are encouraged to take advantage of the opportunity to tell the Air Force story.
  - o Conversations in the following areas of Al Udeid are “off the record” and no recording devices of any kind will be allowed unless coordinated in advance by Public Affairs: The “Wagon Wheel” recreational area; The Point Officer’s Club, and Jack’s Lounge. Media are encouraged, however, to socialize with Airmen in these locations.
- Media representatives will **not** be continuously escorted while on Al Udeid. Escort is required in those areas of the base where the average Airman would also require escort for periodic access (i.e. the flightline, operations and maintenance facilities and command/control facilities).
- Datelines for media products will be in accordance with the most current guidance by the Qatar government, and coordinated as needed through command channels with USCENTAF/PA CPIC.
- Media embedded with US forces are not permitted to carry personal firearms.
- Media are not authorized to use their own transportation on the installation. They may access the base shuttle system and/or ride as passengers in vehicles assigned to Al Udeid. UPARs and PA may assist with transportation on a case-by-case basis, but are not responsible for the constant movement of media representatives. PA will arrange group transportation when needed for special events or major contingencies.
- Light discipline restrictions will be followed. Visible light sources, including flash or television lights are essential for recording operations, but must be balanced with the need to preserve night vision and avoid interference with night operations. Use of such equipment will be coordinated in advance through the operations group.
- Embargoes of media products may be imposed to permit documentation of operations while protecting operational security. Embargoes will only be used for OPSEC and will be lifted as soon as the OPSEC issue has passed.

- There will be **no** general security review of media products prior to transmission. Such review, however, may be a condition of access to certain sensitive operations, equipment or facilities. These will be identified in advance, and will be the exception, not the rule.

In addition to the above, non-embed media who visit the base will observe the following:

- Media must follow PA instructions at all times.
- Provide for their own support, as well as data transmission and personal protective gear. It's possible that no government meals, lodging, or ground transportation will be available.
- All host nation requirements must be met by media, i.e. passports, visas, inoculations, etc. It is the media's responsibility to request and obtain documents through the embassy or consulate serving their area prior to arriving at Al Udeid for a media event.

b. Unit Public Affairs Representatives: To provide maximum flexibility for the large number of media scheduled for embed at Al Udeid, each squadron and tenant unit on-base will appoint a primary and alternate unit public affairs representatives. These representatives must provide 24-hour contact coverage for their unit. Commanders should consider the need for immediate availability when making appointments, and not assign the responsibility to those whose primary duties would keep them from assisting PA in a timely manner. These individuals will coordinate with public affairs to provide information in response to queries, process requests for access and special events, and to resolve issues that may arise.

c. Unit sponsorship of embedded media: Each non-flying squadron on-base will be 'host' to an evenly distributed number of embedded media. Billeting of media will be based on this arrangement. These partnerships are an *administrative function only*. It is not meant to grant exclusive access to that particular unit for the assigned media representatives, or to prevent them from covering units other than their host. The host unit provides an additional point of contact besides PA for media representatives to resolve issues concerning administration, housing and services while living on Al Udeid. *To prevent the appearance of favoritism, no media will be hosted by flying squadrons.*

## 7. Daily Ops for Embed Media

Daily operations will ensure timely release of newsworthy information, and the broadest possible coverage of all aspects of the base mission. News media will naturally gravitate towards those units most likely to be directly involved in combat. PA operations will ensure reasonable access to those units while maintaining OPSEC, and also direct attention to less operational, but equally important mission support functions.

- Each day, PA will coordinate with UPARs to develop an "ATO" or "opportunity menu" to be briefed to the media the next morning. This brief update will consist of wing and individual events that may be of interest to media as well as an update on operations. The wing commander, vice-commander or wing leadership designee will attend these sessions, schedule permitting, to provide regular access for Q&A with the wing leadership.
- Media Training - All commanders, first sergeants and UPARs will be issued a simple pocket guide listing interview tips/prohibitions and Coalition/AF messages targeted by the current phase of operations. These individuals must ensure their unit understands both the intent of the embed program, and the messages the Air Force needs to convey. Units are encouraged to schedule public affairs to brief/train unit personnel at a commander's call or similar gathering, and one-on-one training for specific events.

- Logistics- The wing will provide secure housing and workspace. Media are expected to be largely self-reliant for communications, but the wing will support transmission needs consistent with operational requirements. This support can include, but is not limited to, worldwide telephone access, NIPRNET access, and audiovisual support equipment. Public Affairs will coordinate with the communication squadron and U.S. Embassy any media requests to set up communications equipment to include, but not limited to, satellite dishes, microwave relays and repeaters.
  
- Media Flights – Media flights on AF aircraft are one of the most effective ways to tell the operational story. Such flights are permitted and encouraged within mission constraints. Media flight approval is delegated to CFACC/PA. All such media requests will be forwarded to CFACC/PA NLT 24 hours prior to the desired date and time with the following information:
  - Media organization and name(s) of representatives to be flown
  - Social Security Numbers / passport numbers of all participants
  - Any flight qualification information (i.e. chamber card, aircrew training, etc.)
  - List of photographic/video equipment to accompany participants
  - Type of airframe for the mission and assigned unit
  - Wing commander recommendation (support or non-concur)
  
- Media transportation between embed locations – Several AEWs will host media that have been permitted embeds at two separate locations. Space available transportation between the two locations is permitted on military aircraft. Embed duration for each unit will be best determined by the desires of the assigned media, the pace of operations and the needs of the Air Force.

Media engagement now plays a critical role determining our mission success. These instructions are not exhaustive, and unforeseen situations will occur. Operational security is the first concern when in doubt, but should **not** be used as a blanket justification to deny, delay or obstruct legitimate access to the mission. Immediately direct any concerns to Public Affairs for resolution.

ERIC J. ROSBORG  
Brigadier General, USAF  
Commander

Atch:

- 1 – Media ground rule consent form
- 2 – UPAR contact roster



## GROUND RULES FOR MEDIA

For the safety and security of US forces and embedded media, media will adhere to established ground rules. Ground rules will be agreed to in advance and signed by media prior to embedding. Violation of the ground rules may result in the immediate termination of the embed and removal from the AOR. *These ground rules recognize the right of the media to cover military operations and are in no way intended to prevent release of derogatory, embarrassing, negative or uncomplimentary information.* Base level modifications to the standard ground rules have been coordinated through 9 AETF/PA to CENTCOM/PA for approval. Release and non-release categories of information are attached. Signing this document constitutes agreement to these categories. The document is also available at <http://www.issues.af.mil/MediaSupport.shtml>. This site is accessible only from a dot.mil IP address.

Standard ground rules are:

- All interviews with servicemembers will be on the record. Security at the source is the policy. Media must identify themselves and show their base ID prior to conducting a spot interview. Scheduled interviews with pilots and aircrew members are authorized upon completion of missions; however, release of information must conform to these media ground rules.
  - o Conversations in the following areas of Al Udeid are “off the record” and no recording devices of any kind will be allowed unless coordinated in advance by Public Affairs: The “Wagon Wheel” recreational area; The Point Officer’s Club, and Jack’s Lounge. Media are encouraged, however, to socialize with Airmen in these locations.
- Out of deference to our host nation, print or broadcast stories will be datelined “Southwest Asia” or “with deployed forces,” unless instructed otherwise.
- Media embedded with US forces are not permitted to carry personal firearms, and may not operate their own vehicles on the installation.
- Light discipline restrictions will be followed. Visible light sources, including flash or television lights, flash cameras will not be used when operating with forces at night unless specifically approved in advance by the on-scene commander.
- Embargoes may be imposed to protect operational security. Embargoes will only be used for operational security and will be lifted as soon as the operational security issue has passed.
- There will be **no** general security review of media products prior to transmission. Such review, however, may be a condition of access to certain sensitive operations, equipment or facilities. These will be identified in advance, and will be the exception, not the rule.
- Allied forces operating on Al Udeid will largely conform to these practices, subject to the requirements of their government and military procedures. Direct concerns to the 379 AEW Public Affairs office for coordination and resolution.

Signature required below to register as an embedded journalist at Al Udeid:

“I \_\_\_\_\_, a \_\_\_\_\_ in the employ of \_\_\_\_\_, have read the aforementioned media ground rules and with my signature, agree to abide by them. I also understand that violation of these ground rules is cause for the revocation of my media accreditation within USCENTCOM.”

News media representative sig. \_\_\_\_\_ Date \_\_\_\_\_

Public Affairs witness sig. \_\_\_\_\_ Date \_\_\_\_\_

**RELEASE, INDEMNIFICATION, AND HOLD HARMLESS AGREEMENT  
AND AGREEMENT NOT TO SUE**

1. The United States of America (the "Government"), acting by and through the Department of Defense, believes it to be mutually beneficial to both the Government and news media organizations ("media organizations") to place selected news media organization employees ("media employees") with selected military units ("military units") for the purpose of providing news media coverage before, during, and after military operations. The placement of media employees with military units is referred to in this Agreement as "embedding" or the "embedding process" and will require media employees to live, travel, eat, sleep, and conduct all professional and personal activities with the military unit to which the media employees are "embedded."

2. Definitions.

- a. The term "Government" means the United States Government, including its departments, subdivisions, agencies, instrumentalities, officers, employees (including military and civilian personnel), servants, contractors, volunteers, and agents.
- b. The term "media organization" means the "media employee's" employer, a registered US or foreign profit or not-for-profit organization, its successors, and assigns.
- c. The term "media employee" means an employee or agent of a "media organization", his or her guardians, executors, administrators, heirs, and assigns.

3. Media organizations and media employees understand and agree that the embedding process will expose media employees to the same risks and hazards as those to which the military members of military units are exposed, including the extreme and unpredictable risks of war, combat operations, and combat support operations, as well as common and uncommon hazards of military living. Media organizations and media employees fully understand and appreciate the following:

- a. The embedding process will expose media employees to all hazards of a military environment, including but not limited to the extreme and unpredictable hazards of war, combat operations, and combat support operations. The military environment is inherently dangerous and may result in death or personal injury of media employees or damage to personal property.
- b. The embedding process may include strenuous and inherently dangerous activities, including transportation in, and close proximity to, military tactical vehicles, aircraft, watercraft, and other Government (and Government contracted) vehicles and may involve substantial risk of serious injury or death as the result of the media employee's own actions or inaction, the actions or inactions of others including agents, contractors, officers, servicemembers, and employees of the Government, the conditions of the Government facility and the natural environment, the known or unknown condition of any government-furnished equipment, and the inherent dangers of war, combat operations, and combat support operations.
- c. The embedding process requires media employees to be in overall good physical health and condition. Persons who are not in overall good physical health and condition should not participate in the embedding process. Media employees should consult their physicians prior to embedding to be certain they are qualified to do so. Persons with a history of heart or lung disease or conditions, or coronary disease, or other chronic or pervasive diseases or conditions may not participate. Likewise, those women currently pregnant may not participate. Anyone suffering from any injuries, conditions, ailments or pre-existing conditions that could be affected by the embedding process may not participate.
- d. As part of the embedding process, the Government will make available anthrax and smallpox vaccinations to media employees, provided it is done at no cost to the Government (full reimbursement of all Government costs) and provided that the media employees sign an additional agreement regarding the risks involved. These vaccinations are voluntary and are not a prerequisite for participating in the embedding process. Media organizations and media employees agree, for those media employees choosing to receive the anthrax and smallpox vaccinations, that this Release, Indemnification, and Hold Harmless Agreement and Agreement Not to Sue specifically includes all risks and hazards associated with the smallpox and anthrax vaccinations, including any negative reactions, adverse effects, including the media employee's illness, infirmity, or death.

4. The media employee agrees to:

- a. Participate in the embedding process and to follow the direction and orders of the Government related to such participation. The media employee further agrees to follow Government regulations. The media employee acknowledges that failure to follow any direction, order, regulation, or ground rule may result in the termination of the media employee's participation in the embedding process.
- b. Voluntarily, willingly, and knowingly ASSUME ANY AND ALL RISKS, known and unknown, in any way associated with the embedding process, war, combat operations, and combat support operations.
- c. RELEASE, INDEMNIFY, AND HOLD HARMLESS the Government from and against any claims, demands, actions, liens, rights, subrogated or contribution interests, debts, liabilities, judgments, costs, and attorney's fees, arising out of, claimed on account of, or in any manner predicated upon the media employee's participation in the embedding process, including any loss or damage to property or the personal injury or death of any person which may occur as a result of the media employee's participation in the embedding process, even where that loss, damage, personal injury, or death is caused or contributed to, in any manner, by the Government.

5. The media organization agrees to permit its media employees to participate in the embedding process. As a condition of being permitted to participate in the embedding process, the media organization agrees to RELEASE, INDEMNIFY, AND HOLD HARMLESS the Government from and against any claims, demands, actions, liens, rights, subrogated or contribution interests, debts, liabilities, judgments, costs, and attorney's fees arising out of, claimed on account of, or in any manner predicated upon the media employee's participation in the embedding process, including any loss or damage to property or the personal injury or death of any person, even where that loss, damage, personal injury, or death is caused or contributed to, in any manner, by the Government.

6. The media organization and media employee hereby covenant and agree they will never institute, prosecute or in any way aid in the institution or prosecution of any demand, claim or suit against the Government for any destruction, loss, or damage to the media organization's property or the media employee's property, or the personal injury or death of media employees which may occur as a result of the media employee's participation in the embedding process.

7. The media organization and media employee grant express, voluntary, and knowing consent to the rendering of all emergency medical or dental treatment that may, in the professional judgment of a Government medical or dental officer, become necessary while participating in the embedding process. Transportation to a definitive Government or commercial care facility may be required as an adjunct to authorized emergency medical or dental care. Persons receiving Government medical or dental care who are not otherwise eligible to receive such care shall be obligated to reimburse the Government.

8. The media organization and the media employee understand and agree that the Government may terminate the embedding process at *any time* and for *any reason*, as the Government determines appropriate in its sole discretion.

9. This Release, Indemnification, Hold Harmless Agreement and Agreement Not to Sue shall be interpreted according to federal law. It is to be construed as broadly and inclusively as is permitted by relevant federal law. If any portion of this document is held invalid, the balance shall continue in full force and effect.

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Media Employee's Signature/Date	Media Organization	Date

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Public Affairs witness	Date

**4.7. 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.

4.7.1. 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.

4.7.2. 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/PA 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.
- 5.2.3. Explain how policies, programs and operations affect Airmen.
- 5.2.4. Promote good citizenship and build pride as 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 implemented by Air Force News Agency, San Antonio, Texas.

**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.

**5.6. Courtesy Titles.** Courtesy titles or conversational ranks, as appropriate, will be used in second and later references to people in all internal information products. For example, Lt. Gen. William J. Johnson on first reference would be referred to as General Johnson throughout the remainder of the product or, in subsequent references, individuals can be referred to by their job title (e.g. the maintainer) or by generic rank alone: the general, the sergeant, the senior airman, the colonel, etc. For Airmen with specialized titles, the specialized titles will be used in subsequent references. For example, Maj. (Dr.) John Smith will

be referred to as Dr. Smith in second and later references, and Chaplain (Maj.) Jim Smith will be referred to as Chaplain Smith in second and later references. For civilian men, use Mr. with their last name in second and subsequent references. For civilian women, later references are to Ms. Jones, unless the woman asks to be known as Miss or Mrs. -- the choice is hers, interviewers should seek her preference. First names are acceptable on second and subsequent references for children (ages 17 and younger). Courtesy titles will be omitted in sports articles, unless the individual is acting in an official capacity in the story, and in all headlines. This policy applies to references to all military and civilian personnel, in all internal information products, including biographies, base newspapers, broadcast products and Web sites. The Associated Press style guide remains the standard reference for maintaining consistency and quality in Air Force newspaper and print news production and broadcast products. Some publications may choose to abbreviate ranks, rather than spelling them out, on second and subsequent references. Local style is permissible as long it meets the intent of using courtesy titles and ranks on second and subsequent references. See [Figure 5.1](#). for suggested courtesy title use with last names on second and later references.

**Figure 5.1. Sample Courtesy Title Style**

## Courtesy Titles

Rank/Courtesy or Specialized Title	Use on second/subsequent reference with last name
Secretary of Defense	Secretary*
Secretary of the Air Force	Secretary*
general	General
lieutenant general	General
major general	General
brigadier general	General
colonel	Colonel
lieutenant colonel	Colonel
major	Major
captain	Captain
first lieutenant	Lieutenant
second lieutenant	Lieutenant
chief master sergeant of the Air Force	Chief
chief master sergeant	Chief
senior master sergeant	Sergeant
master sergeant	Sergeant
technical sergeant	Sergeant
staff sergeant	Sergeant
senior airman	Airman
airman first class	Airman
airman basic	Airman
Mr.	Mr.**
Miss, Ms. or Mrs.	Miss, Ms. or Mrs.**
Doctor	Dr. or rank as above
Chaplain	Chaplain

\* For under- and assistant-secretaries, use Mr., Mrs., Ms., Miss, or Dr., as appropriate with last name

\*\* Do not use civilian pay grades (i.e., SES-1 or GS-12)

**5.7. Capitalization of Airman.** Capitalize Airman and Airmen when referring to individuals in the U.S. Air Force: *He is an Airman.* If a generic term is needed, use the term Airmen: *The Airmen returned to their base.* This applies to all communication products including base newspapers, magazines, MAJCOM news services, Air Force print/TV news, Airman Magazine, news releases and Air Force Link. An exception is when "airman" is part of a compound lower-case noun: *A staff sergeant and a senior airman received awards.*



### ***Section 5B—Newspapers***

**5.8. 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 magazines, newsletters and 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.

**5.9. 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.

5.9.1. 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 forums like the 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.

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

5.9.3. 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.

5.9.4. 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.

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

### **5.10. Air Force Newspaper Categories.**

5.10.1. Civilian Enterprise (CE) newspapers are published by commercial publishers under contract with Air Force subordinate commands. The installation or command Public Affairs staff furnishes news and editorial content. 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 newspapers. CE newspapers become the property of the command or installation upon delivery according to terms of the contract.

5.10.2. Funded newspapers are published by Air Force subordinate commands using appropriated funds. The command or installation Public Affairs staff furnishes news and editorial content. 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*.

5.10.3. Deployed newsletters and newspapers may be published during contingencies at deployment locations for use by component commanders.

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

5.10.5. **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 33-360, V1, *Air Force Content Management Program—Publications*. However, this does not prohibit isolated units from publishing newsletters and summaries authorized by their respective MAJCOM and FOA.

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

5.11.1. 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.

5.11.2. 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.

5.11.2.1. This limitation does not prohibit a command or FOA headquarters from publishing a newspaper for its geographically dispersed units or a Reserve Component unit from publishing a newspaper for its geographically dispersed people. Nor is it intended to prohibit a unit that has information needs that are significantly different from the majority of the host unit audience from publishing a separate newspaper, when authorized by AFNEWS, or a geographically dispersed squadron from publishing a newsletter for its people. Publications produced under this paragraph must follow the general guidelines in paragraph 5.9.

**5.12. Use of Funds.** Appropriated funds are authorized to establish a funded newspaper, but only if a Civilian Enterprise (CE) newspaper is not feasible.

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

5.12.2. Air Force newspapers are mission activities, and nonappropriated funds will not be used to defray costs 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.

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

**5.13. 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 staff listings and a disclaimer in type no smaller than six points.

5.13.1. **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 numbers, and e-mail address. For CE papers, the

names of publishers and employees of the publisher may be listed separately. Staff listings may be printed before or immediately following the disclaimer.

#### 5.13.2. CE Newspaper Disclaimers.

5.13.2.1. "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."

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

5.13.2.3. "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 non-merit factor of the purchaser, user or patron."

5.13.2.4. "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."

5.13.3. Disclaimer for CE Newspaper Supplements. All supplements 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 non-merit factor of the purchaser, user or patron."

5.13.4. The publisher of each CE newspaper shall advise advertisers of the requirements listed in paragraph [5.13.3](#).

#### 5.13.5. Funded Newspaper Disclaimers.

5.13.5.1. "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 views of, or endorsed by, the U.S. Government, the Department of Defense or the Department of the Air Force."

5.13.5.2. "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."

5.13.5.3. Staff listings in accordance with paragraph [5.13.1](#).

**5.14. Nameplate.** 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.

5.14.1. 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-DE 7010.2-R, *Commercial Transactions at Base Level*.

**5.15. 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. To aid in the gathering of news, Air Force editors should, as needed, utilize the unit Public Affairs representative (UPAR) program.

**5.16. Assistance to Editors.** Air Force editors have many resources outside their office to turn to for help. Air Force News Service (AFNEWS), MAJCOMs and the Defense Information School offer guidance and assistance. Resources available on the Internet include the Air Force Newspaper Primer at <http://www.afnews.af.mil/products/primer.htm> Most MAJCOM/PA Web sites also have sections for newspaper staff members.

5.16.1. MAJCOMs should consider scheduling annual newspaper editor workshops or conferences to assist editors in communicating commanders' messages. AFNEWS is available to assist MAJCOMs upon request.

5.16.2. Editors are encouraged to network with fellow editors for ideas, suggestions and recommendations to improve story quality, layout and design, photography, production schedule and commander's involvement.

5.16.3. Editors and journalists are encouraged to attend the annual Air Force Journalists' Workshop hosted by AFNEWS. Information on the workshop is distributed by AFNEWS each year through MAJCOM newspaper consultants and to DRUs, FOAs and others.

**5.17. 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.

5.17.1. National security information will be protected according to DODD 5200.1, *DOD Information Security Program*, and AFI 31-401, *Information Security Program Management*.

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

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

5.17.4. Air Force newspapers will establish editorial policies to ensure consistency and support the commander's internal information objectives. (See **Figure 5.2.**, *Sample Editorial Policy Letter*.)

5.17.5. Air Force newspapers will comply with AFI 33-332, *Privacy Act Program*, and guidelines for release of information in **Chapter 6**, *Media Operations*.

5.17.6. 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.

5.17.7. 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.

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

5.17.9. 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.

5.17.10. 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.

5.17.11. Weekly newspapers will be published 50 times each year unless local conditions require otherwise (i.e., the publisher closes down for three weeks each year). For those exceptions, request a waiver from AFNEWS through the major command.

**Figure 5.2. 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 newspaper. 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 Briefing on Media Law* 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 be made when directed by the Public Affairs officer.

Commander's signature

## 5.18. Editors' Responsibilities.

### 5.18.1. Content.

5.18.1.1. News, feature and editorial material will conform to the *Associated Press Stylebook and Briefing on Media Law*. Courtesy titles will be used in accordance with paragraph 5.6. Creation of a local stylebook, which may contain entries that vary from Associated Press entries, is encouraged.

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

5.18.1.3. 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. Articles for off-base, non-profit organizations, including non-profit military-affiliated organizations (e.g., Air Force Association, Air Force Sergeants Association, NCO Association, etc.) must be consistent in length and placement to avoid the appearance of favoritism or implied endorsement.

5.18.1.4. News, feature and editorial material will conform to policies of the Air Force and the commander. Coverage will be factual and objective and avoid morbid, sensational, or alarming details not essential to factual reporting. Accuracy is paramount.

5.18.1.5. Air Force publications will distinguish between facts and opinion, both of which may be part of a news, feature or sports story. When an opinion is expressed, identify the person or source.

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

5.18.1.7. 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.

5.18.1.8. Overseas newspapers will obtain guidance concerning host country sensitivities from their respective combatant commands.

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

5.18.1.10. 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 in a specific situation where other sources of national and international news are not available.

5.18.1.11. 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.



5.18.1.12. Adhere to guidelines in **Chapter 6**, *Media Operations*, on release of information and Public Affairs photography.

5.18.1.13. 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.

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

#### 5.18.2. Commercial sponsorship and products.

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

5.18.2.2. 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. Names of commercial sponsors cannot be placed in the headline or the lead.

5.18.2.3. 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 on 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. 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 based solely on news value.

5.18.2.4. 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.

#### 5.18.3. Political campaigns and voting.

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

5.18.3.2. 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.

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

#### 5.18.4. Inspection ratings.

5.18.4.1. Operational Readiness Inspections. ORIs are conducted to evaluate the ability of units with a wartime or contingency mission to perform assigned operational missions. A five-tier rating system (consisting of outstanding, excellent, satisfactory, marginal and unsatisfactory) is used for major graded areas (consisting of initial response, employment, mission support, and ability to survive and operate) and overall wing performance. Summary inspection results may be published in the base paper and external media. Wing-level Public Affairs offices must consult with

their respective MAJCOM Public Affairs for specific publication criteria as release of ORI reports are at the discretion of the respective MAJCOM/IG. When in doubt, AFI 90-201, *Inspector General Activities*, takes precedence. Commanders will ensure all personnel safeguard the privileged nature of inspection reports.

5.18.4.2. Compliance Inspections. Compliance inspections are conducted to assess areas mandated by law as well as mission areas identified by senior Air Force and MAJCOM leadership as critical or important to assess the health and performance of the organization. A three-tier grading system (consisting of in compliance, in compliance with comments, and not in compliance) is typically used. Wing-level Public Affairs offices must consult with their respective MAJCOM Public Affairs office for specific publication criteria as release of CI reports is at the discretion of the respective MAJCOM/IG. Commanders will ensure all personnel safeguard the privileged nature of inspection reports.

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

**5.19. 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 that may be updated and tailored to meet the needs of each installation. This 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 approval, provided questions are not altered significantly. The Air Force Newspaper Survey is available online at [http://www.afnews.af.mil/internal/survey/survey\\_index.htm](http://www.afnews.af.mil/internal/survey/survey_index.htm). Each MAJCOM and FOA Public Affairs office should have additional guidelines for administering it in hard copy and electronically via the Web-based version. Survey results should be reported to readers and used to develop new newspaper services or techniques.

**5.20. Records.** Public Affairs offices will maintain record copies of Air Force newspapers they produce in annual blocks, with new files starting on 1 January or on the anniversary of the first issue. These may be permanently bound or microfilmed. Microfilmed source documents may be discarded after the microfilmed copy is confirmed complete and accurate. Maintain and dispose of microfilmed copies in accordance with AFMAN 37-123, *Management of Records* and disposed of in accordance with the *Air Force Records Disposition Schedule (RDS)* located at <https://webrims.amc.af.mil>. Public Affairs offices should maintain at least 10 other copies of each issue for one year.

**5.21. 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.

#### 5.21.1. Contract Procedures.

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

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

5.21.1.3. In negotiating contracts, seek to have the publisher perform as many of the publishing functions, including desktop publishing, layout and distribution, as possible to generate maximum savings. Command communication needs and requirements are of paramount consideration.

5.21.1.4. Contracts must be with reputable firms.

5.21.1.5. 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.

5.21.1.6. A requests for proposal (RFP) must include a statement of work giving a general description of the scope of the proposed contract, including the name and nature of the publication involved; must describe editorial content to be carried, e.g. news, features, factual information, and, if applicable, comics to be carried; and 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.

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

5.21.1.8. 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.

5.21.1.9. 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.

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

5.21.1.9.2. Include a provision stating that Services may not offer commercial sponsors free advertising in the Services supplement or other areas of the newspaper. This does not prevent commercial sponsors from purchasing advertisements from the publisher, nor does it prevent Services from mentioning sponsors along with other pertinent facts in articles or announcements.

5.21.1.9.3. State specifics about the supplement. These specifics include details such as size, frequency, advertising ratios and use of color.

5.21.1.9.4. A statement on the front page of the supplement that reads, "Supplement to (name of paper)" is mandatory. Supplements must also carry the disclaimer listed in paragraph **5.13.3.**

5.21.1.10. RFPs will contain a description of the publisher's responsibility for distributing the publication. This provision must address such matters as the contractor furnishing news racks along with contractor responsibilities for maintaining those racks. Seek to have the publisher pro-

vide bulk wrapping and distribution to units deployed for more than 45 days by the most cost-effective means possible.

5.21.1.11. RFPs 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.

5.21.1.12. Contracts may include up to a two-year base period, with options for one- or two-year renewal periods--based on satisfactory performance--for a total of up to six years. After the maximum of six years, rebid contracts. Contracts must contain a provision for termination for cause whenever the products or services to be provided become unsatisfactory or when contract provisions are not met. Document unsatisfactory performance and give a copy to the publisher, contracting office and installation commander. Contracts must also include a provision for termination for convenience of the government.

5.21.1.13. The contract will contain a provision stating that the publisher shall not be required to pay money to the command or installation, or to provide goods, services, or considerations not directly related to the CE newspaper.

5.21.1.14. The contract will contain a provision stating any changes to the statement of work or other terms and conditions shall be made by written contract modification between the publisher and the installation contracting office.

5.21.1.15. A selection group picks a civilian publisher. The chairperson will be a senior member of the command or activity. Membership will include Public Affairs, contracting, legal 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 offer before making a selection. The group also conducts reviews to decide on annual contract option renewals and terminations for cause.

5.21.1.16. 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.

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

#### 5.21.2. Advertising Procedures.

5.21.2.1. 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 (1) "run of publication" (ROP), e.g. printed in sections within the publication; (2) included in supplements printed with the publication; (3) preprinted and inserted as an advertising "insert" or "flier;" or (4) may be a combination of these methods.

5.21.2.2. Contracts will contain a provision stating that supplements containing material other than, or in addition to, advertising, will carry the name of the CE publication. These supplements are not necessarily preprinted. See paragraph [5.13.3.](#) for more details. In addition, advertisements to be published as part of the supplement will be reviewed by the Public Affairs staff before they

are printed to identify any that are 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.

5.21.2.3. Advertising inserts or fliers, which contain advertising only, do not require prior approval of the commander; however, they are to be reviewed by the Public Affairs staff as stated in paragraph [5.21.2.9](#).

5.21.2.4. 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. Advertising inserts and advertising supplements, including classified ad supplements, will not count in the total advertising-to-copy ratio. Classified-ad sections in the ROP that offer free ads to military members and their families are counted as editorial content, but classified-ad sections in the ROP that contain only paid ads are counted as advertising space in the ratio.

5.21.2.5. Contracts must contain a provision stating the newspaper will not carry any advertisement that implies discrimination or religious intolerance. According to AFD 36-27, *Social Actions*, it is Air Force policy to conduct its affairs free from unlawful discrimination and sexual harassment.

5.21.2.6. Contracts must contain a provision stating newspapers will 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.

5.21.2.7. Contracts must contain a provision stating newspapers will not carry advertisements for bingo games or lotteries conducted by a commercial organization whose main business is conducting lotteries.

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

5.21.2.9. Contracts will contain a provision stating that 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 with 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 contractor insists on publishing base newspapers containing offensive advertisements, the installation commander, in consultation with the Public Affairs officer, may prohibit distribution. An installation commander should make every effort to negotiate the removal of the ads before banning distribution of the publication.

5.21.2.10. The installation commander has the authority to prohibit distribution 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 placed by the publisher in a command or installation CE newspaper interfere with successful mission perfor-

mance. Considerations include the local situation, content of the proposed advertisement, and identity and reputation of the advertiser.

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

5.21.2.12. Contracts will state that 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.

5.21.2.13. All contracts must state that neither the publisher nor his or her representative shall solicit advertisements in the name of the installation or command. In addition, the contract will state that active-duty Air Force military members and civilian employees are prohibited from soliciting or endorsing advertisements. The contract will also state that the publisher shall not accept for publication advertisements that are worded or phrased to give the reader the impression that the Air Force in any way endorses, guarantees or sponsors any product or service.

5.21.2.14. 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.

5.21.2.15. 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.

5.21.2.16. 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.

### 5.21.3. Local Procedures.

5.21.3.1. The contract with the selected commercial publisher must include provisions that reflect appropriate guidance from this instruction, specifically, those stated in paragraphs **5.21.1.** and **5.21.2.** Use the standardized sample request for proposal/contract (**Figure 5.3.**); sample RFP statement of work newspaper contract (**Figure 5.4.**); and sample award evaluation (**Figure 5.5.**) as a guide.

5.21.3.2. Provisions may be added to meet command and local requirements, but make sure that they do not conflict with the required provisions in paragraphs **5.21.1.** and **5.21.2.**, and do not refer to the Federal Acquisition Regulation or its supplements.

Figure 5.3. 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 (one or two)-year contract with renewal options of one or two years for up to a total of six 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 5.4. 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) herein 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 non-merit 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 will contain the names and editorial titles of military and civilian members assigned the duty of preparing the newspaper's content. 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 Services supplement (will or will not contain) advertising and will be distributed as an insert to the (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 Services supplement will contain the statement "Supplement to (name of publication)" and contain four-color process photographs. The Services supplement will also carry the disclaimer:

(1) "This Services supplement is published by (name), a private firm in no way connected with the U.S. Air Force, under exclusive written contract with the Air Force. This supplement is an authorized publication for members of the U.S. military services (add "overseas" in publications printed outside the United States). Contents of this supplement are not necessarily the views of, or endorsed by, the U.S. Government, the Department of Defense or the Department of the Air Force."

(2) "Advertisements contained herein do not constitute endorsement by the Department of Defense, Department of the Air Force or (name of command or installation). Everything advertised in this publication should 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 non-merit factor of the purchaser, user or patron."

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

c. Review advertisements prior to publication to identify any that are contrary to law, DOD, or Air Force directives. The Public Affairs office may request the publisher change or delete ads that are contrary to law or Air Force regulations that pose a danger or detriment to Air Force members or their families, or interfere or detract from the command or installation mission.

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

e. 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 or inserted in the (base newspaper).

f. (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. Copies of the instructions may be obtained.

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 through 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 double truck, 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 double truck 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 Mac G4s with a minimum 867 megahertz speed and minimum 512 MB RAM, 60 GB hard drive, CD-ROM drive, 250 MB Zip drives, and 21-inch monitors (minimum 20" viewable). In addition, the publisher agrees to provide at his expense a film scanner, a 600 dpi flatbed scanner, a 1200x1200 dpi wide-format laser printer with a minimum 64 MB RAM, and the hardware and software needed to network the systems. The publisher will provide at his expense the necessary consumables, including 250 MB Zip disks for storage and paper and toner for the printer. 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 5, Adobe PhotoShop 7.0, Microsoft Word, Internet Explorer, Norton AntiVirus, an image/clipart CD pack, and a variety of type fonts and sizes.) 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 delivered by the time specified in paragraph 6.f.

- 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 non-merit 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 (newspaper) will not contain paid political advertising.
- e. The (newspaper) will not carry advertisements for bingo games or lotteries conducted by a commercial organization whose main business is conducting lotteries.
- f. 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.
- g. The publisher shall not enter into exclusive advertising agreements with any firm, broker, or individual.
- h. 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.
- i. 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.
- j. Advertising layouts will be "squared off" horizontally or vertically. Advertisements are not to be designed "stair step."
- k. 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 (newspaper).

#### 6. Publication and Distribution:

a. The (newspaper) shall be published on Friday of each week, except when the day of publication falls on a holiday or operational down day. The (newspaper) will not be published two weeks each year; those weeks, normally the first and last weeks of the year, will be determined 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. Contract Terms:

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

b. Changes to any provisions of this contract may be made with a written modification signed by the publisher and the contracting officer.

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 20XX.

_____	_____
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 5.5. 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 who 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.)

**5.22. 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*.

5.22.1. The contract for printing a funded newspaper should be handled according to the Air Force Supplement to DODD 5330.3, *Defense Automated Printing Service (DAPS)*, with Public Affairs as the office of primary interest.

- 5.22.2. 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.
- 5.22.3. 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.
- 5.22.4. 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.
- 5.22.5. 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.
- 5.22.6. 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.
- 5.22.7. Provisions for additional color or full color must be included in annual budget requests.
- 5.22.8. Funded newspapers must not be printed on paper stock heavier than 50-pound offset book (weight basis 25x38 inches--500 sheets), JCP Specification A60.
- 5.22.9. 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.
- 5.22.10. Noncommercial news stories and announcements concerning nonappropriated fund activities and commissaries may be published.
- 5.22.11. During contingencies, newsletters or newspapers may be published at deployment locations for use by component commanders.

### **5.23. Distribution of Newspapers.**

- 5.23.1. 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.
- 5.23.2. Comic and feature supplements may be inserted into and distributed with a CE newspaper with the approval of the contracting officer or his or her authorized representative. Supplements with commercial advertising must provide fair and equal opportunity to responsible people, businesses, or organizations to compete for this privilege, and the front page of the supplement carries the disclaimer prescribed in paragraph [5.13.3](#).
- 5.23.3. CE and funded newspapers may be distributed through official channels, including use of government transportation, as necessary.
- 5.23.4. 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. See paragraph [5.21.1.14](#).
- 5.23.5. 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 impractic-

cal. 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.

5.23.6. 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.

5.23.7. Except as authorized by MAJCOMs or AFNEWS 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.

5.23.8. On publication date, send at least two copies of each newspaper to the major command and two copies to AFNEWS, 203 Norton Street, San Antonio TX 78226-1848. In place of the copies to AFNEWS, an electronic copy in the Adobe PDF format may be emailed to [newsaper@afnews.af.mil](mailto:newsaper@afnews.af.mil).

**5.24. Mailing Newspapers.** Air Force policy is to keep mailing costs to a minimum, consistent with timeliness and applicable postal regulations (see the Air Force Supplement to DOD 4525.8M, *DOD Official Mail Manual*). 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 the private sector such as mailers to transact U.S. Postal Service business. Also send one copy to Defense Information School, Attn: Public Affairs Department, Room 2150, 6500 Mapes Road, Fort Meade, MD, 20755-6500.

5.24.1. Use DOD official postage only for mailing:

5.24.1.1. Copies to satisfy mandatory distribution requirements.

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

5.24.1.3. Copies to headquarters in the chain of command.

5.24.1.4. Bulk copies to subordinate units and deployed units for distribution to unit members.

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

5.24.1.6. 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.

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

5.24.2. 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.



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

5.24.4. The mailing of base newspapers will comply with current 18 U.S. Code 1302 and 1307 directives as they pertain to the mailing of advertisements and material related to lotteries and other games of chance. Postal officials can provide current guidance.

5.24.5. 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.

**5.25. Report Requirements.** Changes to the name, method of financing, frequency or size of an Air Force newspaper will be reported to AFNEWS 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 by 31 January. Include in each report:

5.25.1. Name of newspaper, unit or base served and mailing address.

5.25.2. Major command.

5.25.3. Printing arrangement. (Type 1 for a funded newspaper printed by the government, Type 2 for a funded newspaper printed by a contractor, Type 3 for a CE newspaper. If Type 3, include the publisher's name, address and telephone number.)

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

5.25.5. Frequency and number of issues per year, and the publication day if weekly or publication date if monthly.

5.25.6. Number of copies per issue and estimated readership.

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

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

**5.26. 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.

### ***Section 5C—Other Civilian Enterprise Publications***

**5.27. 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:

5.27.1. 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 5.28.3.2.

5.27.2. Installation maps, which are designed to help orient new arrivals or visitors. As a force protection measure, specific addresses should not be included

**5.28. Establishing Other 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 approves MAJCOM and FOA publications. The standardized sample request for proposal/contract (Figure 5.3.); sample RFP award evaluation (Figure 5.5.); and sample statement of work for a guide or map contract (Figure 5.6.) 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 provisions listed in paragraphs 5.21.1. and 5.21.2. and will not refer to the Federal Acquisition Regulation or its supplements.

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

5.28.2. Specific Exceptions:

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

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

5.28.3. Specific Additions:

5.28.3.1. 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.

5.28.3.2. 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.

5.28.3.2.1. 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.

5.28.3.2.2. 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.

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

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

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

5.28.6. Upon publication send two copies to the major command.

**5.29. 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 5.6. Sample Statement of Work for a Guide or Map Contract.**

<p>1. Publication Content:</p> <p>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, <u>(name of installation)</u>, and <u>(publisher's name and address)</u>, herein after referred to as the publisher.</p> <p>b. This contract provides for the publisher to produce a <u>(guide or map)</u> to be known as the <u>(name of publication)</u>, 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; AFI 35-101, and the regulations and instructions incorporated therein by references, and to the conditions and agreements as contained herein.</p> <p>c. The publisher agrees to use the name <u>(name of publication)</u>, which is owned by the Government, and no other name, on the <u>(guide or map)</u> 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.</p> <p>d. The publisher agrees to provide in the installation guide a minimum of <u>(number) pages</u>, 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 <u>(name of state)</u>, or pages used for advertising.</p> <p>e. The masthead of each product shall carry the following disclaimer in type not smaller than six point:</p> <p>(1) "Published by <u>(name)</u>, a private firm in no way connected with the U.S. Air Force, under exclusive written contract with <u>(Air Force component)</u>. This civilian enterprise Air Force <u>(guide or map)</u> is an authorized publication for members of the U.S. military services (add 'overseas' in publications outside the United States). Contents of <u>(name of publication)</u> are not necessarily the official views of, or endorsed by, the U.S. Government, DOD, or the Department of the Air Force."</p> <p>(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 <u>(name of commercial publisher)</u> of the products or services advertised."</p> <p>(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 non-merit factor of the purchaser, user or patron."</p>
--

(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). The Public Affairs officer must approve all other editorial material, including information about the local area and state.

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 artwork 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 non-merit 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 (one or two) years commencing on (award date). This contract may be extended by mutual agreement on either a one-year or two-year basis for a total period not to exceed six 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***

**5.30. Air Force Print News (AFPN).** AFPN is produced by AFNEWS on weekdays and includes Air Force news from HQ USAF, command news about MAJCOMs and FOAs, feature articles, editorials and commentaries, images 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. News, features, editorials and photos with interest beyond the local level should be submitted by e-mail to [news@afnews.af.mil](mailto:news@afnews.af.mil) as soon as possible.

5.30.1. 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.

5.30.2. Distribution of AFPN.

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

5.30.2.2. E-mail Subscription. AFNEWS sends AFPN to interested Internet users via an automatic e-mail subscription service. People can subscribe to the service by visiting Air Force Link at <http://www.af.mil> and clicking on “Subscribe.”

**5.31. Other News Services.** There are a number of other news services available to Air Force editors.

5.31.1. 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.

5.31.1.1. 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.

5.31.1.2. AFPS products are available on the AFPS home page at <http://www.defenselink.mil/afis/>. 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. Other products, including an editor's calendar and line art, are available at <http://www.defenselink.mil/afis/editors/>.

5.31.2. 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:

5.31.2.1. Army News Service. Visit <http://www.army.mil>.

5.31.2.2. Navy News Service. Visit <http://www.news.navy.mil>.

5.31.2.3. Marine Corps News. Visit <http://www.usmc.mil/news>.

**5.32. 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.

5.32.1. Conducting Commander's Call Programs. Sound leadership, morale, and retention all require consistent communication between leaders and their subordinates. Commanders must help "carry the mail to the lowest levels of the Air Force" on a regular basis. The commander of every unit will personally conduct commander's calls at least quarterly. Public Affairs representatives will help commanders develop effective programs and topics of general interest to unit personnel. Overall program content and format will vary according to unit requirements.

5.32.1.1. 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.

5.32.1.2. 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.

5.32.1.3. 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.

**5.33. Commander's Call Topics.** Commander's Call Topics is produced by Air Force News Service (AFNEWS), for use in commander's calls.

5.33.1. 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 localize Commander's Call

Topics. Send items of Air Force-wide interest for possible use in Commander's Call Topics to AFNEWS, 203 Norton Street, San Antonio TX 78226-1848 (e-mail: [products@afnews.af.mil](mailto:products@afnews.af.mil)).

5.33.2. Commander's Call Topics are available electronically to all Public Affairs offices.

5.33.2.1. World Wide Web. Commander's Call Topics are posted on the Air Force Issues and Answers Web site at <http://www.issues.af.mil/>.

5.33.2.2. Subscription Service. A text-only version of Commander's Call Topics is provided monthly to all interested users via an automatic e-mail subscription service. Subscribe to the service by visiting Air Force Link at <http://www.af.mil> and clicking on "Subscribe."

**5.34. Air Force Television News (AFTVN).** Air Force Television News is a biweekly, 30-minute production that highlights what's happening in the Air Force. Using stories produced by Air Force News Service (AFNEWS) as well as field units from around the world, AFTVN delivers an up close and personal look at the Air Force community, significant events and important issues.

5.34.1. AFTVN airs on American 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 commander's access channels at various U.S. government facilities worldwide, on The Pentagon Channel and at <http://www.af.mil>. It is distributed to more than 3,400 military and civilian customers.

5.34.2. To order AFTVN, call AFNEWS at DSN 945-1363 or e-mail [aftvnews@afnews.af.mil](mailto:aftvnews@afnews.af.mil). To submit a story idea to AFTVN, contact the assignments editor at DSN 945-1363.

**5.35. 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 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.

5.35.1. AFRN airs on American Forces Radio and Television Service radio networks around the world.

5.35.2. The program can be heard on Air Force Link at <http://www.af.mil/>. For more information on this service, call AF Radio News at DSN 945-1363. An electronic file for use on telephone "on hold" systems is also available. Contact AFNEWS at [afradionews@afnews.af.mil](mailto:afradionews@afnews.af.mil) for more information.

5.35.3. Customers can also call commercial (210) 925-1363, DSN 945-1363 or toll free at 1-877-AFRADIO (1-877-237-2346).

5.35.4. AFRN's primary audience is every member of the Air Force, active duty, Guard, Reserve and family members as well as the civilian community.

5.35.5. To submit an AFRN beeper, call commercial, (210) 925-4099, DSN 945-4099. Non-PA offices should coordinate their requests through the installation Public Affairs office.

5.35.6. Air Force News Service Report. The AFNS Report is a one-minute television feature or news report produced each weekday by AFNEWS. It airs on American Forces Radio and Television Service outlets around the world.



**5.36. Air Force Biography Program.** Biographical information is gathered by authority assigned to the Secretary of the Air Force under Title 10, *United States Code*, Section 8013, to keep military personnel, civilian employees and the public informed about the Air Force and its leaders. AFNEWS manages the Air Force Biography Program. General officer biographies are also part of personnel records maintained by the Air Force Senior Leadership Management 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 (<http://www.af.mil>). Organizational Web sites will link to the appropriate official biography on Air Force Link. Public Affairs offices may place a general's biography on their Web site after forwarding it to AFNEWS while waiting for the information to appear on Air Force Link. Once the biography is posted on Air Force Link, the organization's Web site must provide only a link to the official biography on Air Force Link.

5.36.1. Individuals required to have a biography are responsible for approving material that appears in their biographies and must ensure the data agrees with their official records. To verify data, active-duty general officers can request their military history records from Air Force Senior Leadership Management Office, 1215 Jefferson Davis Hwy, Suite 1002, Arlington VA 22202. Since the information sent to AFNEWS 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:

5.36.1.1. The Secretary of the Air Force

5.36.1.2. Air Force senior civilians (this includes Senior Executive Servicemembers, both career and political appointees, and employees occupying scientific, professional, senior level and senior intelligence positions).

5.36.1.3. Air Force active-duty general officers

5.36.1.4. Chief Master Sergeant of the Air Force

5.36.1.5. Air Force attaché officers

5.36.1.6. Air National Guard general officers on active duty

5.36.1.7. Air Force Reserve Command general officers on active duty.

5.36.2. The Air Force Senior Leadership Management Office provides AFNEWS with the names of all colonels and brigadier generals nominated for appointment to the grade of brigadier general and major general and a copy of the officer's military history record for reference. In addition, the Air Force Senior Leader Management Office provides AFNEWS a copy of announcements and orders for all senior leaders' promotions, movements, and retirements.

5.36.2.1. The promotion notification from the Air Force Senior Leader Management Office to general officers advises them to submit a draft biography and official photograph in the new grade to AFNEWS through their servicing Public Affairs office.

5.36.2.2. The Air Force Senior Leader Management Office notifies senior executives at the time of appointment to submit a biography with photograph to AFNEWS through their servicing Public Affairs office.

5.36.3. The Public Affairs office, or the executive staff in the absence of a Public Affairs office, and those individuals listed in paragraph **5.36.1** are jointly responsible for preparing the biography, obtaining an official photograph and submitting the material.

5.36.3.1. Prepare original biographies or make changes to existing ones using the version on Air Force Link. E-mail the biography or changes to AFNEWS at [bios@afnews.af.mil](mailto:bios@afnews.af.mil) or mail to AFNEWS, 203 Norton Street, San Antonio TX 78226-1848.

5.36.3.2. Once the biography is released on Air Force Link, copies can be printed directly from the Web site. This is the final, edited version and the one to use when making further changes to the biography.

5.36.4. Format. The format in **Figure 5.7**, *Biography Format*, and the following requirements should be used in preparing a biography.

5.36.4.1. 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 is not required to sign the statement. The statement is necessary when information is being collected for an initial biography or update.

5.36.4.1.1. Authority: Title 10, *United States Code*, Section 8013.

5.36.4.1.2. Principle purpose: Used to prepare official biographies or other public information materials.

5.36.4.1.3. Routine uses: Official biographies are public domain material, are published on the Internet, and may be released to any requester.

5.36.4.1.4. Disclosure: Voluntary; however, failure to furnish information would result in the person not having a biography available for media release.

5.36.4.2. Spell out acronyms and abbreviations.

5.36.4.3. Do not include editorial comments (best squadron, world-class organization, most diverse, etc.)

5.36.4.4. Ensure the current month and year appears at the end of the biography information.

5.36.4.5. List the individual's service decorations, awards and devices according to order of precedence (see AFI 36-2803, *The Air Force Awards and Decorations Program*, AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, and DOD 1348.33-M, *Manual of Military Decorations and Awards*).

5.36.4.6. Use the *Associated Press Stylebook* in preparing all biographies. Exceptions to the stylebook include using courtesy titles or conversational ranks, as appropriate, in second and later references, and capitalizing select duty titles. Paragraph **5.6** contains information on the use of courtesy titles.

5.36.5. The official photograph must be an 8x10-inch color print or a minimum 8x10-inch unaltered digital image in Joint Photographic Experts Group (JPEG) format set at a minimum resolution of 300 dots per inch. The biography office can accept only photographs printed on photo-quality stock. If this quality paper is not available, e-mail the digital image instead. AFNEWS does not download images from a Web site, and images embedded in a document cannot be extracted. Photographs must be high quality and in sharp focus for reproduction. Avoid distracting foregrounds or backgrounds. Flags may be included, but must not detract from the main subject—the individual. Prior to setting up the official senior leader's portrait, review technical portrait procedures in AFI 36-2632, *Official Pho-*

*tographs of Air Force General Officers*, and AFI 33-117, *Multimedia (MM) Management*. When mailing, include the individual's name on the back of the photo and protect it with cardboard.

5.36.5.1. Military personnel will wear service dress uniform, without hat, showing ribbons and rank. Check decorations against the order of precedence.

5.36.5.2. Officers will wear the new rank in photographs for biography changes resulting from promotions.

5.36.5.3. Civilian employees will wear appropriate business attire.

5.36.6. AFNEWS is not a repository for senior leadership photographs. High-resolution images are available on Air Force Link on a number of senior officials. For other photographs, contact the general officer's staff or 11 CS/SCUA, 3 Brookley, Suite 103, Bolling AFB, Washington DC 20332-0403.

5.36.7. Submit all biography drafts, updates and photographs to AFNEWS within 30 days of the changes listed in **5.36.9**. Material should be submitted immediately if an approved biography is ready for publication at the time a general is frocked. Active-duty general officer and senior civilian must send an information copy of the biography and photograph to their command Public Affairs office.

5.36.8. AFNEWS is responsible for producing (styling, proofing, formatting and cropping photographs) and maintaining biographies.

5.36.9. A biography must be updated if information is more than two years old; if the individual is promoted or reassigned, if the individual changes duties, or if there is an organizational name change. These changes take priority and are accomplished in the order in which received.

5.36.9.1. Other changes. Notify AFNEWS but do not send the entire biography.

5.36.9.2. General officers, the Secretary of the Air Force and the Chief Master Sergeant of the Air Force are encouraged to perform a final review of their biography before retiring or vacating the position.

5.36.10. Biographies for retired general officers and all senior civilians who retire or leave Air Force service will reflect information through their final assignment. Updates or revisions are not done after an individual retires or leaves the Air Force

5.36.11. 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:

5.36.11.1. Do not disclose data outside the DOD without written permission of the individual.

5.36.11.2. 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.

5.36.11.3. 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 non-biographical data.

**Figure 5.7. Biography Format.**

LIEUTENANT GENERAL JOHN H. JONES

Lt. Gen. John H. Jones is Commander, 12th Air Force, Davis-Monthan Air Force Base, Ariz. Or John H. Smith, a member of the Senior Executive Service, is Director, Headquarters Air Force Test and Evaluation Center, Kirtland Air Force Base, N.M. (Include a short statement of current job responsibilities, if desired. If included, the statement must conform to current policies concerning Internet security.)

General Jones/Mr. Smith is a graduate of (colleges, military academy, major military schools, year graduated). Begin a brief, non-technical narrative (two short paragraphs), in chronological order, of military/civilian career, including commissioning program (ROTC, Officer Training School, aviation cadet, military academy), most prestigious tours of duty and locations. Avoid listing every assignment. Capitalize duty titles, not job descriptions or designations depending on usage in the sentence.

(Example 1: His staff tours include duty as Chief of Staff of the Air Force; Chair and Professor of Joint and Combined Warfare, National War College; and Assistant to the Chairman of the Joint Chiefs of Staff, Washington, D.C.)

(Example 2: General Jones served as commander at the squadron, group and wing levels. He conducted flight operations in Europe, including duty as an F-15 aircraft demonstration pilot for international air shows. He was named commanding officer of the 56th Tactical Training Wing at ....)

Do not include family information per DOD Web Site Administration Guidance, Part II, 3.5.3.5.

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 (field), Syracuse University, Syracuse, N.Y.

1970 Squadron Officer School, by correspondence

1976 Air Command and Staff College, Maxwell Air Force Base, Ala. (AFB in second reference)

1976 Master's degree in business administration, Auburn University

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 have served in the Armed Forces. For their military assignments, include year to year, position, unit assigned and location. Capitalize duty titles. Do not capitalize job descriptions or job designations.)

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 AFB, Fla.

3. October 1967 - August 1968, F-4 pilot and aircraft commander, 13th Tactical Fighter Squadron, Udorn Royal Thai AFB, Thailand

4. August 1968 - May 1970, Chief, Combat Analysis Division, Headquarters Tactical Air Command, Langley AFB, Va.

5. June 1970 - August 1972, Assistant Deputy Commander for Operations, 49th Tactical Fighter Wing, Holloman AFB, N.M.

**NOTE:** Continue entries to present assignment showing dates, duties, aircraft type if applicable, locations and significant temporary duty assignments ((For temporary duty assignments, 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, include the information as part of the narrative in the second or third paragraphs.

Vietnam Service Medal with seven service stars

Republic of Vietnam Campaign Medal

Kuwait Liberation Medal (specify Government of Saudi Arabia or Government of Kuwait)

1984 Kent Scholar, Columbia University School of Law

**PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS:** (List memberships or former memberships within last 10 years only)

Air Force Association

Order of Daedalians

Women's Bar Association

Former member, Optical Society of America

**OTHER ACHIEVEMENTS:**

H.H. Arnold Trophy

Council of Foreign Relations, New York, N.Y.

1993 and 1994 "Who's Who in America"

**PUBLICATIONS:** ("List Titles," in chronological order)

**EFFECTIVE DATES OF PROMOTION:** (Dates are pin for pay dates, not frocking dates. Eliminate for civilians)

(Current as of June 2003)

**5.37. Air Force Lithographs.** Public Affairs no longer produces new lithographs. AFNEWS manages any and all remaining lithograph program items.

5.37.1. Remaining lithographs are intended for display in Air Force common-use areas such as dormitory dayrooms, hallways in office buildings, and classrooms in Air Force or DOD schools. The lithograph program was intended to build, maintain and strengthen Airman morale and readiness. Lithographs are not designed for use as giveaways for open houses or pictures for departing personnel.

5.37.2. The local Public Affairs office fills requests for base customers based on any remaining stock available. AFNEWS arranges for distribution of lithographs but does not maintain a shelf stock.

5.37.2.1. Offices may order existing stock for their base customers from the Air Force e-publishing web site at <<http://www.e-publishing.af.mil/>>. For detailed instructions, contact AFNEWS/NSPP at [products@afnews.af.mil](mailto:products@afnews.af.mil).

When Air Force sources for lithographs are exhausted, another source may be commercial aviation art companies.

**5.38. Air Force Senior Leadership Speeches.** Senior Leadership Speeches are texts of speeches or statements by key Air Force and DOD leaders selected based on subject timeliness, importance, and application or interest Air Force-wide. Leadership speeches are available on Air Force Link at <http://www.af.mil>. 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 useful as research reference material.

**5.39. Air Force Speech Packages.** Air Force Speech Packages are original speeches produced by SAF/PA 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.

5.39.1. Public Affairs officers, members of speaker's bureaus or senior leaders may use the speech packages 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.

5.39.2. The speech packages are distributed to major command public affairs offices via e-mail for further distribution and are available on AF Issues and Answers at <http://www.issues.af.mil/>.

5.39.3. Speech packages are produced by AFNEWS and staffed for approval by SAF/PAN. Packages are distributed by SAF/PA.

**5.40. Air Force Fact Sheets.** Air Force Fact Sheets are brief summaries of factual information on commands, weapon systems, aircraft or special interest topics. Fact sheets are available on Air Force Link at <http://www.af.mil>. AFNEWS is the fact sheet monitor that 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 of any needed changes. New fact sheets are created when circumstances warrant and with the approval of AFNEWS.

5.40.1. 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.

5.40.2. 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.

5.40.2.1. 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. If any category of information is classified, state "classified."

5.40.2.2. 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. If any category of information is classified, state "classified."

5.40.2.3. 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. If any category of information is classified, state "classified."

5.40.3. 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. Local reproduction of fact sheets is authorized and encouraged to support speakers, base visits or any other requirement deemed appropriate.

**5.41. Airman.** As the official magazine of the Air Force, *Airman* is a primary internal information tool of the Secretary of the Air Force and the Air Force Chief of Staff. Air Force News Service distributes this publication quarterly with online exclusive short features available through [www.af.mil/news/airman](http://www.af.mil/news/airman). *Airman* informs the total force audience (active duty, Guard, Reserve and civilian employees) about the wide array of Air Force policies, programs and operations, plus the people performing the mission.

5.41.1. *Airman* typically prints six to seven features each publication. Outside contributions are encouraged and should be coordinated with the magazine's editors at [editor@afnews.af.mil](mailto:editor@afnews.af.mil) before the article is written and submitted.

5.41.2. Articles are edited to meet *Airman* style and standards. In addition, articles are coordinated by AFNEWS with units and MAJCOMs, as applicable, prior to publication.

5.41.3. A departmental section permits current-interest stories to be printed as late as one month before the publication month. Deadline for other submissions to this department is normally 10 weeks before the publication date. Cleared copy is accepted from Public Affairs offices by e-mail ([editor@afnews.af.mil](mailto:editor@afnews.af.mil)) or mail.

5.41.4. Since the magazine is not copyrighted, articles and photos are considered in the public domain and may be reprinted without permission. Reprinted articles should include the credit line "Reprinted from *Airman* magazine." Writers and photographers should also be cited. Upon publication, a copy of the reprint should be sent to: AFNEWS, 203 Norton Street, San Antonio TX 78226-1848.

5.41.5. *Airman* is distributed through the mail to units based on the established ratio of one copy for every three military and civilian personnel assigned. To have a unit added to the distribution list, administrative support offices should send the unit's mailing address and the total number of military and civilian Air Force people via e-mail to [afnspub@afnews.af.mil](mailto:afnspub@afnews.af.mil).

5.41.6. *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. For costs, go to <http://bookstore.gpo.gov/>.

5.41.7. *Airman* also is available on Air Force Link at <http://www.af.mil>. The electronic *Airman* supplements the printed version. The number of printed copies must not be decreased simply because the magazine appears on the Web site.

5.41.8. E-mail subscription. A notification message is sent to subscribers with a hyperlink to the magazine on Air Force Link. To subscribe, visit Air Force Link at <http://www.af.mil> and click on “subscribe.”

5.41.9. 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:

5.41.9.1. 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 fitness standards, haircut, mustache and weight compliance. In addition, subjects being photographed must comply with current safety, security, and technical order requirements.

5.41.9.2. *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.

5.41.9.3. People being interviewed should be informed that interviews may be tape-recorded to ensure accuracy of all comments.

5.41.9.4. 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.

5.41.9.5. Travel costs are a major consideration in story selection and trip scheduling. Therefore, on-base billeting and government transportation should be provided when possible.

**5.42. Air Force Policy Letter Digest.** *Air Force Policy Letter Digest*, is a monthly newsletter that provides unclassified national, DOD and Air Force policy to Air Force leaders. AFNEWS edits, formats and distributes the digest.

5.42.1. Distribution of *Air Force Policy Letter Digest*.

5.42.1.1. World Wide Web. The digest is available on Air Force Link at <http://www.af.mil>.

5.42.1.2. E-mail subscription. A notification message is sent to subscribers with a hyperlink to the digest on Air Force Link. People can subscribe to the service by visiting Air Force Link at <http://www.af.mil> and clicking on “Subscribe.”

**5.43. Commander’s Access Channel (CAC).** Commander’s Access Channel is 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 AFI 33-117, *Multimedia (MM) Management*.

5.43.1. CAC Responsibilities.

5.43.1.1. The installation commander has final authority over the CAC, and establishes rules and procedures for using CAC.



5.43.1.2. The servicing contracting office is responsible for negotiating and awarding contracts for Cable TV services, and manages Cable TV contracts to ensure compliance.

5.43.1.3. The installation Cable TV project manager is charged with defining requirements and submitting the purchase request for equipment to support the CAC.

5.43.1.4. 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.

5.43.1.5. Public Affairs is responsible for the content of the overall program.

#### 5.43.2. General Guidelines.

5.43.2.1. 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.

5.43.2.2. If overseas, ensure the CAC is not in competition or conflict with the local Armed Forces Radio and Television outlet.

5.43.2.3. Ensure the CAC is meeting the needs of the internal information program.

5.43.2.4. 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.

5.43.2.5. Information should be informative and appropriate and presented attractively.

5.43.2.6. Broadcasting commercial movies on the CAC raises copyright issues and is therefore prohibited.

5.43.2.7. Public Affairs should have 24-hour access to the programming equipment.

**5.44. 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, images and artwork and contains a listing of all officially registered Air Force World Wide Web sites. Air Force News Service (AFNEWS) is responsible for the day-to-day operation of AF Link. All Air Force public web sites are required to register through Air Force Link; registration procedures are posted at <http://www.af.mil>.

**5.45. Air Force Town Hall Meetings.** Air Force Town Hall Meetings are taped meetings between senior Air Force leadership (SECAF, CSAF, CMSAF) and members of the total force Air Force from certain bases or major commands. They are usually timed to take place during or following a CORONA conference.

5.45.1. AFNS will produce, coordinate with a commercial television production contractor, and provide guidance to local base and major command hosts on technical and operational event requirements. AFNS will also conduct site surveys, provide technical advice, provide one broadcast producer and one to two broadcast journalists to support the production on site, and provide unedited video to SAF/PA or the project designee.

5.45.2. The local base/major command host will support logistics, transportation, civil engineering, security, Public Affairs and Protocol requirements for the Town Hall Meetings.

**5.46. AFNS Report.** AFNS Report is a daily, one-minute TV news program produced each weekday by AFNEWS using official Air Force news sources, as well as reports from field units and Public Affairs offices around the world.

5.46.1. AFNS Report airs on American Forces Radio and Television Service outlets around the world, on The Pentagon Channel and on Air Force Link at <http://www.af.mil>.

## Chapter 6

### MEDIA OPERATIONS

#### *Section 6A—Purpose and Objectives of Media Operations*

**6.1. Purpose of Media Operations.** Media operations 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 operations programs are used to link Airmen and their leaders, link the Air Force to the community and inform global audiences about air and space capabilities. Media operations 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 Operations Program.**

- 6.2.1. Targets audiences with Air Force messages.
- 6.2.2. Deploys time-sensitive information.
- 6.2.3. Conveys Air Force core competencies to a broader audience.
- 6.2.4. Targets media strategies to an international audience.

#### *Section 6B—General Release of Information*

**6.3. Responsibilities.** Senior commanders are responsible for releasing information within their purview. The SAF/PA director is the coordination authority for all Air Force media activities and issues that have national or international implications. 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 that must be protected for legal or policy reasons.

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. See 6.22. for circumstances when exposure to sensitive or classified information is allowed. Consult DOD 5200.1-R, *Information Security Program*; and AFI 31-401, *Information Security Program Management*. 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 weapons 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 DODD 5400.7, *DOD Freedom of Information Act (FOIA) Program, and the Privacy Act of 1974* (Title 5, *United States Code*, Section 552a), AFI 33-332, *Privacy Act Program*, are important to Public Affairs. The FOIA directs maximum release of information. According to DOD, 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. The 1 Sep 05 distributed memorandum regarding "Withholding of Information that Personally Identifies DoD Personnel" states in general, release of information on DoD personnel will be limited to the names, official titles, organizations, and telephone numbers for personnel only at the office director level or above, provided a determination is made that disclose does not raise security or privacy concerns. 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.

6.4.1. 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 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 reporters. 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.

6.4.2.1. 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 directives, 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. Consult and coordinate the release with the Staff Judge Advocate prior to signature.

**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 directives control releasable information about individuals under certain conditions. For additional guidance on the release of casualty information see **6.28**. 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. For deaths, please see para **6.4.1**. It is permissible to release the home of record of deceased Airmen killed.

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. For deaths, please see para **6.4.1**. It is permissible to release ages of deceased Airmen.

6.7.4. Biographies and Photographs of Key Persons. Official photographs and biographies of general officers and key military and civilians 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 Military Personnel. See AFI 36-809, *Civilian Survivor Assistance*. 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 received extensive publicity, this information may be releasable (ask your Staff Judge Advocate 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. Present or future assignments, office and unit address and duty phone for personnel or units stationed 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 num-

ber; date of rank (DOR); entered active duty date (EAD); pay date; source of commission; and promotion sequence number, Air Force specialty code (unless operational security considerations warrant withholding a specific duty descriptions), position title, office, unit address, and duty phone number, and professional military education are releasable. See AFI 33-332, for other items releasable under the Privacy Act Program not requiring consent.

6.7.9. Education. Information concerning 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. 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 information about family members, including number or gender. 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 within guidelines described.

6.7.18. Names of Air Force Reserve and Air National Guard Aircrew members. Do not release names of AFRC or ANG aircrew members involved in incidents under investigation by the FAA. Air Force policy is for crewmembers 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 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/PA 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, *Safety Investigations and Reports*.

**6.9. 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. 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:

- 6.9.1. Media representatives, as members of the public, may attend open sessions of Air Force courts.
- 6.9.2. Cameras, video equipment and audio equipment are not permitted in Air Force courtrooms during court sessions (see *Manual for Courts Martial*).
- 6.9.3. 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.
- 6.9.4. Releasable material may include:
  - 6.9.4.1. Names of persons charged with crimes unless the person is a minor.
  - 6.9.4.2. Date and nature of the alleged offense, as shown in the court-martial order.
  - 6.9.4.3. Sentence, if approved.
  - 6.9.4.4. Type of discharge (if any) from the Air Force, and whether it was executed, suspended, or remitted.
  - 6.9.4.5. Confinement circumstances or date of release from confinement.
  - 6.9.4.6. Previous convictions or absence of them, provided the court finds the accused guilty in the present case.
  - 6.9.4.7. Acquittal, emphasizing it is commensurate with previously published accusations.
- 6.9.5. 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, clichés or slang, unless in a direct quote.
- 6.9.6. Media interviews and telephonic communication between media and people in confinement are prohibited by DODD 1325.4, *Confinement of Military Prisoners and Administration of Military Correctional Programs and Facilities*, and AFI 31-205, *The Air Force Corrections System*.
- 6.9.7. Do not release the names of minor children or other victims.
- 6.9.8. Coordinate requests for release of information about courts martial with the servicing SJA.

**6.10. 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 equal opportunity officer, SJA, chaplain. See [Chapter 7](#), *Crisis Communication*.

**6.11. 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 51-901, *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:

6.11.1. 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.

6.11.2. 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, endorse the product.

6.11.3. 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.

6.11.4. The Air Force must not give the donor any special concessions or privileges.

**6.12. Investigations or Reports by Air Force Office of Special Investigations (AFOSI).** See AFPD 71-1, *Criminal Investigations and Counterintelligence*; and AFI 71-101, *Criminal Investigations, Protective Service Matters, and Counterintelligence*.

**6.13. Legal Procedures and Litigation.** See AFI 51-301, *Civil Litigation*.

**6.14. DOD Homosexual Conduct Policy.** Refer to the most current Public Affairs guidance and contact the local staff judge advocate and higher headquarters Public Affairs for specifics.

**6.15. Force Structure Announcements.** As a matter of policy Force Structure 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 the SJA, manpower and organization experts as well as higher headquarters PA to prepare and coordinate questions and answers and news releases before commenting.

**6.16. Reduction in Force (RIF).** Consult higher headquarters Public Affairs before releasing any reduction in force information.

**6.17. Scientists and Engineers.** Significant work by Air Force scientists and engineers can be releasable, see AFI 38-203, *Commercial Activities Program*.

**6.18. Technical Documents.** See AFI 61-204, *Disseminating Scientific and Technical Information*.

**6.19. Contracts and Contractors' Releases.**

6.19.1. 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:

6.19.1.1. 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.

6.19.1.2. Information of public or professional interest about the work being done, if this information is not limited by terms of the contract.

6.19.1.3. Information previously approved for release.

6.19.2. Classified Contracts. Companies or institutions with classified Air Force contracts prepare initial information announcements relating to new Air Force programs. DOD 5220.22-M, *National Industrial Security Program Operating Manual*, regulates these announcements. The manual is an attachment to DD Form 441, *Department of Defense 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.

6.19.2.1. 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 6C—Release of Information on Operational Subjects.***

**6.20. Alert Status.** Information concerning changes of alert status or defense readiness condition (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. The local force protection condition (FPCON) may be released to the general public if conditions affect the local community. For example, if the base will be closed or an ID check at the gate will be instituted causing disruption to local traffic patterns, release the information. However, do not release the steps taken during a FPCON except to say that the unit is increasing its vigilance. Consult major command Public Affairs offices for additional guidance.

### **6.21. Deployments.**

6.21.1. 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:

6.21.1.1. Arrival of U.S. units in the commander's area of responsibility once announced by DOD or the combatant command.

6.21.1.2. Date of the unit's departure from home station after the unit has reached its deployed location.

- 6.21.1.3. Home station.
- 6.21.1.4. Approximate friendly force strength (multi-squadron, group, wing--not how many people).
- 6.21.1.5. Approximate friendly casualty and POW figures.
- 6.21.1.6. Approximate number of enemy personnel detained.
- 6.21.1.7. Nonsensitive, unclassified information regarding past and present operations.
- 6.21.1.8. In general terms, identification and location of military targets previously attacked and types of ordnance expended, once released by the Combatant Commander.
- 6.21.1.9. Date, time, or location of previous conventional missions and their results.
- 6.21.1.10. 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."
- 6.21.1.11. Weather and climate conditions.
- 6.21.1.12. If appropriate, allied participation by type of units (ground units, ships, aircraft).
- 6.21.1.13. Conventional operations' unclassified code names.
- 6.21.1.14. Deployed units and locations. Check PA guidance.
- 6.21.1.15. Type of equipment, including aircraft, unless classified.
- 6.21.1.16. General personal interest stories.
- 6.21.1.17. General stories of training facilities, methods, etc., when not classified and when they would not indicate future operational planning.
- 6.21.1.18. General scope and duration of air training performed.
- 6.21.1.19. Battle damage may be described as "light," "moderate," or "heavy."
- 6.21.2. Not releasable. The following items of deployment information are not releasable:
  - 6.21.2.1. Classified aspects of equipment, procedures, and operations.
  - 6.21.2.2. Name of the operation, until released by the Combatant Commander.
  - 6.21.2.3. Information placing future operations in jeopardy.
  - 6.21.2.4. Information which could place people's lives at risk.
  - 6.21.2.5. Information that, if released, would violate host nation or allied sensitivities.
  - 6.21.2.6. Information that would reveal intelligence methods and sources.
  - 6.21.2.7. Information that would reveal intelligence targeting and battle damage assessments.
  - 6.21.2.8. 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.
  - 6.21.2.9. Information that would reveal details of future plans, operations, or strikes, including postponed or canceled operations.

- 6.21.2.10. Information or imagery that would reveal specific location of forces.
- 6.21.2.11. Information or imagery that would reveal the level of security at deployment sites or installations.
- 6.21.2.12. Datelines showing specific countries when those countries have not acknowledged their participation in the operation.
- 6.21.2.13. Rules of engagement.
- 6.21.2.14. Details of training of specialized units.
- 6.21.2.15. Details of techniques, results, efficiency, etc., of forces involved.
- 6.21.2.16. Destination, unless initially released by OASD/PA.
- 6.21.2.17. Point of origin for an operational mission for an attack.
- 6.21.2.18. Information on the effectiveness of weapon systems and tactics.
- 6.21.2.19. Specific identifying information on missing or downed aircraft, while search and rescue operations are ongoing.
- 6.21.2.20. Special operations' unique methods, equipment, tactics that, if disclosed, could harm mission accomplishment.
- 6.21.2.21. Information on operational or support vulnerabilities.
- 6.21.2.22. Specific methods and tactics, speeds, and formations.

**6.22. Access to Sensitive Information.** Unit commanders may determine that coverage of a story will involve exposure to sensitive or classified information, but coverage of which is in the best interests of the Air Force. The primary safeguard will be to brief the reporter in advance about what information is sensitive and what the parameters are for covering this type of information. The commander may offer access if the reporter agrees to a security review of the product. Agreement to a security review in exchange for this type of access is strictly voluntary; however, if a reporter does not agree then access may be denied. If a reporter agrees to a security review, it will be conducted solely to ensure that sensitive or classified information is not included in the product.

**6.23. Intelligence or Reconnaissance Activities.** News releases may not be made regarding intelligence activities, except as authorized by SAF/PA.

**6.24. 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.

**6.25. 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.

**6.26. Movement of Units.** See paragraph [6.21](#) for general information on movement of Air Force units.

6.26.1. CONUS to Overseas. Information on the movement of Air Force units to overseas areas must be released initially by OASD/PA, unless delegation is authorized. SAF/PA must immediately notify all command Public Affairs offices 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.

6.26.2. Within Overseas Areas. Within overseas areas, movement releases are governed by instructions issued by the theater commander.

6.26.3. Within CONUS. For unit movements within the CONUS, the following information is releasable:

6.26.3.1. Designation of Unit.

6.26.3.2. Name and location of new station, assembly point, training area, etc., within the U.S., unless the movement itself or new station is classified.

6.26.3.3. Departure date, if routing for training and details of movement are not classified.

6.26.3.4. General information necessary for local civic relations, such as housing, recreation, etc.

6.26.3.5. On arrival at new station within the United States, resume normal Public Affairs activities.

**6.27. Personnel Wounded in Combat.** Public Affairs must exercise care in releasing information and photographs of personnel wounded in action or hospitalized for other reasons. The governing concerns are patient welfare, patient privacy and next of kin/family considerations. OASD/PA, unless it delegates authority to the combatant command PA, will issue an initial news release acknowledging that combat fatalities have occurred. After the initial release, the services may release additional information on casualties, consistent with the Privacy Act.

**6.28. Casualties.** IAW with DODI 1300.18, *Military Personnel Casualty Matters, Policies, and Procedures*, no casualty information on deceased military personnel may be released to the media or the general public until 24 hours after notifying the next-of-kin regarding the casualty status of the member. Casualty information on ill or injured Airmen may not be released without the consent of the individual, unless the release is otherwise authorized by the Privacy Act of 1974. In the cases of servicemembers who have been unaccounted for from past conflicts, public release cannot occur until 24 hours after the family accepts the member's identification, or 24 hours after the family has been notified that the Armed Forces Identification Review Board has upheld the identification. The purpose of this policy is to respect and provide for the privacy of the families in the immediate aftermath of notification of the loss or injury of a servicemember or of notification of the recovery and identification of a servicemember who has been unaccounted for or missing. For more guidance on releasable information see [6.7](#).

6.28.1. Medical Care Facilities. Media visits are authorized to medical care facilities, but must be approved by the medical facility commander and attending physician and must not interfere with medical treatment. A Public Affairs escort is required for all media visits to medical facilities.

6.28.2. Aeromedical Evacuation Flights. Media requests to travel aboard medical flights will be considered on a case-by-case basis and will require approval of the supported combatant command PA, OASD/PA, the supported combatant command SG and Air Mobility Command.

6.28.3. Unit casualties and losses. 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 combatant commander, a designated representative, or DOD.

**6.29. Casualty Notification to Next of Kin (NOK).** Although not an official part of a casualty notification team, in cases with high potential for media interest, Public Affairs has a valuable role in assisting with Air Force casualty next-of-kin notification.

6.29.1. Responsibilities.

6.29.1.1. Public Affairs should assess the media climate and, in potentially high visibility cases (combat related, mass casualties, homicides, etc.) or duty status-whereabouts unknown (DUST-WUN), missing or captured, advise the local commander of the likelihood of news media contacting the family members of the deceased Airman and offer Public Affairs support to the family.

6.29.1.2. The local commander or notification officer may request that Public Affairs accompany the NOK notification team when there are indications of high media interest and the possibility of news media contacting the deceased's family members directly.

6.29.1.3. When accompanying the NOK notification team, the Public Affairs Officer should travel with the notification team, but wait in the vehicle while notification is made to the family and remain there until requested.

6.29.1.4. After the NOK notification is completed, the notification officer will provide the family the appropriate Public Affairs Media Information Paper and contact information for the local Public Affairs Office. If requested, by the family, Public Affairs officers will advise the family on interaction with the news media, offer assistance with any public statements and define the family's preferences on news media requests for information.

6.29.1.5. If the news media is already at the family's residence or calling during the notification, Public Affairs should offer to act as the liaison between the news media and the family, in keeping with the family's preferences.

6.29.1.6. Casualty notification officers in remote areas who do not have Public Affairs support will provide the family contact information for the Air Force Personnel Casualty Center Public Affairs on-call representative at 1-800-433-0048.

**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, sub-systems, 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/PA 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.

### ***Section 6D—Working With the Media.***

**6.32. General Guidelines.** 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.

6.32.1. Access to Installations. Bona fide media representatives, freelance writers, and photographers may visit Air Force installations. Public Affairs must notify the security forces at the main gate or visitor center, and escort media at all times when they are on a military installation.

6.32.2. 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.

6.32.3. 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.

6.32.4. 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.

6.32.5. Clippings and Tear Sheets. Limit requests of 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.

6.32.6. Technical Jargon and Acronyms. Speak the public's language.

**6.33. 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.

6.33.1. 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 media representative is already 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.

6.33.2. 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.

**6.34. 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.

**6.35. 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. The primary safeguard should be to brief the reporter in advance about what information is sensitive and what the parameters are for covering this type of information.

**6.36. Duty Officer.** Public Affairs, or a designated representative, must be available 24 hours a day for significant breaking news stories, accidents and other events that 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. 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](#).

6.37.1. 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.

6.37.2. 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 for imagery--do they want photos, graphics, color slides or digital imagery? What type of video format--Beta or VHS?

6.37.2.1. 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 "U.S. Air Force Photograph."

6.37.2.2. Prepackaged broadcast news stories, also known as video news releases (VNRs) must include clear notification within the text or audio that the Air Force funded the VNR. Public Affairs officers are responsible for ensuring VNRs do not cross the line between legitimate governmental information and improper government-funded advocacy.

**Figure 6.1. News Release Format Sample.**

AIR FORCE PERSONNEL CENTER PUBLIC AFFAIRS

RANDOLPH AFB TX 78150

(210) 565-XXXX

Release No. 03-06-04

June 23, 2004

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. 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, why and how. Use simple, clear sentence structure with active verbs. Avoid disconnected or complicated sentences, long paragraphs, and paragraphs beginning with the same word or phrase.

-- MORE --



**NEWS RELEASE/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.

Include a point of contact with phone numbers and e-mail address for more information.

-30-

**6.38. 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 were reviewing policy on integrated training--even if you are at a training base, you would refer questions beyond your unit's scope to SAF/PA.

6.38.1. 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.

6.38.2. 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.

6.38.3. 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.

6.38.4. 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.

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

**6.40. Coordination. Establish media query coordination procedures for your organization.** If the query involves sensitive information, or comes from national-level media, consult with the next higher headquarters Public Affairs office 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 without a local PA, coordinate the reply with the tenant's command Public Affairs office.

### *Section 6E—Interviews*

**6.41. 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.

6.41.1. 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.

**6.42. 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 in advance that the following 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.

6.42.1. On-the-Record. Provides only information releasable and attributable.

6.42.2. 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."

6.42.3. 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."

6.42.4. Not for Attribution. Not attributed to anyone or any establishment. An example is: "It was learned today that. ..."

6.42.5. Off-the-Record. Provides information that 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.

**6.43. Interview Preparation.** Success in an interview is directly tied to the quality of preparation, ability to articulate messages, and manage the emotional climate of 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.

6.43.1. 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 kind 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 support an interview.

6.43.2. Identify a 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.

6.43.3. 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 flight line with the spokesperson in either a flight suit or BDUs.

**6.44. Messages.** Interviews are a time to respond to questions and assert 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. Messages should be:

6.44.1. Short. Think in terms of sound bites and one to two dozen quotable words.

6.44.2. Memorable. Use crisp, high-impact words that will stick with your audience.

6.44.3. Positive. Write messages to emphasize the affirmative.

6.44.4. Relevant. For impact, a message must be meaningful to the audience.

**6.45. Interview Techniques.**

6.45.1. 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.

6.45.2. 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.

6.45.3. Inverted Pyramid. Put significant information at the beginning of the interview.

6.45.4. 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.

6.45.5. 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.

6.45.6. 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.

6.45.7. 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.

6.45.8. 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.

6.45.9. 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.

6.45.10. Enthusiasm. Research shows the average viewer remembers only seven 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.

6.45.11. Language. Remember to speak the public's language. Avoid acronyms, jargon, or technical terms. Messages must be easily understood by every audience member.

6.45.12. 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.

6.45.13. Arguments. Don't argue. Be responsive but maintain control. Use conflict creatively to reemphasize key messages. 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***

**6.46. News Briefings.** News briefings are the best way to release news to all media at one time. Be sure the information and media interest (e.g., number of queries received) warrant a news briefing. A news briefing is reserved for immediate, important and useful news. If in doubt as to whether a topic should be considered for a news briefing, talk to higher headquarters Public Affairs. Because a news briefing is a major event, it often involves key installation people. Be sure the commander and staff understand the purpose of a news briefing and have been thoroughly prepared before interacting with the media.

6.46.1. Consider a news briefing when: A story or announcement is so important, sensitive or complex both the Air Force and media benefit from face-to-face presentation.

6.46.1.1. A high level person visits or is assigned.

6.46.1.2. Other types of releases can't adequately convey the information.

#### 6.46.2. Invitations to media should:

6.46.2.1. 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.

6.46.2.2. Briefly cover the subject and material the news briefing will address. Do not disclose details, but tell editors enough so they can judge whether or not to send a reporter.

6.46.2.3. Don't promise anything that cannot be delivered.

6.46.2.4. Consider Deadlines. Plan the news briefing for a day and time that's meets the publishing and broadcast deadlines of the media outlets. This will ensure maximum coverage of your event. For example, an early afternoon news briefing will satisfy a newspaper with a morning distribution, but not a newspaper with an afternoon circulation.

6.46.2.5. Go to all local media, even those that do not usually cover your activities.

#### 6.46.3. Set-up Requirements.

6.46.3.1. 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.

6.46.3.2. Telephones nearby for news filing.

6.46.3.3. 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.

6.46.3.4. Coordinate with security forces so reporters' entrance to the installation is smooth. Meet reporters at the visitor center or gate and escort or convoy to the news briefing site.

6.46.3.5. 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.

6.46.3.6. Refreshments are optional. If light refreshments such as soft drinks, coffee, and doughnuts are necessary, keep them on an out-of-the-way table that will allow for self-service. The commander's contingency fund may be used to pay for refreshments. (See AFI 65-603, *Official Representation Funds—Guidance and Procedures*).

#### 6.46.4. Conduct the News Briefing.

6.46.4.1. Have reporters sign in and distribute press kits as the reporters arrive.

6.46.4.2. Begin on Time. Media have deadlines and other obligations.

6.46.4.3. Public Affairs opens the news briefing by establishing the ground rules. Ground rules consist of a short statement outlining the purpose of the news briefing; sequence of events, including length of time and opportunity for questions; any limitations on subject matter; and state the news briefing is on the record and is being recorded. Public Affairs also introduces the spokesperson.

6.46.4.4. 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 briefing participants/experts on message development and interview techniques.

6.46.4.5. Quickly summarize and close the news briefing.

6.46.4.6. The news briefing 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.

6.46.5. Follow-up.

6.46.5.1. 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.

6.46.5.2. Prepare an interim report for principals and higher headquarters Public Affairs offices, so they will know who attended, questions asked, and what coverage to expect.

6.46.5.3. Send a final report when newspaper clippings and broadcast summaries are available. Assess impact of this coverage for the official who conducted the news briefing.

**6.47. 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.

**6.48. 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.

**6.49. 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 visual information 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.

6.49.1. Visual Information Policy. Air Force Image Express (AFIE) is a system to capture, process and distribute Air Force imagery and video in near real-time to internal and external markets worldwide. AFIE provides same-day digital imagery and video of Air Force people, locations, weapons systems and missions to a designated group via tape/CD distribution and electronically through a file transfer protocol (FTP) service. Contact SAF/PA's combat camera liaison for more information.

***Section 6G—Supporting Media Travel.***

**6.50.** (See [Chapter 19](#), Public Affairs Travel.)

***Section 6H—Magazine and Books Support***

**6.51. Books.** SAF/PA and SAF/PA field offices are the points of contact between the Air Force and book representatives.

6.51.1. SAF/PA Responsibilities. The New York field office generally handles book activities since most publishers have major offices in that city. These responsibilities include:

6.51.1.1. Responding to requests for available material on Air Force subjects.

6.51.1.2. Referring requesters to MAJCOM, FOAs, and Air Force record centers and depositories.

6.51.1.3. Coordinating and approving requests from authors with Letters of Intent to interview Air Force personnel, visit bases, and participate in media orientation flights.

6.51.2. MAJCOM Responsibilities. SAF/PA may delegate direct liaison between Air Force and book representatives to MAJCOM and FOA or unit level (with MAJCOM or FOA coordination and approval) on a case-by-case basis.

6.51.2.1. Overseas MAJCOMs and FOAs are the liaison with foreign 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/PA for coordination, support, or concurrence. Advise overseas-based foreign 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.

**6.52. National Magazine Story Ideas.** Placement of solid, mission-oriented stories in the national magazine market are a critical part of the Public Affairs mission.

6.52.1. 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 Air Force organization; or it must directly support Air Force programs.

6.52.2. 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.

6.52.3. Public Affairs screens story ideas for accuracy, quality, security and policy. In addition, Public Affairs are responsible for quality control to ensure the final product presents a professional image. Contact SAF/PA for assistance in marketing, when appropriate.

6.52.4. Public Affairs at all levels may contact or send story ideas or articles directly to national magazine representatives. Inform SAF/PA of national level media requests.

6.52.5. Public Affairs screens story ideas for accuracy, quality, security and policy.

**6.53. 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*.

6.53.1. 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.

**6.54. 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 Non-Government, Non-Entertainment VI Productions Other Than News; Contractor VI Productions; and Commercial Advertisements.***

These include commercial and nonprofit industrial, institutional, documentary, educational and commercial enterprise productions. The key is these productions are intended to inform.

**6.55. Visual Information Policy.** See AFI 33-117, *Multimedia (MM) Management*. Per DOD Instruction 5410.15, Air Force assistance, access to installations, equipment, and personnel for interviews, photo and video opportunities, and unclassified visual information 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.

6.55.1. Accuracy in the portrayal of Air Force people, places, equipment, military operations and events.

6.55.2. Information value and enhancement of public understanding of the Air Force, DOD and defense issues.

6.55.3. 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.

**6.56. General Policy Guidelines.**

6.56.1. Classified information may not be disclosed, nor classified equipment shown.

6.56.2. Operational readiness must not be impaired. Use of people, equipment and other resources will not interfere with military operations or training.

6.56.3. There will be no deviation from established Air Force safety standards.



6.56.4. Activities of persons being videotaped, filmed, or photographed will be within the scope of their normal duties.

6.56.5. No additional cost will be incurred by the government to provide assistance.

6.56.6. 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.

6.56.7. Air Force visual information material cannot be provided exclusively to a particular group, nor can any organization be given preferential treatment.

6.56.8. Since the Air Force cannot compete with commercial sources, Air Force support may be provided only when similar civilian assets are not reasonably available.

**6.57. SAF/PA Responsibilities.** SAF/PA evaluates and approves support for national-level, non-government, and non-entertainment visual information productions. SAF/PA 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/PA coordinates assistance to obtain or produce the visual information material. SAF/PA 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.

6.57.1. SAF/PA must approve support for visual information productions involving Air Force-level contracts.

**6.58. 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/PA if it is believed interest may expand beyond a regional audience. Keep SAF/PA apprised of MAJCOM-approved projects.

**6.59. Unit Responsibilities.** When contacted by a non-government, non-entertainment group (other than news media) seeking visual information 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.

6.59.1. 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/PA.

#### **6.60. Support Procedures.**

6.60.1. Non-Government, Non-Entertainment Visual Information Productions Other Than News. Productions done by organizations outside the federal government which are primarily intended to inform.

6.60.1.1. SAF/PA approves support to national-level, non-government, and non-entertainment visual information productions other than news media. MAJCOMs approve support on the local and regional level. Customers should submit requests in writing as outlined below.

- 6.60.1.1.1. Include detailed description of the desired material stock footage or photography (footage format, amount, etc.); desired receipt date (two to four weeks is normal processing times).
  - 6.60.1.1.2. 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.
  - 6.60.1.1.3. A synopsis or explanation of the product in which the Air Force visual information material will be used. Include a treatment, outline, script or storyboard for the project.
  - 6.60.1.1.4. 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.).
  - 6.60.1.1.5. A statement that the requested visual information support cannot be reasonably obtained from commercial or private sources.
  - 6.60.1.1.6. 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.
  - 6.60.1.1.7. A statement that SAF/PA (or appropriate level) will be given the opportunity to review the final product before release.
- 6.60.2. Contractor Visual Information Productions. These are products by Air Force and DOD contractors such as annual reports, corporate in-house training videos and promotional and marketing productions.
- 6.60.2.1. Government contracts often include visual information productions that 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 DODD 5230.9, *Clearance of DOD Information for Public Release*. Material not requiring OASD/PA or SAF/PA clearance will be cleared at the lowest level competent to evaluate the information.
  - 6.60.2.2. Contractors seeking visual information 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.
- 6.60.3. 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.
- 6.60.3.1. 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 that shows their company does 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/PA. In all cases, a proposed advertisement must meet the policy guidelines and the following:
    - 6.60.3.2. Must be factual and in good taste.

- 6.60.3.3. Must be of some benefit to the Air Force (informational value, enhancement of public understanding, etc.)
- 6.60.3.4. 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.
- 6.60.3.5. Must not compare the relative merits of current weapons or weapons systems.
- 6.60.3.6. Must not refer to the economic impact of a proposed continuation or cancellation of a defense contract.
- 6.60.3.7. Must not reproduce the Air Force seal or any of its parts, except as authorized by AFMAN 33-326, *Preparing Official Communications*.
- 6.60.3.8. 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***

**6.61. Television, Motion Picture, Other Entertainment Production Policy.** This section covers policies governing Air Force assistance to non-government entertainment productions, including motion pictures released via box office, DVD and direct-to-video; television movies; television series and mini-series, on network, cable and syndicated television; as well as theatrical productions. These productions are primarily intended to entertain. The SAF/PA field office in Los Angeles is the OPR for liaising with the entertainment industry on Air Force-related projects.

6.61.1. Policy. DOD Instruction 5410.16, *DOD Assistance to Non-Government Entertainment-Oriented Motion Picture, Television and Video Productions*, authorizes assistance to an entertainment-oriented motion picture, television, DVD or video production when cooperation benefits DOD or when this would be in the best national interest, based on consideration of the following factors:

- 6.61.1.1. 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.
- 6.61.1.2. 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.
- 6.61.1.3. The production may enhance the U.S. Armed Forces’ recruiting and retention programs.
- 6.61.1.4. 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.

**6.62. General Policy Guidelines.** In addition to the policy guidance listed above, the following policies apply to entertainment projects.

6.62.1. 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 field office project officer.

6.62.2. 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.

6.62.3. There shall be no deviation from established DOD safety standards.

6.62.4. Official activities of military personnel assisting the production must be within their scope of normal duties, with the exception of field office-assigned project officer(s) and technical advisor(s).

6.62.5. Official personnel services and DOD materiel shall not be employed in such a manner as to compete directly with commercial and private enterprises. DOD assets may be provided when similar civilian assets are not reasonably available.

6.62.6. 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.

6.62.7. Before filming, the production company must provide proof of adequate industry standard liability insurance for any possible damages to the Air Force.

6.62.8. The production company must sign a DOD Production Assistance Agreement, which includes a hold harmless clause that releases the government from liability in case of accident, injury or loss of property in connection with Air Force assistance to the project. The DOD Production Agreement lists each installation used for filming.

6.62.9. DOD motion picture and video stock footage may be made available for purchase or loan when a production qualifies for assistance under the general factors outlined in [6.60.1](#).

6.62.10. Footage shot with DOD assistance and official DOD footage released for a specific production are not to be reused for or sold to other productions without DOD approval.

**6.63. Responsibilities.** Pending final approval of Air Force cooperation, Public Affairs may provide production companies information or suggestions and access to unclassified technical research. Public Affairs must make it clear that interim help does not commit the Air Force to final approval and official support of the project.

6.63.1. OASD/PA-Special Assistant for Entertainment Media. Serves as the sole authority for approving DOD assistance to non-government, entertainment-oriented motion picture, television, DVD and video productions. The Special Assistant for Entertainment Media is herein referred to as OASD/PA.

6.63.2. SAF/PA. Serves as the Air Force approval authority for official support before elevating requests to OASD/PA for DOD-level approval. The Los Angeles field office serves as the entry point for all requests, reviews and coordinates support requirements with MAJCOMs, makes qualifying recommendation to OASD/PA and is ultimately charged with preparing, coordinating and executing a DOD Production Assistance Agreement. Before a production company officially submits a project to OASD/PA, the field office may provide advice and courtesy assistance that might ultimately help to qualify the project for support. However, no premature commitments may be made. The field office also provides the production company a copy of DODI 5410.16, *DOD Assistance to Non-Government Entertainment-Oriented Motion Picture, Television and Video Productions*.

6.63.3. MAJCOM. Reviews requests and makes recommendations to the LA field office, to include MAJCOM and local unit ability to support. MAJCOMs ensure required documents are accomplished for their units before filming is allowed.

6.63.4. Unit. 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 coordinate with its MAJCOM and contact the LA field office in-turn before agreeing to anything. If contacted by SAF/PA or MAJCOMs concerning projects already under LA field office review, units should advise MAJCOMs of their ability to support.

6.63.5. Production company. The production company collaborates and coordinates with the LA field office to develop the project ultimately for OASD/PA approval of production assistance by the Air Force.

**6.64. Procedures for Approval and Support.** Before a production company officially submits a project to OASD/PA for support consideration, the LA field office may provide courtesy assistance, as in project research and development, thereby helping the production company to develop a script that might ultimately qualify for DOD assistance.

6.64.1. The production company must submit to OASD/PA, via the field office, a formal request for production assistance, which should include:

6.64.1.1. 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.

6.64.1.2. A 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 Productions*.

6.64.1.3. Five copies of the script for review and evaluation.

6.64.1.4. A detailed list of requirements. If not yet known, requirements should be stated in general terms.

6.64.2. The LA field office 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 the field office and recommendation for approval or disapproval is sent to OASD/PA.

6.64.2.1. Support approval or disapproval will be communicated to the producer by OASD/PA or the LA field office.

6.64.2.2. Once support approval is granted, if the original request submitted was not complete as far as final scripting or specific support requirements, these must be coordinated and approved by the LA field office and OASD/PA as soon as possible thereafter.

6.64.3. Once a project is granted OASD/PA approval, the LA field office is authorized to provide official production support through an assigned project officer. The field office can assist with script review and rewrite, filming location arrangements, stock footage research and acquisition, on-site technical advice, handling of insurance and reimbursement arrangements, and review of completed projects.

**6.65. Use of Air Force People as Extras.** Air Force people who appear in non-government entertainment-oriented productions (non-news) must do so voluntarily, whether on duty or off duty.

6.65.1. 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.

6.65.2. If they are not performing normal duties while taking part in the production, they must be off duty. Military personnel in an off-duty, non-official status may be hired by the production company to perform as actors, extras, etc., provided there is no conflict with any other Air Force instruction. In such cases, contractual arrangements are solely between those individuals and production company; however, payment should be commensurate with current industry standards. Military personnel accepting such employment shall comply with DODD 5500.7, *Standards of Conduct* (reference “d”).

6.65.3. The production company is responsible for resolving any disputes with unions governing the hiring of non-union actors and extras.

### ***Section 6K—Member Participation in Non-Government Talk, Reality and Game/Quiz Shows***

**6.66. General Guidance.** Air Force members may participate in non-government talk, reality and game/quiz shows given the considerations and coordination outlined below, when such participation does not detract from the dignity and prestige of the Air Force.

6.66.1. The following factors should be weighed in favor of participation when appropriate:

6.66.1.1. The show is devoted entirely to observing a national holiday, or is dedicated to the U.S. Armed Forces or a particular service.

6.66.1.2. The show is local and originates entirely from a military installation.

6.66.1.3. The appearance of Air Force personnel is for a purpose that has no commercial counterpart, or that contributes to a specific Air Force interest.

6.66.1.4. The show supports national interests.

6.66.1.5. 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.

6.66.1.6. A show’s sponsors or business practices do not reflect adversely on the Air Force.

6.66.2. Coordination with Public Affairs.

6.66.2.1. A member must coordinate with his or her base-level Public Affairs office if he or she intends to participate either in or out of uniform, in or out of official duty status or by expressly presenting him or herself as a member of the Air Force.

6.66.2.2. The base-level Public Affairs office should in-turn inform its MAJCOM, which should in-turn coordinate with SAF/PA as outlined below based on the type of show.

**6.67. Talk and Reality Shows.** SAF/PA is the OPR for coordination and approval of an Air Force member’s participation on a talk and reality show. Member participation is approved on a case-by-case basis as determined by SAF/PA.

**6.68. Participation in Commercials.** Participation in endorsing or marketing any commercial products is strictly prohibited. If necessary, SAF/PA is also the OPR for coordination of an Air Force member’s

participation and involvement in all commercials depicting any relationship with a product and the Air Force or any Airman.

**6.69. Game/Quiz Shows.** The LA field office is the OPR for coordinating a member's participation on a game/quiz show.

6.69.1. Military-Themed Game/Quiz Shows. When a military installation takes an active role in providing military contestants, approvals by the LA field office and OASD/PA are necessary for military members' participation (other than as audience members only), whether appearing in or out of uniform. Military personnel selected as game or quiz show participants should be placed in a leave or other authorized off-duty status.

6.69.2. Non-Military Themed Game/Quiz Shows. Military personnel who independently go to a studio to be a member of a game or quiz show audience and are selected out of the audience for participation are allowed to wear their uniform as long as their appearance does not give the impression of DOD or Air Force endorsement. If randomly selected, military members should inform their unit Public Affairs office as soon as possible, which should in-turn inform its MAJCOM and the LA field office.

## 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 is a rapidly developing threat to U.S. vital interests that is of such a nature that commitment of U.S. military forces and resources is contemplated in order to achieve national objectives. Public Affairs must be ready to provide leaders with recommended courses of action to provide target audiences with accurate information. Public Affairs demands trained professionals have the skills to engage the media, and 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 Immediate Reaction Forces (IRF). Plans must agree with AFI 10-2501, *Full Spectrum Threat Response (FSTR) Planning and Operations*, which establishes requirements for local responses, and AFI 91-204, *Safety Investigations and Reports*, that 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, a 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), e-mail messages, straight talk Web page on the intranet, 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 Element (IRE). Because media often arrive at off-base accidents before the IRE, include a PA person in that IRE. This individual must be prepared to aid in safeguarding classified information from the media within legal and policy guidelines.

7.4.3.1. Disaster Control Group (DCG). For on-base accidents and incidents, a PA representative should be designated to respond with the Disaster Control Group.

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 (Title 50, *United States Code*, Section 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 vehicles and land mobile radios 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. MAJCOM/PA should ensure commanders have established notification procedures between the unit and their supporting public affairs office.

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 combatant 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 combatant 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 via arrival with the DCG during on-base accidents/incidents.

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 needs the releases for any other purpose.

7.5.4.3. Anticipate public concerns and issues 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.

7.5.4.8. Ensure major command and Air Force News Service are included as addressees on initial information release and other publicly releasable information and images.

**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 33-332, *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. Public Affairs should coordinate responses to query or news releases about the admittance or status of patients with the military treatment facility's privacy officer (each location is required to have an individual acting in this capacity).

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. In accordance with, DoDI 1300.18 "Military Personnel Casualty Matters, Policies and Procedures" no casualty information on deceased military personnel may be released to the media or the general public until 24 hours after notifying next-of-kin regarding the casualty status of the member.

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. Non-releasable information includes home of record, 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 combatant 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.

## **7.7. The Air Force Hotline.**

7.7.1. During wartime, or operations other than war, SAF/PA can activate the Air Force Hotline. The Hotline is an Air Force public affairs program. It uses a toll-free number giving the American public a single point of contact for information about Air Force participation in the situation being supported. The Hotline disseminates only releasable information that's factual and timely. Information released will follow Public Affairs policies that are consistent with national security, operational considerations, operations security (OPSEC), communications security (COMSEC) and Computer Security (COMPUSEC).

7.7.2. Any Air Force major command or Air Staff organization may request activation of the Air Force Hotline through SAF/PA. Following the request, SAF/PA will direct HQ AFNEWS/CC to activate the Hotline and will include the initial releasable information to be used with the Hotline with the activation order.

7.7.3. SAF/PA, major command, the Air Force Personnel Center (AFPC), AFNEWS, numbered air force and wing Public Affairs officials will supply timely copies of all subsequent releasable information concerning the operation or event to the Air Force Hotline for use during operation of the Hotline.

7.7.4. AFNEWS is responsible for the policies, procedures and guidance for activation, operation and management of the Air Force Hotline. Once activated, the Hotline will operate 24 hours a day, seven days a week until directed by SAF/PA to alter or terminate. AFNEWS/CC may recommend termination of Hotline activities based on a decline in the frequency of calls to the Hotline.

## ***Section 7C—Controlling Photography***

**7.8. On U.S. Military Installations During Crises.** If no classified material is exposed, the commander will permit news media photography. 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.

7.8.1. 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. As soon as reasonably possible, 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:

7.8.1.1. 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.

7.8.1.2. Immediately notify security forces of suspected photography of classified material by media or visitors. Security forces will confiscate film, digital memory devices, and videotape and provide a receipt for any materials seized. Do not detain the media or visitor.

7.8.1.2.1. Coordinate closely with command officials to confirm the existence of classified information on the seized materials, review the coverage and return all portions that do not contain classified information.

7.8.1.3. 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:

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

7.8.1.3.2. If it appears there was an intent to deliberately obtain coverage of classified information for purposes of profit, espionage or to have any other significant adverse impact on national security, the Air Force, base or command officials should immediately report the above actions to OASD/PA, through normal PA channels.

**7.9. Appropriate and Professional Photography.** Public Affairs will always be responsible and aware of the professionalism of all photography gathered on and off base in relation to Air Force activities. Special attention will be placed on photography of prisoners, wounded or killed personnel.

**7.10. Control of Photography at an Off-Base Location in the United States and its Territories.** The authority of PA personnel, on-scene commanders (OSCs), 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.

7.10.1. The senior Air Force representative at the scene must find out, as soon as possible, if there is any identifiable classified information present.

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

7.10.3. 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.

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

7.10.4.1. Explain the situation and ask the media to cooperate.

7.10.4.2. Explain federal law prohibits photography when official permission is expressly withheld (Title 18, *United States Code*, Sections 795 and 797).

7.10.4.3. 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 materials with that coverage.

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

7.10.5.1. Immediately contact the managing editor or news director of the newspaper, magazine, or television station employing the photographer.

7.10.5.2. Explain the situation.

7.10.5.3. Request the return of media coverage having suspected classified information.

7.10.5.4. Explain failure to return the material to military authorities violates federal law (Title 18, *United States Code*, Sections 793(e), 795, 797).

7.10.5.5. Review media coverage turned over to the Air Force.

7.10.5.6. Report the action by telephone and follow-up message, when such contact is made, through normal PA channels to OASD/PA.

**7.11. 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.

7.11.1. 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.

**7.12. 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 combatant 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, Missile and Space Accidents--Non-nuclear***

**7.13. 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 7.1.](#)

The news release should be sent to SAF/PA and Air Force News Service ([news@afnews.af.mil](mailto:news@afnews.af.mil)) in addition to local and regional media.

- 7.13.1. A general description of the type of accident (crash, mid-air collision, space launch mishap, etc.).
- 7.13.2. The time and location.
- 7.13.3. The aircraft, space launch vehicle's or missile's departure/launch point and destination or, in the case of satellites, intended orbit (unless that information is classified or foreign country sensitivity precludes release).
- 7.13.4. The number of crewmembers and passengers aboard.
- 7.13.5. The type of aircraft, space launch vehicle/satellite 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...").
- 7.13.6. 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.
- 7.13.7. A board of officers will investigate the accident. See paragraphs [7.14.](#) through [7.16.](#) for guidance on answering queries about this board's findings and the cause of the accident.
- 7.13.8. If accident occurs overseas, ensure embassy coordination is obtained prior to release.



**Figure 7.1. Aircraft Accident--Traveling Point To Point, News Release Sample.**

*(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, Titan IVB, 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.

-30-

*(NOTE: This release may be modified for other types of accidents)*

**Figure 7.2. Aircraft Accident--Operating Out of One Base, News Release Sample.**

*(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.

**Figure 7.3. Aircraft Accident--Hazardous Material, Classified Cargo or Weapons, News Release Sample.**

<p><i>(UNIT NAME)</i> PUBLIC AFFAIRS  <i>(BASE NAME)</i> AFB <i>(STATE)</i> <i>(ZIP CODE)</i>  <i>(Phone number)</i></p> <p>Release No. <i>(XXXX-XX-X)</i>  <i>(Date)</i></p> <p><u><i>(Title)</i></u></p> <p><i>(BASE NAME)</i> AIR FORCE BASE, <i>(State)</i> -- 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.</p> <p>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.</p> <p>A board of officers will investigate the accident. As soon as additional details become available they will be provided.</p> <p style="text-align: center;">-30-</p> <p><i>(NOTE: This release may be modified for other types of accidents)</i></p>
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**7.14. 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.

**7.15. 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 mem-

bers. 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.

7.15.1. 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.

7.15.2. 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.

**7.16. Accident Investigation Board (AIB).** 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. Note: For space launch mishaps, AIBs are conducted in parallel with SIB's and not by "reviewing Part 1 of the SIB's report". This is done to ensure timely completion of space launch investigations and release of information to the public and industry. For more information see AFI 51-503, *Aerospace Accident Investigations*.

7.16.1. 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, and approval by the convening authority (MAJCOM/CC) and a briefing to family members, if applicable. If a press briefing is held, the AIB president serves as the Air Force spokesperson and is available to answer questions.

7.16.2. Refer requests for accident information to the convening authority. The convening authority is the MAJCOM to which the weapon system is assigned. For ANG units the AIB is handled by the gaining command. Copies of the AIB report in its entirety can be obtained from the, Air Force Safety Center.

7.16.3. Coordinate with MAJCOM/PA for local release (community in which the weapon system and/or personnel were assigned) of the AIB report's Executive Summary.

### ***Section 7E—Disturbances and Crises***

**7.17. 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 combatant or specified commander and the country team.

7.17.1. Release Authority. The local commander is the release authority. Higher headquarters may issue Public Affairs guidance. See **Chapter 6, *Media Operations***, for media guidance. See **Figure 7.4.** for sample On-base Disturbance news release.

7.17.2. Commander's Responsibilities.

7.17.2.1. Adequately staff the PA office to provide required support during a disturbance, including authorized augmentation, where needed, to assist PA personnel.

7.17.2.2. Meet with internal and external media when needed.

7.17.2.3. Draft a message for the Straight Talk Center's telephone answering machine, e-mail and Web site.

7.17.2.4. Conduct on-base town hall meetings or other open forums to quiet fears of non-participants and to help stabilize the situation.

7.17.3. Public Affairs Responsibilities.

7.17.3.1. Situation Report (SITREP). Send SITREP to MAJCOM/PA as warranted. Continue reporting during emergency conditions using priority precedence. Continue reporting during MINIMIZE. SITREP includes:

7.17.3.1.1. Base facilities involved and how affected.

7.17.3.1.2. 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.

7.17.3.1.3. Number of PA augmentation forces requested or in place.

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

7.17.3.1.5. PA actions already taken and known or anticipated media interest.

7.17.3.2. 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.

7.17.3.3. Activate, operate and update the Straight Talk line, e-mail and Web page.

7.17.3.4. Media Actions.

7.17.3.4.1. Activate and operate Media Operations Center.

7.17.3.4.2. Respond to local media. Release information about the crisis as soon as it is available.

7.17.3.4.3. 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.

7.17.3.4.4. Escort Media.

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

7.17.3.4.4.2. 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.

7.17.3.5. After-Action Report. Provide an after-action report to MAJCOM within seven days after the end of the disturbance. Report should contain a chronology of PA actions, problems encountered, community relations aspects, and lessons learned.

**7.18. 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.

7.18.1. 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/PA for coordination.

7.18.2. Crisis Statements. During crisis incidents, it is essential U.S. Government representatives in Washington, D.C., U.S. Embassies and Combatant Commands overseas (as appropriate) 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/PA 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.

7.18.3. Interviews. Refer interview requests to SAF/PA. Discourage live broadcasts that could reveal tactics, eliminate the element of surprise, or endanger lives.

**7.19. Chemical or Biological Material.** If an accident involves chemical or biological material, release information according to AFI 10-2501, *Full Spectrum Threat Response (FSTR) Planning and Operations*. The release must also comply with more specific instructions given in movement and operations plans or orders, and DOD or overseas combatant command policies that apply.

**7.20. Terrorism.** Because terrorists seek media recognition, media information management must be in the best interest of the hostage and the situation. Public Affairs screens information disseminated to the media to ensure operational security and force protection and provides advice and counsel to those in charge. In general, statements may include U.S. policy that terrorist acts are criminal, that the U.S. Government will make no concessions to terrorists, that ransom will not be paid, and that nations fostering terrorism will be identified and isolated. In response to a possible or real terrorist threat, the Public Affairs representative may acknowledge, if appropriate, that increased security measures have been taken (without going into specific detail). PA may also confirm the obvious. Requests for coverage of counter ter-

rorism forces will not be approved. In overseas areas, coordinate announcements with U.S. Embassy and combatant command Public Affairs. Queries or requests for information or photography beyond the above guidance must be referred to OASD/PA.

**7.21. 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/PA should be advised. Responses to news media queries at any level should be coordinated with the appropriate FAA office.

**Figure 7.4. On-base Disturbance Sample News Release.**

<p>(UNIT NAME) PUBLIC AFFAIRS          (BASE NAME) AFB (STATE) (ZIP CODE)          (Phone number)</p> <p>Release No. (XXXX-XX-X)          (Date)</p> <p><u>(Title)</u></p> <p>(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.).</p> <p>There were (no, minor, major) personal injuries and (no, minor, major) property damage.</p> <p>(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.</p> <p style="text-align: center;">-30-</p>
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**Section 7F—Nuclear Weapons**

**7.22. 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.

**7.23. 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, combatant commanders, in coordination with OASD/PA, have this responsibility, with the exception of losses, thefts, or seizures.

**7.24. 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.

7.24.1. 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/PA and OASD/PA as soon as practicable when confirmation is made directly by the OSC or Deputy Director of Operations, National Military Command Center.

7.24.2. 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/PA 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.

7.24.3. Overseas. In overseas areas other than United States territories and possessions, combatant 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 combatant commander or designee coordinates the announcement with the host government through the Chief of the U.S. Mission.

**7.25. Release of Information.** Information about any nuclear accident that 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](#), *Media Operations*.

7.25.1. 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/PA for coordination 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//PO:PA//; and the installation's higher headquarters as information addressees.

7.25.2. Procedures for Release After Nuclear Accidents and Incidents. Within the United States and its territories and possessions, the responsible commander must:

7.25.2.1. 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 Center, DSN 227-6103 or commercial (703) 697-6103, and ask for the SAF/PA duty officer.

7.25.2.2. 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.

7.25.2.3. 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*.

7.25.2.4. 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.

7.25.2.5. Notify higher headquarters and obtain OASD/PA approval of the proposed follow-on release. Both telephonic and message notifications are required.

7.25.2.6. 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.

7.25.2.6.1. 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.

7.25.2.6.2. Coordinate CEAT activities through the senior federal official (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.

7.25.2.7. 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)*.

7.25.2.8. Avoid talking about nuclear weapons or materials, beyond the scope of the above guidance, unless authorized by OASD/PA.

7.25.2.9. 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 (SRF) takes responsibility for Public Affairs at the scene. Air Force Space Command has a response task force for Intercontinental Ballistic Missile (ICBM) accidents within CONUS; Air Combat Command is the lead for nuclear weapons accident response for all CONUS non-ICBM nuclear weapons accidents.

7.25.3. 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.

7.25.3.1. Briefing Requirement. DOD Directive 5230.16, *Nuclear Accident and Incident Public Affairs (PA) Guidance*, 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, expand this briefing to cover aircraft accident procedures in general.

7.25.3.1.1. Off-Base Briefings. The DOD directive requires commanders and Public Affairs officers to brief military and civil law enforcement, disaster response, nuclear weapons security force, intelligence and operations 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:

7.25.3.1.1.1. 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.

7.25.3.1.1.2. 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.

7.25.3.1.1.3. The preparation of joint plans and procedures to complement installation or unit plans for releasing information in nuclear accidents and incidents.

7.25.3.1.2. 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 15 months, a PA person must brief:

7.25.3.1.2.1. 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.

7.25.3.1.2.2. Outside the United States and its territories, U.S. Defense Attaché officers and U.S. Embassy officials.

7.25.3.1.2.3. 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.)

7.25.3.2. Conduct tests of PA procedures with other nuclear accident tests and training.

7.25.3.3. Overseas. Overseas, the responsible U.S. Air Force commander must:

7.25.3.3.1. Develop PA planning guidance that supplements combatant command plans for dealing with nuclear weapon provisions and procedures to inform State Department Public Affairs, Chief of U.S. Mission, and host government of emergency news releases and use of host government's public release capabilities.

7.25.3.3.2. Establish contingency procedures, announcements, and methods of release developed with the Chief of U.S. Mission.

7.25.3.3.3. 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.

7.25.3.3.4. Following combatant 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 combatant 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 combatant 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.

7.25.3.3.5. OASD/PA does not require advance coordination if the news releases are in response to mishaps resulting in public hazard or undue public alarm.

7.25.3.3.6. Constitute a CEAT, which must coordinate its activities through the combatant 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 combatant 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.

-30-

*(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.).**

*(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.

-30-

*(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 and phone number)* 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.

-30-

*(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. Sample Announcement To Notify Local and State officials of a Nuclear Accident or Incident (When Public is Possibly in Danger; Neither Confirms nor Denies.).**

*(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.

-30-

*(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. Sample News Release To Notify the General Public About Nuclear Accident or Incident (When Public is Possibly in Danger).**

*(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. Sample Release for Nuclear Accident or Incident (When Public is Probably in Danger; Does Confirm).**

<p><i>(UNIT NAME)</i> PUBLIC AFFAIRS <i>(BASE NAME)</i> AFB <i>(STATE)</i> <i>(ZIP CODE)</i> <i>(Phone number)</i></p> <p>Release No. <i>(XXXX-XX-X)</i> <i>(Date)</i></p> <p><u><i>(Title)</i></u></p> <p><i>(BASE NAME)</i> AIR FORCE BASE, <i>(State)</i> <i>(MAJCOM)</i> -- As a precaution and until further evaluations are made, anyone within a <i>(to be filled in by the OSC or deputy director of operations)</i> radius of the accident site, particularly downwind from this <i>site (specify boundary where possible)</i>, is encouraged to remain indoors.</p> <p><i>(NOTE: If appropriate, include the following)</i></p> <p>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.</p> <p>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.</p> <p>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.</p> <p style="text-align: center;">-MORE-</p> <p><i>ACCIDENT/2/2/2</i></p>
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*(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)*.

-30-

*(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 morale, 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. Support Air Force recruiting by inspiring patriotism and encouraging 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.

#### *Section 8B—Program Approval and Participation*

(Note: Effective 23 February 1998, OASD/PA delegated approval authority and responsibilities for armed forces aerial demonstrations to the military services. Aerial demonstrations include performances by the USAF Thunderbirds, flyovers, tactical demonstrations, and static displays. Effective 10 August 1998, Acting Secretary of the Air Force delegated action, responsibility and approval authority to SAF/PA for Air Force aerial demonstrations. The delegation included approval authority for Exceptions to Policy and required AF/XO coordination and concurrence for the Exceptions.)

**8.3. Approval for Programs.** Except as noted in this instruction, MAJCOMs and the National Guard 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 designated MAJCOM or next level higher headquarters 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 combatant or specified commanders.

8.3.1.3. Programs requiring liaison between DOD and Washington, D.C., 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 combatant command's area of responsibility.

8.3.1.6. Aircraft and related equipment and personnel participation in exception-to-policy events or those involving more than one Service.

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. National Civic Outreach Tour. A completed tour plan template to include justification must be forwarded to SAF/PANC for review (See [Figure 8.1.](#)).

8.3.2.2. Aircraft, related equipment, support personnel requests for participation in exception-to-policy events.

8.3.2.3. Invitations from a foreign host in the Washington, D.C. area.

8.3.2.4. Public Affairs airlift involving foreign nationals to CONUS, in conjunction with SAF/IA.

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 combatant and specified commands significantly affected. In the same manner, DOD requires combatant 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 combatant 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 to this regulation, policy direction and guidance provided by combatant command headquarters takes precedence. Air Force MAJCOMs overseas must 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 are 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, public affairs will take all appropriate requests into equal consideration and grant approval based on common factors that are in the best interests of the Air Force and taxpayer.

### **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 military 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. This applies to active duty, reserve and retired military. Ref: DODD 1334.1, *Wearing of the Uniform*.

**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 that 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.) Support must be incidental in nature. Care must be given to ensure support does not give preferential treatment to a single event or cause, even if the charitable organization is included in the Combined Federal Campaign (CFC). That policy, which is government-wide, simply reflects the practical limitations on DOD to extend official support on an equal basis to every worthwhile cause.

#### 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 business/mall grand opening, motion picture promotion 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.

8.6.2.1.8. 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.

#### 8.6.2.2. Disapproved.

8.6.2.2.1. Any organization that 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. Any 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.

#### 8.6.3. 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 in accordance with DOD policy, and Navy and USMC band concerts while on DOD tours.

##### 8.6.3.2. Disapproved.

8.6.3.2.1. When support 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 in accordance with DOD policy, and Navy and USMC band concerts while on DOD tours.

8.6.3.2.3. Uses 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. Involves the use of active duty, Air Guard, Reserve, or ROTC personnel in uniform outside military bases as guards, parking lot attendants, runners, messengers, escorts, 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, creed, color, national origin, or gender.

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. Bona fide 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 gender.

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 **8.6.4.**

**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 that 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 and *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 that 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 only 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, 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.** The Air Force takes part in events at military and civilian locations to keep the public and military informed of U.S. preparedness, to demonstrate modern weapons systems, to promote good community and international relations, to support Air Force recruiting and retention efforts, and to render military honors. Flyovers of public events in support of community relation activities must be flown as an addition to an approved training mission. Air Force participation in any public event shall be in keeping with Department of Defense Directive 5410.18, *Public Affairs Community Relations Policy*, and Department of Defense Instruction 5410.19, *Public Affairs Community Relations Policy Implementation*. Authority to approve most requests from organizations requesting off-base aviation support has been

delegated by the OASD/PA to the military services. Per delegation from the Secretary of the Air Force, the approval authority for Air Force participation in such events is SAF/PA in coordination with HQ USAF/XO. Safety is the primary consideration. All pertinent safety regulations of the Department of Defense, Department of the Air Force and the Federal Aviation Administration shall be strictly enforced. Air Force participation at events requires approval for eligibility (SAF/PAN) and participation approval (HQ USAF/XOO). While the public affairs community approves the appropriateness of an event for Air Force participation, the operations community concurs on the operational issues impacting the feasibility and cost of the participation.

8.8.1. Public Affairs determines eligibility, IAW DoD and AF policy, for aviation-related events (aviation shows, aviation fairs, aviation expositions, airport dedications, events primarily designed to encourage the advancement of aviation, and civic events that contribute to the public knowledge of Armed Forces aviation equipment and capabilities), and non-aviation-related events (all sporting events and unique community-relations activities).

8.8.2. Non-aviation-related events must follow exception-to-policy procedures. Exception-to-policy approvals are granted only when participation is in the best interest of the Air Force. The exception-to-policy request form should reach SAF/PAN 45 days in advance of the event date.

8.8.3. 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.

8.8.4. All events scheduled for or that may attract national or international media coverage are coordinated with OASD(PA)/CRPL. Send requests, through channels, to SAF/PAN and SAF/PAM at least 45 days before the event date or as soon as the event is known.

**8.9. On-Base Public Events.** Military units sponsoring one or more aerial events on a military installation when the event is open to the public will submit requests, through channels, to the appropriate MAJCOM having operational control of the desired assets.

**8.10. Use of Military Aircraft for Off-Base Public Events.** Requests for off-base flyovers will be considered only for aviation-oriented events (i.e., air shows, airport anniversaries or dedications) or for patriotic observances held in conjunction with formal observances, open to the public, on Armed Forces Day (third Saturday in May), Memorial Day (last Monday in May), Independence Day (4 July), Prisoner Of War/Missing in Action (POW/MIA) Recognition Day (third Friday in September), and Veterans Day (11 November) when held within seven days of the holiday date. As part of the approval process, local wing PAs must ascertain that the event is, in fact, in direct support of the patriotic holiday. MAJCOMs may approve eligibility for aviation events and those in direct support of a patriotic holiday for bases under their control. Exceptions-to-policy for events other than those listed above shall be considered by SAF/PAN on a case-by-case basis, after determining appropriateness and benefit of Air Force participation. *Note: Sporting events require SAF/PAN exception-to-policy approval regardless of the date. For example, a professional or local baseball game on July 4<sup>th</sup> must be sent to SAF/PAN for approval.*

8.10.1. When a request is received for use of military aircraft at a location in North America, provide the sponsor with a copy of DD Form 2535, *Request for Military Aviation Support*, and information on military assets available. Assist the sponsor in filling out the request and instruct the sponsor to forward the form to SAF/PAN within required time constraints. *Note: Federal Aviation Administration coordination must be completed before forwarding the DD Form 2535 to SAF/PA.*

8.10.2. Overseas Requests. For overseas units, authority for aircraft participation at civilian locations is delegated to the appropriate combatant 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 or other public event (i.e., Paris Air Show or Farnborough Air Show) should be addressed to SAF/PAN and AF/XOOO at least 60 days before the event.

8.10.3. Non-Aviation-Related Events. Requests for non-aviation-related event exceptions-to-policy should reach SAF/PAN at least 45 days before the event. Requests for flyovers and single-ship tactical demonstrations should reach SAF/PAN at least 45 days before the event. Completed requests received within 14 days of the event will not be considered. Non-aviation-related events taking place on the five patriotic holidays still require an exception-to-policy if the events are previously scheduled (i.e. sporting events that would take place in spite of the holiday). An aerial events message will be distributed annually to specify the types of exception-to-policy events that will be eligible for support by the Air Force and pre-determine the proper level of support.

### ***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 reach SAF/PAN no later than 1 August to be considered for the following calendar year's schedule.

8.11.1. Performances on Air Force Bases. Aerial demonstrations at Air Force bases are requested by Public Affairs through the MAJCOM to SAF/PAN by 1 August. Requests for the Navy's Blue Angels and the Army's Golden Knights are submitted to the U.S. Navy and U.S. Army Public Affairs offices indicated on page 4 of DD Form 2535. Requests for the Canadian Snowbirds are submitted to the 431<sup>st</sup> Air Demonstration Squadron, PO Box 5000, Moose Jaw, SK S6H 7Z8. For more information and a copy of the request form, visit the team's website: <http://www.snowbirds.dnd.ca>.

8.11.2. Performances on Other-Than-Air-Force Military Installations. Requests for Air Force aircraft must be submitted to SAF/PAN for review and submission to the Thunderbirds by 1 August of the previous year. The individual or agency sponsoring the event must send a DD Form 2535 directly to SAF/PAN. Air Force Public Affairs offices may provide the sponsor with DD Form 2535, but should refrain from submitting the request for the sponsor to avoid any perception that the Air Force will approve the request. The Secretary of the Air Force is the approval authority for the Thunderbirds aerial demonstration team.

8.11.3. 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 the performance (with phone number and affiliation, if possible, for a 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.

8.11.4. All activities undertaken by the Thunderbirds that are likely to result in national media exposure (i.e. videos, orientation flights and television appearances) shall be reported to SAF/PAN and SAF/PAM simultaneously.

8.11.5. All eligible events will be posted to the Air Force Aerial Events website: [www.air-shows.pa.hq.af.mil](http://www.air-shows.pa.hq.af.mil).

**8.12. Foreign Demonstration Teams.** Performances by government-sponsored foreign demonstration teams at Air Force installations can enhance international goodwill. 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 approval as an exception-to-policy. Participation is usually limited to three days for any one event.

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 Aviation Support and Approval Levels. (See AFI 11-209, Air Force Participation in Aerial Events, for additional guidance.)***

**8.14. Static Displays.**

8.14.1. On-Base Public Event.

8.14.1.1. 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, and is in the inventory.

8.14.1.2. 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.

8.14.1.3. Civilian Aircraft. MAJCOMs may approve static display of civilian aircraft on their own command bases. Civilian participation should be at no additional cost to the U.S. Government. See AFI 34-407, *Air Force Commercial Sponsorship Program*, and AFI 34-262, *Services Programs and Use Eligibility*, for guidance.

8.14.1.4. Static displays do not require FAA approval.

8.14.1.5. Static displays should have at least one qualified crewmember available to answer questions from spectators and to ensure security.

8.14.1.6. Static displays used in conjunction with retirement/change-of-command ceremonies will consist only of aircraft assigned to the base where the ceremony is occurring. For complete guidance on retirements and changes of command, refer to AFI 11-209, *Air Force Aerial Events*.

8.14.2. **Off-Base Public Events.**

8.14.2.1. 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. OSD may approve an exception to this policy if the proposed display area meets operational and safety requirements. If an exception-to-policy is required, submit requests, through channels, to HQ USAF/XOO (Info HQ USAF/XOOO and SAF/PAN) for OASD(PA) approval at least 60 days before the event.

8.14.2.2. MAJCOMs may approve static displays of their assigned operational resources.

8.14.2.3. Static displays should have at least one qualified crewmember available to answer questions from spectators and to ensure security.

8.14.2.4. Static displays do not require FAA approval.

**8.15. Flyovers.** A flyover, whether on-base or off-base, is a straight and level flight, limited to one pass, by no more than four military aircraft of the same general type (e.g., tactical, transport, rotary wing) from the same military service over a predetermined point on the ground at a specific time and not involving aerobatics or demonstrations. A flyover of more than four aircraft, or of multiple types of aircraft, or of aircraft representing more than one military service or nation, regardless of horizontal/timing separation of flying elements, constitutes an aerial review. Flyovers at memorial or funeral services in honor of rated and/or designated active duty aviation personnel are not community relations activities. In those cases, Mortuary Affairs and AF/XOO shall determine applicability of a flyover.

8.15.1. General Approval Process. Secretary of the Air Force, Public Affairs (SAF/PAN) is responsible for and tasked with ensuring that airshows, flyovers, Air Force parachute team (AFPT) demonstrations, static displays, and non-aviation events that desire Air Force aviation participation, are appropriate events for Air Force support. Unified combatant commanders, Under Secretary of Defense for Policy, and OSD officials also have roles in specific cases, to deem an event eligible or ineligible for military participation. Event sponsors are required to accomplish a DD Form 2535 to request approval. Once the completed DD Form 2535 is reviewed and the event is determined eligible for Air Force participation, the event is published on the Public Affairs aviation web site ([www.airshows.pa.hq.af.mil](http://www.airshows.pa.hq.af.mil)). The site may or may not include MAJCOM approved events. Complete requests procedures and additional information can be obtained from the Air Force Aviation Support web site ([www.airshows.pa.hq.af.mil](http://www.airshows.pa.hq.af.mil)).

8.15.2. Units wishing to volunteer to support an event must indicate their intent on the website or via telephone to SAF/PAN. Sponsors of events may contact a unit to solicit participation in their particular event. Units should not rely on the sponsor to notify SAF/PAN.

8.15.3. Notification procedures. MAJCOMs are required to notify SAF/PAN and HQ USAF/XOOO in writing of all locally approved events at least 10 days before the event date. Notification should include at a minimum, date of event, name and location, unit participating, type of aircraft and point of contact.

8.15.4. On-Base Military Event. MAJCOMs are authorized to approve flyovers by their assigned operational assets (excluding retirement-or-change of command ceremonies) on their own bases or bases requested by other MAJCOMs. For notification requirements, refer to para. **8.15.2.**

8.15.4.1. Unit Change-of-Aircraft Ceremony or Unit Flag-Retirement Ceremony. Aerial events honoring a Unit Flag-Retirement Ceremony or a Unit Change-of-Aircraft Ceremony are not authorized at off-base locations. See AFI 11-209 for specific guidance.

8.15.4.2. National Guard Training Academy. The National Guard Academy of Military Science, McGhee Tyson ANGB, Tenn. is considered an on base location for the purpose of graduation flyovers and other approved events.

8.15.5. U.S. Air Force Academy (USAFA). All definitions and policies regarding flyovers and aerial reviews apply to the USAFA. Examples of approved Academy events include graduation ceremonies,

football games, parades and other events with a patriotic/military theme. The commandant requests appropriate Air Force participation, which is limited to flyovers, parachute demonstrations and glider demonstrations. MAJCOM commanders may approve these flyovers, either as proffered support or in response to requests from USAFA.

8.15.5.1. 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 event is scheduled within any three-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 more than three hours apart, other MAJCOMs need not be notified.

8.15.5.2. For each event, the flyover will consist of not more than four aircraft of the same type making one pass.

8.15.5.3. USAFA officials will notify HQ USAF/XOOO, SAF/PAN and SAF/PAM 10 days before the event date of any flyover that may have national media coverage.

8.15.6. Off-Base Public Event. Event-eligibility determination is either at SAF/PAN or MAJCOM levels. Air Force evaluation of aviation support for off-base events is based on the theme and purpose of the event, the sponsoring organization, anticipated audience, assets requested, and the benefits of participation to the Air Force.

8.15.6.1. 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: aviation-related events, or Armed Forces Day (3<sup>rd</sup> Saturday in May), Memorial Day (last Monday in May), Independence Day (July 4), POW/MIA Recognition Day (3<sup>rd</sup> Friday in September), and Veterans Day (November 11). Flyovers must occur within seven days before or after the national day of observance and must directly support the holiday commemoration. Sporting events that fall within the seven-day window require SAF/PAN approval. For notification requirements, refer to para. **8.15.2**.

8.15.6.1.1. Multiple passes. Multiple passes by the same formation at any off-base event are not authorized. Send request for waiver to HQ USAF/XOOO. Submit these requests, through MAJCOM leadership, to HQ USAF/XOOO (Info SAF/PAN) at least 15 days before the event date.

8.15.6.2. SAF/PAN coordinates all eligible events with HQ USAF/XOO to determine the extent of operational participation authorized, which is outlined in the annual aerial events message.

8.15.7. Requests for missing-man formation. The missing-man formation is authorized for use at ceremonies commemorating Memorial Day, POW/MIA Recognition Day, Veterans Day and at other suitable events when the theme is solemn in nature and when the event is not held in conjunction with another event (e.g. sporting events or air shows). The missing-man formation shall not be flown at CONUS public events without the approval of HQ USAF/XOO (Info SAF/PAN).

8.15.7.1. For OCONUS commands, U.S. military support for Memorial Day events at U.S. military cemeteries overseas is a key community relations activity. All wings are encouraged to support these requests to the maximum extent possible.

8.15.7.1.1. While determination of event eligibility rests with the unified commander, approval for missing-man flyovers at Memorial Day events at U.S. cemeteries overseas is delegated to the supporting MAJCOM.

**8.16. Aerial Review.** A flyover of more than four aircraft, or of multiple types of aircraft, or of aircraft representing more than one military Service or Nation, regardless of horizontal/timing separation of flying elements, constitutes an aerial review. A single element involving four or less aircraft of different airframes but of the same general type (e.g. two F-16s and two F-15s) is not considered an aerial review. However, this formation should be undertaken only with applicable consideration given to safety, compatible flying characteristics, and the overall theme of the event that is being supported. Air show flights are exempt.

8.16.1. Aerial reviews are reserved only for the most meaningful occasions and shall not be scheduled or performed at CONUS events without initial review and approval by SAF/PAN and HQ USAF/XOO (Combatant Command initial review and approval for OCONUS events), and with final approval granted by OASD(PA). Submit these requests, through MAJCOM leadership, to SAF/PAN (Info HQ USAF/XOOO) 45 days before the event date.

8.16.2. Multi-Service or multi-nation aerial reviews on- or off-base may require additional approval. Refer to 11-209 for specific guidance. Submit these requests, through MAJCOM leadership, to SAF/PAN (Info HQ USAF/XOOO) at least 45 days before the event date.

8.16.3. The unit making the initial request will submit these requests, through channels, to SAF/PAN (Info HQ USAF/XOOO) at least 45 days before the event date.

8.16.4. As distinctly diverse assets, the combination of a parachute jump and flyover, or a flyover and aircraft demonstration (not to exceed a total of four elements) will not be performed at public events without approval by SAF/PAN and AF/XOO. Use of such aviation assets will be reviewed on a case-by-case basis. Approval will be based on the supportive justification as to the significance of the event, and the ability to provide such resources at no additional costs to the government.

**8.17. Aircraft Demonstrations.** Aerial demonstration is a generic phrase that includes virtually every type of aerial participation in public or military events (except for aerial review and flyover) to include: aerobatics, aircraft capabilities demonstrations, assault landing/takeoffs, aircraft weapons or tactics demonstrations, MAJCOM Vintage Aircraft Programs, airdrop demonstrations of personnel or equipment, and Combat Search and Rescue (CSAR) demonstrations. It is used interchangeably with the phrase aircraft demonstration. MAJCOMs may approve demonstrations by their assigned operational assets on their own command bases. MAJCOM-to-MAJCOM requests for these aerial events are approvable by the MAJCOM owning the requested assets. For notification requirements, refer to para. [8.15.2](#).

8.17.1. Activities such as mass parachute jumps (those involving more than one aircraft), aerial delivery (airdrop) of equipment, aircraft assault demonstrations, and tactical helicopter troop landings (those involving more than four aircraft, or involving more than one Military Service) under simulated tactical conditions shall not be performed at CONUS public events without initial review and approval by SAF/PAN and HQ USAF/XOO. Submit these requests, through MAJCOM PA, to SAF/PAN (info HQ USAF/XOOO) 45 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 own command bases. For notification requirements, refer to para. [8.15.2](#).

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 45 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 AF/XOO) at least 45 days before the event date. SAF/PAN coordinates all OASD-approved events with AF/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.** All requirements must be validated with Mortuary Affairs. Refer to AFI 34-242, *Mortuary Affairs Program*, and AFI 11-209, *Air Force Aerial Events*, for guidance.

#### **8.20. Retirement and Change of Command Ceremonies--Aerial Event.**

##### 8.20.1. On-Base.

8.20.1.1. These military events are approved for only the following personnel: CSAF, VCSAF, Combatant Commander (COCOM), MAJCOM/CC/CV, NAF/CC, Center/CC or State Adjutant Generals. Any other 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 Air Force Vice Chief of Staff. AF/CV will approve on a case-by-case basis. Submit these requests, through channels, to HQ USAF/XOO (Info HQ USAF/XOOO) at least 45 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.

8.20.3. Refer to AFI 11-209, *Air Force Aerial Events*, for complete guidance.

#### **8.21. Performance Record Attempts--On Base or Off Base.**

8.21.1. OASD(PA)/CRL is the approval authority. 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 operational units 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 technology 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.

8.21.2. A MAJCOM desiring to perform a record flight or flight of a spectacular nature will first determine that 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 45 days before the event date.

8.21.3. 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.

8.21.4. Requests to establish or reclaim an aeronautical record must be approved at a minimum by HQ USAF/CC and XO and SAF/PAN 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.** Air Force 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 that DoD aerial demonstration teams normally will perform aerobatics at or over Air Force installations, qualified civilian performers may be permitted to provide aerial demonstrations, flyovers, and static displays to supplement or augment DoD teams. 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 majority of performances should be military.

**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 should include the nature of the program, sponsor, site, and support. Commanders 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 Forms 2535/6 are designed to aid civilian sponsors and provide 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. Additional consideration should be given to integrating military assets into key civilian events, and ensuring proper Air Force message placement in all public events.

8.23.1. All requests for Air Force support within the National Capital Region must be sent to SAF/PAN using DD Form 2535 or 2536, as appropriate. Requests must be sent to SAF/PAN at least 60 days before the event date or as soon as the event is known, and will be coordinated with OASD(PA).

8.23.2. When OSD, 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 with the sponsor as soon as possible and maintain close liaison to assure the sponsor that 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 that may attract national or international media coverage are coordinated with OASD(PA). Send requests, through channels, to SAF/PAN at least 45 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 Director of Operations and PA as appropriate, before submission to SAF/PAN.

### ***Section 8F—Interagency Programs***

**8.24. Air Force Participation in Interagency Programs.** Occasionally, the Air Force takes part in and supports interagency exhibits and programs such as the Paris Air Show and the Farnborough Air Show. Each Air Force component of a combatant 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.

8.24.1. 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.

8.24.2. 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.

8.24.3. 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.

8.24.4. Program Costs. OASD/PA, in coordination with the Assistant Secretary of Defense (Comptroller), will furnish program guidance to the Air Force and overseas Combatant Commands on all programmed support with a minimum of 18-months lead-time. Each MAJCOM involved in interagency or combatant 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.

8.24.5. 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, reconditioning after use and transportation must be borne by the requesting agency.

### ***Section 8G—Speeches and Public Appearances***

**8.25. 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 at all levels, but particularly General Officers and other key personnel, should make

every effort to fill requests unless overriding or previous official commitment precludes acceptance. See paragraph 8.6. for additional guidance. Apply the following criteria:

- 8.25.1. Participation does not interfere with assigned duties.
- 8.25.2. Remarks are confined to discussion of subjects within the Air Force purview.
- 8.25.3. Views expressed are nonpartisan, consistent with AFI 51-902, *Political Activities by Members of the U.S. Air Force*.
- 8.25.4. Participation does not imply Air Force sponsorship or agreement with the statements of others that may be partisan in nature or contrary to national policy.
- 8.25.5. Participation does not violate DOD 5500.7-R, *Joint Ethics Regulation*.
- 8.25.6. Remarks or speeches have been reviewed (or cleared) for security and policy.

**8.26. Audiences.** The objective of the speakers program is to reach dynamic sectors of the local community, region, or nation that are unfamiliar with Air Force matters. Speakers should target those audiences for the majority of their speeches. 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 that attempts to reach a cross-section of society.

8.26.1. Include those that may not be 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.

8.26.2. Other audiences may have some knowledge of the Air Force: those that include 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.

8.26.3. 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.

**8.27. Speaker's 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.

8.27.1. 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.

8.27.2. 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 the Air Force Issues and Answers Web site at <http://www.issues.af.mil>.

**8.28. Speechwriting.** AFNEWS produces original speeches as part of the Air Force Speech Packages. They are available on the Air Force Issues and Answers Web site at <http://www.issues.af.mil>. In addition, Air Force News Service (AFNEWS) formats and posts on AF Link speeches delivered by senior Air Force leaders. Commanders should use appropriate themes developed by SAF/PA.

**8.29. Security and Policy Review.** Speakers must have their speeches reviewed for security and policy issues at the appropriate level. See **Chapter 15** in this AFI for complete info.

**8.30. Payment and Honoraria.** Payment or honoraria cannot be accepted for making an official on- or off-duty public appearance or speech done as part of official duties. However, payment and honoraria can be accepted, for public appearances or speeches that are done off-duty and are unrelated to official duties. Consult the servicing Staff Judge Advocate (SJA) for more information. Refer to DOD 5500.7-R, *Joint Ethics Regulation*.

8.30.1. Travel Expenses. In some cases, official travel expenses can be paid by the organization requesting a speaker. Coordinate with the SJA.

8.30.2. Federal government employees may not accept any gift of value given to them because of their government position, or by a "prohibited source." Gifts valued under \$20 may be accepted because it falls under the "de minimus" rule, which is one of many gift exceptions for DOD personnel. If the gift is valued over \$20, you would not reject it outright, but would review the other gift exceptions to determine if it was acceptable. If a gift is not acceptable, the employee generally must return it to the donor or pay its fair market value.

### **8.31. U.S. Air Force Representation at Events in the National Capital Region.**

#### 8.31.1. Personal Responsibilities.

8.31.1.1. 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.

8.31.1.2. Indicate whether the invitation will be accepted, declined, or request guidance from SAF/PA.

#### 8.31.2. Unit Responsibilities.

8.31.2.1. Units which are responsible for local community relations programs in the Washington Metropolitan Area do not need to coordinate events that have only local impact, unless senior Air Force leaders are involved.

8.31.2.2. Exceptions are events sponsored by or in honor of foreign nationals. Invitations in honor of foreign dignitaries should be reported to SAF/IA, DSN 225-7262 or (703) 695-7262, according to AFI 65-603, *Official Representation Funds—Guidance and Procedures*.

8.31.2.3. Air Force Protocol, DSN 227-8341 or (703) 697-8341, provides advice on state and official social functions.

8.31.3. SAF/PA Responsibilities. SAF/PAN advises whether or not attendance is desirable, optional, or inadvisable.

**8.32. 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 five-year intervals; and bases, on their 50th anniversaries. Other requests for messages should be carefully considered before being submitted.

8.32.1. Requests from MAJCOMs, bases, public groups, or individuals are handled by SAF/PAN.

8.32.2. Requests from foreign units and governments should be referred to SAF/IA.

8.32.3. 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.

8.32.4. To request congratulatory messages from higher-ranking government officials, although rarely done, use above guidelines.

**8.33. Inviting Distinguished Visitors.** Air Force units may invite distinguished visitors to attend appropriate functions.

8.33.1. 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.

8.33.1.1. Commands must favorably endorse invitations for them to receive approval at HQ Air Force level.

8.33.1.2. 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.

8.33.1.3. 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*.

8.33.2. 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.

8.33.3. 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 Secretary of Air Force, International Affairs Division (SAF/IA).

8.33.4. Invitations to other distinguished visitors are procedural matters 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 Ceremonies*.

8.33.5. Congressional Visits. Information concerning visits by members of Congress is in AFI 90-401, *Air Force Relations with Congress*.

8.33.6. Joint Civilian Orientation Conference (JCOC). This is a periodic meeting arranged in Washington, D.C., and includes interested civilian opinion leaders who are personally invited by the Secretary of Defense and briefed on military affairs and taken on tours of Air Force 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. The JCOC web site is located at <http://www.dod.mil/jcoc>.

### ***Section 8H—Air Force Tour Program***

**8.34. General Guidelines.** The Air Force Tour Program increases community leaders' awareness and understanding of the Air Force's role in national security by inviting groups of civilian opinion 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 may travel on Air Force aircraft to view the Air Force in action in accordance with DOD 4515.13-R, *Air Transportation Eligibility*, and AFI 11-401, *Aviation Management*.

8.34.1. All Air Force tours are conducted under the same basic guidelines, and there are different types of tours--National Civic Outreach, Community Relations and base tours. Combatant and Specified Commands and ANG conduct their own tour programs.

8.34.1.1. Prior to planning or scheduling any Air Force National Civic Outreach or Community Relations tour, other than a routine base tour covered in **Section 8I**, a tour plan template (**Figure 8.1**) must be completed and forwarded to the MAJCOM Public Affairs office for concurrence and appropriate command level approval. MAJCOMs sponsoring tours must submit the completed tour plan template to SAF/PANC for review. The template serves as a valuable planning tool and a means to ensure a tour is the appropriate tool to reach the communication objective(s) and to bring more focus, efficiency, and integrity to the overall Air Force Tour Program.

8.34.2. While planning tour activities, keep in mind OASD/PA guidance, which states civilian visitors are not permitted to operate any item of military equipment when such operation could cause, or reasonably be perceived as causing an increased safety risk. This policy is effective regardless of how closely military personnel supervise the civilian visitors. This policy is not designed to restrict civilian visitors from observing their military; it is designed to ensure their visits are conducted as safely as possible. This policy specifically includes any aspect of the actual operation of military vessels, aircraft, vehicles and crew-served weapons systems. Small arms weapons firing may be allowed with local commander approval.

Figure 8.1. Tour Plan Template.

<p><b>Title:</b> <i>[Name of group or theme, etc.]</i></p> <p><b>Communications objective:</b> <i>[Example: To present the Air Force position on X to a select group of professionals deemed to have awareness and/or concern with the specific national issue(s) or whose influence could affect public understanding and/or acceptance. Note: When planning a tour, the general rule of thumb is: "one tour, one theme."]</i></p> <p><b>Justification:</b></p> <p><b>Target audience(s).</b> <i>[Academicians in sociology, real estate brokers, local bank managers, state lawmakers, area employers, etc.]</i></p> <p><b>Theme --</b> Primary strategic <i>[Described in USAF Strategic Communications Plan]</i> local issue or theme covered <i>[Range enlargement, military housing, environmental stewardship, etc.]</i></p> <p><b>Primary messages (institutional/major command/local).</b> <i>[A specific message from the Strategic Communications Plan, MAJCOM or base plan that participants should be able to recall and communicate after the tour.]</i></p> <p><b>Expected results (effects).</b> <i>[Improve group attitude, increase overall community involvement, city council takes favorable action, increased media attention for specific period, gained more balanced/positive media treatment over stated period, etc. By how much, over what time, etc?]</i></p> <p><b>Measurement plan.</b> <i>[Example: Will use Air Force Tour Handbook pre- and post-questionnaires, adapt to theme/focus-specific questions. Participants will indicate familiarity with topic/issue and position (positive, neutral, negative). Biographical information will highlight group's familiarity with military in general or key issues facing today's Air Force. Will follow up with parallel questions on knowledge, attitude and note degree of change. Will gauge how strongly key messages are reported back through responses. Will highlight (from information gathered on pre- and post-questionnaires) all intents to act and specific commitments made.]</i></p> <p><b>Number of participants:</b></p> <p><b>Air Force touring host and escorts:</b></p> <p><b>Proposed dates:</b></p> <p><b>Travel:</b></p> <p><b>Point(s) of origin:</b></p> <p><b>Transportation (if applicable) and justification for airlift:</b> <i>[Additional justification for any airframe other than a KC-135, C-130 or C-141 is required.]</i></p> <p><b>Proposed itinerary:</b> <i>[Hosting unit/installation point(s) of contact and phone numbers]</i></p>
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8.34.2.1. Tours are not intended to produce media coverage, however, media queries concerning the program or a specific tour must be answered factually, completely, and in a timely manner. Tour participants must be advised prior to the event that names, business affiliations, and any other information releasable under FOIA will be released if queried by the media.

8.34.2.2. Working members of the press and members of the U.S. Congress and their staff will not be included since there are programs in place for these groups. Members of local and state government, however, should be included.

8.34.2.3. 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.

8.34.2.4. Local Air Force recruiting squadron commander and/or recruiters, AFROTC detachments, ANG and AFRC sources, as well as area bases, should be contacted for suggested tour invitees.

8.34.2.5. Commands are responsible for adhering to the provisions of this instruction, including requests for any required higher headquarters approval.

8.34.2.6. The Air Force Tour Program must withstand scrutiny at all times. Activities perceived as extravagant jeopardize the viability of this program.

### **8.35. National Civic Outreach Tours.**

8.35.1. Tours are centrally funded and managed at SAF/PANC.

8.35.2. SAF/PANC manages the overall annual Air Force Tour Program; overseeing tours which are national in scope and based on themes and messages outlined in the Strategic Communications Plan. The Air Force Public Affairs Council (AFPAC) coordinates and approves suggested themes in advance. SAF/PANC and MAJCOMs will coordinate to assign execution responsibility for individual tours. Additional themes for national civic outreach tours may be proposed at lower echelons, and submitted through MAJCOMs along with the tour plan template (**Figure 8.1.**) to SAF/PANC for approval.

8.35.3. Issues, focus or themes must have more than local or regional impact.

8.35.4. The target audience is composed of stakeholders generally associated with a major strategic issue or persons who are force multipliers in communicating Air Force messages.

8.35.5. Limit National Civic Outreach Tours to two days.

8.35.6. SAF/PANC will identify a senior Air Force leader and PA escort(s) to accompany tour.

8.35.7. MAJCOMs and wings may be asked to nominate invitees.

8.35.8. MAJCOMs may be asked to provide assistance.

8.35.9. SAF/PANC will request and monitor funds through HQ AMC/PA for all National Civic Outreach tours, Air Staff, Secretariat, SAF/PA field offices and 11th Wing-sponsored tours.

8.35.10. AMC will, in coordination with SAF/PANC, budget funds for all SAF/PA-managed tours via the program objective memorandum (POM) process.

### **8.36. Community Relations Tours.**

8.36.1. Often referred to in the past as wing-level civic leader tours, the target audience is composed of stakeholders connected to a local issue or where general civic education can be justified.

8.36.2. MAJCOMs and other authorized sponsors are responsible for determining the method to budget and fund for airlift support. Fiscal year funds should be requested through the appropriate MAJCOM budgeting process.

8.36.3. Tours are limited to one day. MAJCOM/PA is the approval authority for exception to the policy, authorizing a two-day tour.



8.36.4. There is no limit on the number of Community Relations tours that may be performed as long as justification is provided via the tour plan template and upon MAJCOM concurrence.

8.36.5. Not all Community Relations tours require airlift. Commanders should consider all alternatives in an effort to meet the communication objective(s).

8.36.5.1. If airlift is used, MAJCOM is approval authority.

8.36.5.2. Airlift will be flown as a special assignment airlift mission (SAAM).

8.36.6. Tour should be local or regional issue driven and focused.

8.36.6.1. Itinerary must be developed to meet specific objective(s) with measurable result(s).

### **8.37. General Tour Guidance.**

8.37.1. Any tour that is three or more days in duration requires a waiver approved by SAF/PANC. Submit requests for waiver prior to invitations being sent out, to SAF/PANC and include an itinerary and a letter of justification. Due to the longer flying times for PACAF and USAFE unit tours, PACAF is allowed four-day tours, and USAFE three-day tours, if approved by MAJCOM. Tour durations which exceed any of these limits require a waiver approved by SAF/PANC.

8.37.2. Sponsors must indicate special aircraft configuration, including seating, comfort pallets, etc., with the appropriate supporting airlift unit scheduler when arranging airlift support.

8.37.3. Sponsors must coordinate group accommodations through base lodging in order to avoid potential personal liability for unused rooms.

8.37.4. CONUS units must conduct tours within the CONUS.

8.37.5. Group should be comprised of no more than 40 participants, or no less than 25, including escorts.

8.37.6. Consider theme-based tours, such as environmental, small business, personnel, education, and others. For all tours, specific communication objectives must be developed and forwarded for approval via the tour plan template.

8.37.7. Sponsoring organizations are encouraged to present a balanced view of conditions and issues, including areas for improvement as well as successes.

8.37.8. Schedule orientations, demonstrations and briefings during normal duty hours. Local PA offices are responsible for ensuring that all briefings, demonstrations, and orientations are cleared for presentation to the general public.

8.37.9. Limit time spent in briefings and increase contact with people and operations.

8.37.10. Include a senior Air Force representative and a PAO at the point of origin as military escorts on flight. Air Force escorts, including the host, should not exceed 20% of the total.

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

8.37.12. Ensure tours are not composed of members from predominantly one organization.

8.37.13. Include participants from a cross-section of community or business leadership (consider age, gender, race, ethnic and occupational backgrounds). Opinion leaders who can influence public opin-

ion for the theme/objective selected for the tour, or inform and educate their communities and peers, should be considered.

8.37.14. Issue invitations only on a by-name, by-tour basis. Fill last minute cancellations in the same manner.

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

8.37.16. Aerial photography on aircraft is allowed. See **Chapter 17** paragraph 5, Public Affairs Aerial Photography.

8.37.17. Do not schedule tours to the Pentagon or the National Capital Region.

8.37.18. Do not include peripheral activities (such as golfing or other athletic events).

8.37.19. Do not provide alcoholic beverages to guests aboard aircraft and buses.

8.37.20. Do not include spouses or retired military members unless they qualify as bona fide opinion leaders in their own right.

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

### **8.38. Participant Requirements.**

8.38.1. Confirm they are in good health and physical condition.

8.38.2. Assume full financial responsibility for their own lodging, meals and other expenses during the tour.

8.38.3. Furnish the name, address and telephone number of an emergency contact.

8.38.4. Disclose any special dietary requirements or other restrictions.

**8.39. Money Management.** Because participants in the Air Force Tour Program are required to pay their own expenses, the hosting unit must decide the best way to pay for meals, lodging, and other included expenses. Priority should be given to making bill payment the least cumbersome on everyone -- the escorts, the guests, and the payees.

8.39.1. All group lodging reservations must be made through the base lodging office. Under no circumstances may government credit cards, personal credit cards or personal checking accounts be used to hold group reservations. If only off-base lodging is available, recommend using the fund established for collectively managing guest's expenses be used for any lodging deposit normally associated with commercial hotels.

### ***Section 8I—Base Tours and Open Houses***

**8.40. Base Tour 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.

8.40.1. Classified Information. Protecting classified information must be a matter of prime concern in any tour program.

8.40.2. Coordination. Public Affairs must have written procedures, coordinated with base security forces, on how to handle all types of occurrences.

8.40.3. Foreign Nationals. They may be given the standard community relations base tours provided to U.S. citizens. All such requests, at minimum, should be coordinated through the MAJCOM foreign disclosure office. The request 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.

8.40.4. 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 8.2. 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 forces 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 nametags required?

**Lodging and Food.**

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 en route 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?

**8.41. Base Open House General Guidelines.** Open houses provide an opportunity for citizens to gain an understanding of Air Force missions and military capabilities, as well as the skills and professionalism of its people. Commanders are encouraged to execute an open house with prudent oversight that balances the issues of force protection and operations tempo with the expected benefits of opening the base to the public. Complete Air Force Open House Guidance and public affairs checklist will be listed in upcoming AFI 10-1004, *Conducting Air Force Open Houses*.

8.41.1. Open Houses should not be (or convey the image of) a fair, carnival, circus, civilian air show, or display of commercial products, and should inspire patriotism and aid in military recruiting.

8.41.2. Open Houses should highlight the base mission and Air Force life, and do not always have to be an air show. Commanders may consider opening dining facilities, dormitories, maintenance shops, classrooms, flight simulators, and other unclassified facilities during a non-aviation-related Open House.

8.41.3. Commanders should hold Open Houses when considered in the best interest of their overall community relations programs.

8.41.4. A base Open House can be a major activity. Project officers should be senior in rank and familiar with flight and maintenance activities to ensure the success of the event.

8.41.5. 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.

8.41.6. 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 Open Houses.

**Section 8J—Request for Information (Non-media)**

**8.42. 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.

8.42.1. Responses should be written in a clear, concise style. Avoid Air Force jargon, technical language, and acronyms.

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

8.42.3. When appropriate, refer requesters to AF Link and AF Link Jr., or your base's home page.

**8.43. 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.

8.43.1. 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.

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

**8.45. 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.

**8.46. Foreign Nationals.** Public Affairs must respond directly to all routine foreign national 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 SAF/IA, Washington DC 20330-2000.

### ***Section 8K—Community Participation***

**8.47. 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, senior NCOs and civilian employee leadership are encouraged and expected to take part in community programs and organizations.

### **8.48. Commander and Public Affairs Responsibilities.**

8.48.1. 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.

8.48.2. Local Organizations. Base personnel should be encouraged to join local organizations compatible with their interests.

8.48.2.1. Public Affairs should maintain an organizational reference file to include titles and addresses, official missions and structure, places and scheduled meetings, and conventions.

8.48.2.2. The commander or a designated representative should be ex-officio members who regularly attend meetings of key civic organizations representing a broad cross section of the community, such as the Chamber of Commerce.

8.48.2.3. Key civic leaders or groups should be invited for a base tour and briefing to be hosted by the commander and staff.

8.48.3. 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:

8.48.3.1. Requests for information from an organization that bears directly on the Air Force.

8.48.3.2. Requests for Air Force speakers.

8.48.3.3. Those matters involving contractual or consulting relationships.

8.48.3.4. Matters pertaining to scientific and technical information. Scientific and technical services are administered by the Defense Logistics Agency.

**8.49. 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.

8.49.1. Council Objectives.

8.49.1.1. Identify common interests of the civilian and military populations and support community efforts of mutual concern.

8.49.1.2. Get full base and community leader participation to solve problems of mutual interest.

8.49.1.3. Ensure maximum use of community facilities.

8.49.1.4. Increase civilian understanding of the Air Force mission.

8.49.1.5. Set up an effective organization to assist the commander and community leaders to carry out their mutual relations responsibilities.

8.49.1.6. Give continuity to the community relations program.

8.49.2. 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.

8.49.2.1. Police, Health, and Safety Services.

8.49.2.2. Housing and Commercial Services.

8.49.2.3. Recreation, Educational, Religious, and Welfare Services.



8.49.2.4. Public Relations, Hospitality, and Good Citizenship Activities.

8.49.3. 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.

8.49.3.1. The senior host commander should invite selected leaders of the community to the base for an informal discussion about establishing a Base-Community Council.

8.49.3.2. 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.

8.49.3.3. 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.

8.49.3.4. The commander should then ask the co-chairperson to invite other key civilians to serve on committees.

**8.50. 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.

**8.51. 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.

**8.52. Inter-Service 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 inaugurations. 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.

8.52.1. 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.

8.52.2. 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.

8.52.3. 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.

### **8.53. Presidential Wreath Laying Ceremonies.**

8.53.1. 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), 7 January, at Buffalo, New York and Lyndon B. Johnson (ANG), 27 August, at LBJ Ranch, Texas.

8.53.2. 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.

8.53.3. 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.

### **8.54. Observances.**

8.54.1. 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 subordinate elements) at any location away from an Air Force base without specific authorization of OASD/PA.

8.54.1.1. 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.

8.54.1.2. 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. In locations and situations where two or more military Services are represented, joint participation in community-sponsored programs is encouraged.

8.54.2. 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.

**8.55. Record Keeping.** 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.

8.55.1. 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.

8.55.2. 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 many 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 Environment, Safety and Occupational Health (ESOH) programs. This goal differs 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 legally releasable final versions of unclassified documentation of environmental programs. Prompt, full, and accurate disclosure of this information conforms to DOD principles and legal requirements. Although many environmental programs require disclosure of documents, this does not mean that all environmental documents should be made publicly available. Because Air Force environmental documents usually contain sensitive information, any release of environmental documents must be coordinated with the applicable legal office. Although it is Air Force policy to release all information it is legally obligated to, there are many instances where sensitive information must be protected from release.

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 AFRD 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 many environmental statutes, including, for example, the Clean Air Act, the Clean Water Act, the Endangered Species Act (ESA), 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 concerns 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. Public Affairs also helps plan and conduct Earth Day and other environmental awareness activities.

9.7.2. Public Affairs coordinates and conducts media operations 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. SAF/PA 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/PA for consideration in the national program.

### ***Section 9C—Environmental Justice and Impact Analysis Process***

**9.8. Environmental Justice Background.** Executive Order (EO) 12898 requires all federal agencies to make environmental justice part of its mission by identifying and addressing, as appropriate, disproportionately high and adverse human health or environmental effects of its programs, policies, and activities on minority populations and low-income populations.

9.8.1. Other than the EIAP process, currently 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. 32 CFR Part 989, *The Air Force Environmental Impact Analysis Process*, proscribes policies, responsibilities and procedures for the Air Force EIAP in the United States and abroad. AFI 32-7061, *The Environmental Impact Analysis Process*, implements 32 CFR Part 989 and ensures compliance with NEPA in completing 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. The law 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 32 CFR Part 989). 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 or public involvement activity analysis is required. Public Affairs' role is generally limited to 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, Public Affairs efforts are usually limited to one public notice and a subsequent public comment period.

9.9.2.3. Environmental Impact Statement (EIS). This is used where there are probable environmental and/or socioeconomic impacts and subsequently a CATEX or EA is inadequate to provide the required level of analysis. The EIS is a detailed study analyzing all environmental and socio-

economic 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 decision document under circumstances as listed in 32 CFR Part 989.15 (e) (2), or an EIS decision document must be made via display advertisement (not a legal ad), one sixteenth of a page (approximately 4x5 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 of papers. If there is a specific state requirement to use a legal advertisement for public notification of NEPA activities, then the legal advertisement should be used in conjunction with, not instead of, a public notice display advertisement. When determining how much public 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., air space 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 or news release, public comment period
Environmental Impact Statements	
Notice of Intent (NOI)	PA coordination, prepare Qs & As, NOI published in the <i>Federal Register</i> , display advertisement announcing NOA and public meetings
Scoping	PA coordination, display ad, public scoping meeting(s)
Draft EIS	PA coordination, submitted to <i>Federal Register</i> , prepare Qs & As, 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.**

<i>Environmental Assessments</i>	
<u>Action</u>	<u>Date Completed</u>
<b>BEFORE EA INITIATION</b>	
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)	_____
<b>FINAL DRAFT EA</b>	
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 if required (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	
<b>FONSI, Finding of No Practicable Alternative (FONPA) and FINAL EA</b>	
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 if required (funded by proponent)	_____

<p>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)</p>	<p>_____</p> <p>_____</p>
<p>Internal audience notified (via bulletin boards, unit newspaper, command speeches, computer network)</p>	<p>_____</p>
<p>Placed FONSI with attached Final EA in Information Repository and Administrative Record</p>	<p>_____</p>
<p><b>ENVIRONMENTAL IMPACT STATEMENTS</b></p>	
<p>Contact environmental program manager, PA POC</p>	<p>_____</p>
<p>Scoping meeting script submitted to AF/ILB</p>	<p>_____</p>
<p>Local/state congressional coordination</p>	<p>_____</p>
<p>Notice of intent (NOI) published in <i>Federal Register</i></p>	<p>_____</p>
<p>NOI news release sent to local media may include when and where public scoping meetings will be held</p>	<p>_____</p>
<p>NOI display ad purchased in local newspaper</p>	
<p>Public Affairs plan developed</p>	
<p>Contacted all commenting agencies, interested/affected community leaders, agencies or commissions and environmental groups</p>	<p>_____</p> <p>_____</p>
<p><b>WHEN SCOPING PROCESS IS INITIATED</b></p>	
<p>Meet with all interested/affected parties to include municipal, township, county, and state elected officials</p>	<p>_____</p>
<p>Meet with local and/or regional administrators of various agencies or commissions (i.e., U.S. Fish and Wildlife Service, U.S. Forest Service)</p>	<p>_____</p>
<p>Meet with local community organizations, public interest groups with expressed or expected interest in proposed action, (i.e., Sierra Club, Audubon Society)</p>	<p>_____</p>
<p><b>WHEN DRAFT EIS IS COMPLETED</b></p>	
<p>Preliminary Draft EIS (DEIS) complete</p>	
<p>PA review of DEIS, ensuring substantive scoping issues</p>	<p>_____</p>

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 <i>Federal Register</i>	_____
News release, display ad placed in local media (completed in conjunction with notice in the <i>Federal Register</i> )	_____
45-day public comment period begins on date of NOA publication in the <i>Federal Register</i>	_____
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 the <i>Federal Register</i> )	_____
Substantive public comments, issues and concerns incorporated into the final EIS	_____
<b>WHEN FINAL EIS IS COMPLETED</b>	
PA POC identified	_____
Prepare/coordinate news release and Qs & As	_____
Congressional coordination complete	_____
Distribution to commenting agencies, affected/interested groups, individuals, environmental organizations, state clearinghouses is made (must be done prior to or simultaneous with filing with U.S. EPA)	_____
Air Force files NOA with EPA	_____
NOA appears in the <i>Federal Register</i> (30-day post filing period begins upon date of publication in the <i>Federal Register</i> )	_____
EIS has been placed in Information Repository (completed after NOA publication in the <i>Federal Register</i> )	_____
News release sent out announcing NOA of FEIS	_____
Local release of NOA	_____

**ANNOUNCE THE RECORD OF DECISION**

News release sent to local media

\_\_\_\_\_

Display ad purchased

\_\_\_\_\_

**Figure 9.3. Public Affairs Review of EIAP Documents.**

- **Questions that should be asked when reviewing EIAP documents**
  - o Is the document free of language that would give the impression the decision has already been made?
  - o For Final Draft EA, is transmittal letter attached explaining purpose of Draft EA and Draft FONSI (are documents clearly marked as “DRAFT”)?
  - o Could proposed action generate regional/national interest?
- **Factors to consider in gauging regional/national significance:**
  - o Size and type of the proposed action.
  - o Degree of any associated/anticipated controversy.
  - o Size of the affected environmental parameters.
  - o 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?
  - o Significant issues that have previously generated national/regional media attention (e.g., spotted owl, red-cockaded woodpecker, aircraft conversions.)
  - o If national/regional interest is expected, has FONSI been sent to the *Federal Register* for publication?
  - o Were community briefings held (where high level of public interest in proposal is anticipated)?
  - o Is/should a community briefing be planned?
- **FONSI review--what to look for:**
  - o Does not exceed two pages in length?
  - o 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 and national interest:**
  - o Has FONSI and proposed news release been coordinated through Headquarters Air Force channels for approval (SAF/PAM coordination)?

- o FONSI submitted to the *Federal Register* through Headquarters Air Force (local publication of FONSI will not precede *Federal Register* publication).
- o Air Force agency officials have signed FONSI.
- o Is EA attached?
- o Does FONSI state all practicable mitigation measures that have been adopted?
- o 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 government agencies
  - Visible environmental/community groups that have or will express interest in the project (e.g., the local Sierra Club for a forest management plan EA).
- **EIAP and other documents:**
  - o Acronym checks (Are all acronyms defined? Appendix attached?)
  - o Clarity (Is document clear, concise and easy to understand?)
  - o Multidisciplinary criteria met (Are social, economic impacts of proposal considered, addressed?)
  - o Alternatives identified/clearly explained (Are all alternatives, to include “no action” alternative, and environmental impacts of each alternative addressed?)
  - o Reference documents attached (previous ROD, FONSI, outside coordinating agencies correspondence, charts, maps)
  - o Reference documents (Are they clear, readable and understandable?)
  - o Legal review
  - o Public Affairs review
  - o Legislative impacts review
  - o Community involvement (If so, is a record attached?)
  - o Community involvement record (appendix/paragraph section discussing public notification procedures used, i.e., when NOI was sent out, publications where/date article appeared)
  - o Natural resources (Does document address issues of special concern or of high interest to regulatory agencies and environmental groups (e.g., proximity to flood plains or wetlands, effects on threatened or state or federally-listed endangered species?)
  - o Historical and cultural resources (Has draft been coordinated with State Historic Preservation Office?)

- o Public access impacts addressed (Will hunting, fishing or other recreational uses be restricted or impacted by proposed action?)
- o Impacts to land use planning?
- o Security, policy review (Are there any statements within document which could be construed as inconsistent with national DOD policy?)
- o Are hazardous materials (current or anticipated) clearly identified, and impacts, accident remediation issues addressed?
- o Spill plans in place? (What public notification procedures will be in place?)
- o Hazardous waste management, minimization plans clearly stated
- o Mitigation/monitoring clearly addressed and understandable
- o Is mitigation/monitoring outlined as part of the proposed alternative--e.g., Integrated Training Area Management (ITAM), hazardous minimization (HAZMIN), hazardous waste management, pollution prevention measures in place, planned?



**Section 9D—Environmental Restoration Program**

**9.10. IRP Cleanup Processes.** The IRP is a comprehensive effort to identify, investigate, evaluate and restore contaminated areas (hazardous disposal sites, landfills, 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*.

**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; the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) of 1980, as amended by the Superfund Amendments and Reauthorization Act (SARA) of 1986; and the Resource Conservation and Recovery Act (RCRA). These requirements apply to all IRP sites. In cases where there may be no Public Affairs officer assigned to an installation, such as a government-owned, contractor-operated (GOCO) facility, the responsible command will provide and ensure a Public Affairs specialist or appropriate on-site representative carries out required regulator activities. MAJCOMs will also maintain copies of documents and materials accomplished by the installation-level Public Affairs officer (or selected on-site representative) 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. Function as 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, advise the base commander and/or RAB co-chairperson of Public Affairs objectives pertaining to development, participation and support of the RAB and other required public involvement activities. Guidance on RAB activities is provided in accordance with the Federal Register notice on Restoration Advisory Boards, Vol. 61, No.152, 6 August 1996, Pages 4,0764-4,0771. At GOCO facilities, the Public Affairs specialist selected by the MAJCOM will work with GOCO personnel, regulatory agencies for that region and community members to implement RAB activities and other public involvement and media operations activities as appropriate and applicable to that community.
- 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. Because demographic conditions vary widely, Public Affairs must fully evaluate their local situations (to include stakeholders surrounding GOCO facilities) to ensure all concerned entities 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 these stakeholders to appropriate

meetings, encouraging them to contribute ideas, and informing 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 9.4**.

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 Environmental Restoration Account.

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 30-day public comment periods for such cleanup milestones as the Final Draft Feasibility Study, decision documents, or Records of Decision, 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 from the community. Public Affairs will place these documents in the installation's IRP Information Repository (housed at local libraries) at the beginning of the comment period to ensure public availability of the report. 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 Programs (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, Information Repository Content List](#).

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. Non-time-critical removal actions are those requiring a planning period of more than six months before removal activities must begin on site. For these types of actions, 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.

**Figure 9.4. Information Repository Content List.**

Required Items	Optional Items
All final IRP reports (preliminary assessments, site inspections, etc.) Technical Assistance Grant Application process Information RI/FS work plan 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	Copies of CERCLA and RCRA  A copy of the NCP  Documentation relating to site sampling results Any relevant material (for instance, published studies on the potential risks associated with specific chemicals found at the site)

**Figure 9.5. Stakeholder Involvement Requirements In CERCLA Response**

<b>CERCLA/NCP and RCRA Stage</b>	<b>Stakeholder Involvement Opportunities</b>
Applicable to Any Phase	Coordinate all response activities with trustees (§300.430(b)(7) & §300.410(h)) Request FEMA or state/local officials relocate/evacuate here necessary (§300.415(f)) Notify NRT/RRT, as requested (§300.165(a))
Site Discovery (§300.405)	Promptly notify trustees (§300.410(h)) <sup>[1]</sup> Immediately notify affected citizens, state and local officials and if, appropriate, civil defense and emergency management agencies (§300.415(n)(1))
Emergency Response (§300.415 except §300.415(b)(4)) or Emergency Permit (RCRA) Can occur anywhere in the process	If on site activity will begin immediately and end within 30 days: Establish administrative record (AR) only at central location
<b>Removal Responses (§§300.410 – 300.415)</b>	
Removal Site Evaluation (§300.410)  - Removal Preliminary Assessment (§300.410(a)-(c), (f)) - Removal Site Inspection (§300.410(d), (f)) · Work plan - Removal Site Evaluation Report	Respond to petitioner who petitions for a preliminary assessment within 1 year (§300.420(b)(5))

CERCLA/NCP and RCRA Stage	Stakeholder Involvement Opportunities
<p>&lt; 6 mo. planning period (§300.415 except §300.415(b)(4)) (i.e., TCRA) or Emergency Permit (RCRA)</p> <ul style="list-style-type: none"> <li>- Removal</li> <li>- Action Memorandum</li> </ul>	<p>Establish administrative record (implied in (§300.415(n)(2)(i)) &amp; §300.820(a))</p> <p>Publish Notice of Availability of admin record (§300.415(n)(2)(i)) &amp; §300.820(a)</p> <p>Provide 30 day public comment period, extend 15 days upon timely request (§300.415(n)(2)(ii)) &amp; §300.820(a)</p> <p>Prepare response to significant comments made during comment period; lead agency encouraged to consider and respond to comments made before comment period (§300.415(n)(2)(iii)) &amp; §300.820(a)</p> <p>If on site activity lasts longer than 120 days:</p> <p>Conduct interviews with the public; prepare Community Relations Plan (§300.415(n)(3))</p> <p>Establish information repository (IR/AR) at or near site and inform public of IR/AR (§300.415(n)(3))</p>
<p>&gt; 6 mo. planning period (§300.415 including §300.415(b)(4)) (or NTCRA)</p> <ul style="list-style-type: none"> <li>- Engineering Evaluation/Cost Analysis (EE/CA) (§300.415 (b)(4)(i))</li> <li>- Sampling and analysis plan (§300.415 (b)(4)(ii))</li> <li>- Action Memorandum</li> <li>- Removal</li> </ul>	<p>Allow EPA to review and approve NTCRA sampling plan and quality assurance project plan (§300.415(b)(4)(ii))</p> <p>Conduct interviews with the public; prepare Community Relations Plan (§300.415(n)(4)(i))</p> <p>Establish IR/AR<sup>[2]</sup> file (§300.415(n)(4)(i) &amp; §300.820(a))</p> <p>Publish Notice of Availability and description of EE/CA in local newspaper (§300.415(n)(4)(ii)) &amp; §300.820(a)</p> <p>Provide 30 day comment period, extend 15 days upon timely request (§300.415(n)(4)(iii)) &amp; §300.820(a)</p> <p>Prepare response to significant comments made during comment period; encouraged to consider and respond to comments made before comment period; include in administrative record (§300.415(n)(4)(iv)) &amp; §300.820(a)(2))</p> <p>If on site activity lasts longer than 120 days:</p> <p>Conduct interviews with the public; prepare Community Relations Plan (§300.415(n)(3))</p> <p>Establish IR/AR at or near site and inform public of IR/AR (§300.415(n)(3))</p>

CERCLA/NCP and RCRA Stage	Stakeholder Involvement Opportunities
Remedial Responses (§§300.420 – 300.440)	
Remedial Preliminary Assessment <sup>[3]</sup> (§300.420(b))  Remedial Site Inspection (§300.420(c)) C Develop sampling and analysis (§300.420(c)(4)) C Collect Hazard Ranking System (HRS) data (§300.420(c)(1)(iii))	Coordinate necessary assessments, evaluations, investigations and planning with state and federal trustees (§300.430(b)(7) and 300.410(h))
National Priorities List (NPL) Listing Decision (§300.425)	EPA shall consult with states on information used to score sites (§300.515(c)(1)) EPA shall provide states 30 days to site for NPL placement ((§300.515(c)(2)) EPA solicit public comment on NPL listing (§300.424(d)(5)) EPA shall respond to public comment in FR (§300.425(c)) <sup>[4]</sup>
Interagency Agreement (for sites on NPL)	Enter into an IAG after review of RI/FS (CERCLA §120(e)(2))
Remedial Investigation (§300.430(a)-(d)) or RCRA Facility Inspection C Scope project (§300.430(b))  C Health and safety plan (§300.430(b)(6))  C Develop sampling and analysis plan (§300.430(b)(8)) C Prepare community relations plan (§300.430(c)(2)(ii)) C Collect new and field data (§300.430(d))  C Conduct Baseline Risk Assessment (§300.430(d)(4))	Notify trustees if natural resources are or may be injured (§300.430(b)(7) & §300.600) Coordinate necessary assessments, evaluations, investigations and planning with state and federal trustees (§300.430(b)(7) and 300.410(h))  Request support agency to provide ARARS and TBCs within 30 days (§300.515(h)(2)) Admin record made available; publish notice of availability (§300.815(a)) Conduct community interview; develop community relations plan (§300.430(c)(2)) Establish information repository including information on TAGs; inform about IR/AR in local paper (§300.430(c)(2))  After screening options, request support agency provide identify additional ARARs within 30 days (§300.515(h)(2))

CERCLA/NCP and RCRA Stage	Stakeholder Involvement Opportunities
	<p>If EPA intends to waive ARARs, EPA notify state when submitting RI/FS of ARAR waiver; EPA to response to state comments<sup>[5]</sup>(§300.515(d)(3)&amp;(4))</p>
<p>Feasibility Study (§300.430(e))</p> <p>C Identify ARARs (§300.430(e)(2)) or other pertinent standards (§300.430(e)(9)(i))</p> <p>C Conduct treatability studies (§300.430(a)(2))</p> <p>C Screen alternatives (§300.430(e)(7))</p> <p>C Analyse alternatives (§300.430(e)(9))</p> <p>C Develop Proposed Plan (§300.430(f)(2))</p>	<p>Provide support agency chance to review and comment on RI/FS within 10-15 days (§300.515(h)(3))</p> <p>Develop Proposed Plan in conjunction with support agency (§300.515(e))</p> <p>Present preferred alternative to public in conjunction with support agency (§300.430(f)(2))</p>
<p>Record of Decision (ROD) (§300.430(f)(5)) or Decision Document or Corrective Action Decision</p> <p>C Waive ARARs and other pertinent standards (§300.430(f)(5)(i)(B) &amp; (C))</p>	<p>CONTINUED:</p> <p>Publish notice of availability of RI/FS and analysis of Proposed Plan in paper (§300.430(f)(3)(i)(A) &amp; §300.515(e)(1))</p> <p>Provide 30 days for public comment on Proposed Plan, extend if requested (§300.430(f)(3)(i)(C))</p> <p>Provide opportunity for public meeting; hold public meeting if requested (§300.430(f)(3)(i)(D) &amp; (E))</p> <p>Provide support agency 5-10 days to review and comment on Proposed Plan (§300.515(e)(1) and (h)(3))</p> <p>Assess community acceptance on Proposed Plan, prepare responsiveness summary and add summary to admin record (§300.430(f)(3)(i)(F) and §300.815(b))</p> <p>If there are significant changes to Proposed Plan:</p> <p>Issue a revised Proposed Plan and publish notice of availability and analysis in paper; put in admin record; provide 30 day public comment; provide for pubic meeting (§300.430(f)(3))</p> <p>C Provide support agency 10-15 days to review and comment on ROD (§300.515(h)(3))</p> <p>C Prepare responsiveness summary with ROD (§300.430(f)(3)(i)(F))</p>



CERCLA/NCP and RCRA Stage	Stakeholder Involvement Opportunities
<p>C Select remedy (including institutional controls) (§300.430(f)(5))</p>	<p>C Provide copy of signed ROD to state (§300.515(e)(2)(iii))</p> <p>C Make ROD available for inspection at or near facility; public notice of availability in paper (§300.430(f)(6))</p> <p>If EPA does not agree with remedy for an NPL site:</p> <p>C EPA selects remedy (CERCLA 120(e)(4)(A) &amp; §300.430(f)(4)(iii)(B))</p> <p>If Federal agency and EPA not in agreement with final remedy:</p> <p>C OMB brokers resolution (EO 12580, Sec. 10)</p> <p>If State does not concur on remedy:</p> <p>C State may bring action within 30 days (CERCLA 121(f)(3)(B))</p>
<p>Remedial Design (§300.435(a)-(d))</p> <p>C Develop Remedial Design sampling and analysis plan (§300.435(b)(1))</p> <p>C Prepare final engineering design (§300.435(a))</p>	<p>C Review and revise community relations plan (§300.435(c)(1))</p> <p>If Remedial Design differs from ROD:</p> <p>C Consult support agency as appropriate (§300.435(c)(2))</p> <p>If differences fundamentally alter the scope, performance or cost of the remedy:</p> <p>C Publish an explanation; make available in IR/AR; publish notice summarizing the explanation of significant differences in paper (§300.435(c)(2)(i) &amp; §300.825(a)(2))</p> <p>C Initiate proposed amendment to ROD in conjunction with support agency (§300.435(c)(2)(ii))</p> <p>C Issue notice of availability and description of proposed amendment to ROD in paper, make ROD amendment available for 30 day public comment, extend upon timely request, provide opportunity for public meeting; hold public meeting if requested (§300.435(c)(2)(ii)(A, B, C, D))</p> <p>C Add explanation of significant differences, amended ROD and all decision support documents to AR/IR (§300.825(a)(2), (b) &amp; §300.435(c)(2)(ii)(H))</p>

CERCLA/NCP and RCRA Stage	Stakeholder Involvement Opportunities
	<p>C Place significant comments made after close of comment into admin record (§300.825(c))</p> <p>C Issue fact sheet and provide as appropriate, hold public briefing (§300.435(c)(3))</p>
<p>Remedial Action (§300.435(a) &amp; (f)) or Corrective Measure Implementation</p> <p>C Implementation of the remedy (§300.435(a) &amp; (f))</p> <p>C Construction (§300.435(a) &amp; (f))</p> <p>C Remedy in place (§300.435(f))</p>	<p>C Except for the requirement to update the community relations plan, all the stakeholder involvement activities identified in the Remedial Design phase would apply at this stage if, during the remedial action, it is determined that additional or changes to planned remedies are needed that fundamentally alter the scope, performance or cost of the remedy.</p>
<p>Operation and Maintenance (CERCLA §104(c)(6)/§300.435(f))</p> <p>C Make Operational and Functional Decision (§300.435(f))/Response Complete/Site Closeout</p> <p>C Operate and maintain remedy</p> <p>C Determine operation and maintenance complete</p> <p>C Conduct 5 year reviews (CERCLA §121(c))</p>	<p>C Concurrently determine with EPA and State that remedy is operational and functional (§300.435(f)(2))</p> <p>C EPA may grant one year extension as appropriate (§300.435(f)(2))</p>
<p>Property Transfer or Lease (CERCLA §120(h))</p>	<p>C Publish notice in paper of proposed transfer; provide public 30 day comment period (CERCLA §120(h)(3)(C)(III))</p> <p>C Provide results of the identification of uncontaminated property to be transferred to EPA, State, local officials and made available to public, immediately (CERCLA §120(h)(4)(A))</p> <p>C Obtain the concurrence from EPA at NPL sites, and State at non-NPL sites, on the identification of uncontaminated property; States have 90 days to act (CERCLA §120(h)(4)(B))</p> <p>C Notify State of any leases that will encumber property beyond the date of termination of operations on the property (CERCLA §120(h)(5))</p> <p>For transfers before remedy is complete:</p> <p>C EPA and State must concur at NPL sites OR state concur at non-NPL sites, on deferral of covenant warrantee that all remedial action has been taken (CERCLA §120(h)(3)(C)(i))</p>

CERCLA/NCP and RCRA Stage	Stakeholder Involvement Opportunities
	<p>C EPA, at NPL sites or states, at non-NPL sites, must make determination that the property is suitable for transfer (CERCLA §120(h)(3)(C)(i))</p> <p>C For leases, consult with EPA, before leasing, that property is suitable for lease (CERCLA §120(h)(3)(B))</p> <p>For transfers after remedy is complete:</p> <p>C Demonstrate to EPA that remedy is operating properly and successfully (CERCLA §120(h)(3)(B))</p>
Deletion of Site from NPL (§300.425(e))	<p>C EPA provides State 30 days to review and concur on Notice of Intent to Delete (§300.425(e)(2))</p> <p>C EPA publish notice of intent to delete in the FR and allows at least 30 days public comment (§300.425(e)(4)(i))</p> <p>C EPA responds to significant comments and new data (§300.425(e)(4)(iv))</p> <p>C EPA places deletion package in IR (§300.425(e)(5))</p>

[1] Trustee notification is identified at the discovery stage because the NCP specifies “immediate” notification, however, some verification as to the nature of the release, if any, might be appropriate to determine if there is a release that warrants “immediate” notification.

[2] Information repository/administrative record.

[3] For sites in CERCLA or on Docket.

[4] EPA is assigned the responsibility to execute State and public involvement for this phase of the response activity.

[5] NCP states that if EPA intends to waive the ARARs then EPA must notify the State. Raises questions as to applicability of this section to Federal agencies.

**Figure 9.6. Environmental Restoration Program (ERP) Checklist: PA Responsibilities.**

<b>Program Phase</b>	<b>Date Completed</b>
<b>PRELIMINARY ASSESSMENT (PA):</b>	
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.)	_____
<b>SITE INSPECTION (SI):</b>	
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.)	_____
<b>REMEDIAL INVESTIGATION (RI):</b>	
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	_____

Program Phase	Date Completed
<b>FINAL DRAFT FEASIBILITY STUDIES/FOCUSED FEASIBILITY STUDIES (FS/FFS) (Before Public Comment):</b>	
News release on report (including availability in Information Repository)	_____
Hold 30-day public comment period	_____
Public notice of report (display ad – include availability of Administrative 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	_____
<b>FINAL FS/FFS: (After public comment, etc.)</b>	
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	_____
<b>DECISION DOCUMENT (DD)/RECORD OF DECISION (ROD):</b>	
News release	_____
Advertise availability of report	_____
Publish legal notice (availability of 2nd Responsiveness Summary)	_____
Hold 30-day public comment period	_____
Inform internal audience	_____

Program Phase	Date Completed
<b>REMEDIAL ACTION (RA):</b>	
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)	_____
<b>HIGH-INTEREST PROGRAMS:</b>	
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:	
Site tours; Status reports to community; media briefings; 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.	

***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/PAM is part of the interdisciplinary team that develops and guides 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 U.S. 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, Georgia, 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 underpermits. 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 9.5**, *Environmental Restoration Program Checklist: Public Affairs*.

### ***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 (TRI). If applicable, installations provide a 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 that the military has aggressively sought and implemented pollution prevention measures that has 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 fails to comply with the requirements of any schedule pre-



scribed 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).

9.22.2. The Environmental Protection Agency requires an annual Consumer Confidence Report on the quality of tap water is provided to consumers. This directive applies to military bases as well as community drinking water systems. Base Environmental Engineer (BEE) is the OPR. Base-level PA needs to assist the base BEE in disseminating information to the base and local community.

**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 dismissing calls when locally assigned aircraft are not involved. To help maintain good media and com-

munity 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 Operations 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* (13 October 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 MAJCOM approval. Legal reviews will be conducted prior to releasing the final report, releasing other documentation or disclosing findings.

## 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 providing professional musical products and services for official State functions and troop morale, military recruiting and civic outreach events.

#### **10.2. Objectives of the Air Force Band Program.**

10.2.1. Build, maintain and strengthen morale, esprit de corps, readiness and retention of Air Force people.

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.

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 10.3.** shows the locations of the 12 active duty Air Force bands (two premier bands and 10 regional bands), their names, sizes, and geographic areas of responsibility (GAR). **Table 10.4.** shows the locations of the 11 Air National Guard (ANG) bands, their names, sizes, and geographic areas of responsibility (GAR).

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 civic outreach programs that project the Air Force image and promote our national heritage.

10.3.2.1. Civilian sponsored events may be supported. The sponsor may be required to reimburse the Air Force for additional expenses. See **Chapter 8, Community Relations**, for additional information.

10.3.2.2. Air National Guard band operations are directed by respective State Adjutants General and are similar to the primary mission of active duty Air Force bands.

#### *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, D.C., is a premier band assigned to the Air Force District of Washington serving the National Capitol Region, and national and international needs.

10.4.2. The United States Air Force Academy Band, Peterson AFB, Colo., is also a premier band assigned to Air Force Academy. 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. Note: The USAF Band of the Pacific is a single regional band divided among three geographically separate locations and each operates in a GAR assigned by PACAF. See [Table 10.3](#).

10.4.4. The GAR concept also applies to ANG bands. See [Table 10.4](#). Requests for ANG bands to perform outside their GARs must be coordinated through 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 resources. 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 to 70 members. Performs concert, patriotic, and popular entertainment music.

10.5.2. Marching or Ceremonial Band--Typically composed of 20 to 90 members. Performs military marching and patriotic music.

10.5.3. Vocal Ensemble--Typically composed of four to 30 members. Performs patriotic and popular entertainment music.

10.5.4. String Ensemble--Typically composed of 15 to 30 members. Performs light classical and popular entertainment music.

10.5.5. Jazz/Dance Band--Typically composed of 16 to 20 members. Performs jazz, dance, and popular entertainment music.

10.5.6. Popular Music Ensemble--Typically composed of three to 10 members. Performs a variety of popular music for civic outreach, recruiting concerts, and authorized official functions.

10.5.7. Protocol Combo--Typically composed of three to six 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, Regional and Air National Guard Bands.** DODI 1005.4, *Performance of "The Star-Spangled Banner," Foreign National Anthems, and "Hail to the Chief" by Service Bands*, establishes specific military service band responsibilities and required performance capabilities. Core manning factors listed in [Table 10.1](#) for standard 60-member regional bands are required to meet DODI 1005.4 guidance, State Funeral and deployment taskings and to ensure adequate personnel for OCONUS assignment rotation. Core manning factors for Air National Guard bands are listed in [Table 10.2](#). Band commanders may adjust remaining positions to meet their unit's requirements, but are not to

exceed the maximum allowable numbers for any specific shredout as listed in **Table 10.1**. 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 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 Academy Band. 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. The standard size of a regional band is 60 members. 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, Clarinet Quartet and Individual Musicians.

10.6.4. Air National Guard bands. The standard size of an ANG band is 36 members. Core and Discretionary Manning for these bands is shown in **Table 10.2**. Authorized performing units include but are not limited to:

10.6.4.1. 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*, to the band which serves their geographic area, see **Table 10.3**. Military sponsors must submit an official memorandum letter, **Figure 10.1**, and government sponsors must submit an official letter (See **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 for active duty bands and 90 days in advance for ANG bands.

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 operations director of the band that serves the requester's geographic area as listed in [Table 10.2](#). 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 USAF Band, Bolling AFB, Washington, D.C., send a completed DD Form 2536 to Air Force District of Washington (AFDW/A-3), Director of Operations/Commander of Ceremonies, 20 MacDill Blvd, Suite 100, Bolling AFB Washington DC 20032-0201 or fax the completed DD Form 2536 to (202) 767-2801. The band must receive request 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 10.3](#). and [Table 10.4](#). 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 (if applicable).

10.8.2. In support of civic outreach events, civilian or military sponsored, bands must follow guidelines set forth in DODI 5410.19, *Public Affairs Community Relations Policy Implementation*, and confirm that:

10.8.2.1. No similar military asset local to the event is available to meet the request,

10.8.2.2. No other military band assets are participating in the event,

10.8.2.3. All opportunities for local area public concerts within the GAR have been met before accepting requests outside the GAR,

10.8.2.4. No invitations from within the GAR are being declined to allow the unit to accept the invitation outside the GAR, and

10.8.2.5. The itinerary includes a full schedule of performances.

10.8.2.6. Additional Regional Band Responsibilities. Confirm in writing items [10.8.2.1](#). through [10.8.2.5](#). to the Air Force Bands Division, SAF/PAB, at least 30 days before the event along with:

10.8.2.6.1. Completed DD Form 2536s

10.8.2.6.2. Sponsors' letters of request.

10.8.2.6.3. An itinerary.

10.8.2.6.4. A non-availability statement from the primary band assigned to cover the GAR.

10.8.2.7. Additional ANG Band Responsibilities. Confirm in writing items [10.8.2.1](#). through [10.8.2.5](#). to the Chief of ANG Bands, who will coordinate with NGB-PA, at least 60 days before the event along with:

10.8.2.7.1. Completed DD Form 2536s for the performances.

10.8.2.7.2. Sponsors' letters of request, if applicable.

10.8.2.7.3. An itinerary.

10.8.2.7.4. A non-availability statement from the primary band assigned to cover the GAR.

10.8.2.8. Additional Premier Band Responsibilities. When premier bands are requested to perform in a regional band's GAR, they must provide courtesy copies of proposed itineraries to the regional band and to SAF/PAB at least 30 days in advance.

**10.9. 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, *Public Affairs Community Relations Policy*, and DOD Instruction 5410.19, *Public Affairs Community Relations Policy Implementation*. Coordinate with SAF/PAB for DOD approval to participate in:

- 10.9.1. Any event in the public domain that results in additional cost to the Air Force.
- 10.9.2. Any event where more than one military band is requested to perform.
- 10.9.3. Public events in the National Capital Region. Exception: The USAF Band, Bolling AFB, Washington, D.C., coordinates with the U.S. Army Military District of Washington, Directorate of Special Events and Ceremonies for NCR civic outreach and joint service events.
- 10.9.4. Events of international or national importance, including national conventions and meetings.
- 10.9.5. National sports and professional athletic events within the United States.
- 10.9.6. National television or radio events and programs.
- 10.9.7. 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.

#### **10.10. OCONUS Band Requests.**

10.10.1. The Secretary of Defense has given combatant commanders of the combatant commands 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 combatant 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.

10.10.2. Military services and subordinate commands located in the United States and its territories will refer all requests for OCONUS musical support to the appropriate combatant commander or to OASD/PA if the nation to be visited is not assigned to a combatant command.

10.10.3. Requests for OCONUS musical support may be approved only if:

- 10.10.3.1. The request is sent to the combatant command or OASD/PA, as appropriate.
- 10.10.3.2. The combatant 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 combatant commander will forward the request, with recommendation, to OASD/PA for evaluation and approval.
- 10.10.3.3. OASD/PA evaluates the request and, if approved, forwards it to the appropriate military service for action.

10.10.4. Approval procedure for Air National Guard band OCONUS deployments differs from the above only in that combatant commanders submit their requests for NG band support through NGB-PA. National Guard Bureau Public Affairs evaluates requests and submits its recommended program of band trips to OASD/PA for approval.

10.10.5. OCONUS tours by U.S.-based musical units will not normally exceed 15 days. Tours to single locations will not normally exceed seven days.

10.10.6. 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.

**10.11. 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 5500.7-R, *Joint Ethics Regulation*, Title 10 of the *United States Code* (U.S.C.), Sections 8634.

10.11.1. 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**:

10.11.1.1. Public performances should be scheduled to support Air Force recruiting. Bands will coordinate with recruiting service within the GAR when scheduling performances.

10.11.1.2. To make sure band participation in a civic outreach program complies with public law and DOD policy, see guidelines in **Chapter 8** on participation in public events or DOD Instruction 5410.19.

10.11.1.3. 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.

10.11.1.4. 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.

10.11.1.5. 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. See paragraphs **10.11.1.7.** and **10.15.**

10.11.1.6. Air Force bands may play music for public events and parades sponsored by corporate, private or civic entities 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.

10.11.1.7. When a performance is not included in a band's regularly scheduled and budgeted community relations (COMREL) touring plan, it is the sponsor's responsibility to absorb costs for



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.

10.11.1.8. Air Force bands will comply with current DOD guidance and the Joint Ethics Regulation in all matters concerning sponsorship, either corporate or private. Bands may receive support from corporate, private or civic entities to defray venue, lodging, meals, transportation, and other costs. In exchange, bands may publicly acknowledge the sponsor at the concert through remarks, recognition in printed program notes (in a font and style that does not attract attention) and/or the display of small pendants or banners with the sponsor's name. Bands may not refer to sponsor products nor should pendants, banners, program notes and advertisements. 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 coaches, 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.

10.11.2. 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. Bands are authorized to provide musical support for official DoD functions regardless of the event's purpose (ceremonial, protocol, troop morale) and other DoD functions where the primary objective is to promote the unit's esprit de corps, morale, retention or quality of life. Such functions include military ceremonies, recreation programs and social events. Reference DoD Instruction 5410.19 for definitions of Official Functions. Bands are authorized to support the following social functions with background, dinner, entertainment and dance music:

10.11.2.1. Formal receptions.

10.11.2.2. Community relations dinner dances. A high percentage of those attending must be civic leaders.

10.11.2.3. Dinings-in.

10.11.2.4. Dinings-out.

10.11.2.5. Bands may play for any of the above events off-base if the sponsor certifies that suitable on-base facilities are not available. Reference [10.11.2.10](#) for sponsor qualifications.

10.11.2.6. 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.

10.11.2.7. 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.

10.11.2.8. Civil Air Patrol annual ceremonial events may be supported on-base provided they have an active duty sponsor. Reference [10.11.2.10.](#) for sponsor qualifications.

10.11.2.9. Air Force bands are authorized to perform in open messes for official DoD functions regardless of the event's purpose (ceremonial, protocol, troop morale) and for other DoD functions where the primary objective is to promote the unit's esprit de corps, morale, retention or quality of life as certified by the sponsoring official. Reference [Figure 10.1.](#) Otherwise, 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 perform in civilian attire and be paid appropriate compensation for their services from the open mess or other NAFI involved.

10.11.2.10. Sponsor. To request band support, the requester (sponsor) must have the authority to approve the expenditure of appropriated funds whether the event is paid for by appropriated or non-appropriated means. Examples of authorized sponsors are MAJCOM/Group/Wing/Squadron commanders or commander equivalents, directorate chiefs, and headquarters staff officials. The sponsor fills out a Memorandum Letter Band Request for Military Sponsors, [Figure 10.1.](#), certifying criteria about the event's purpose and location. The sponsor submits the completed memorandum to the band either in electronic or printed format. For electronic documents the signature block should follow prescribed Air Force guidelines for official electronic documents.

**10.12. Off-duty Employment.** Public Law and Joint Ethics Regulations govern off-duty employment of band members and the use of bands in certain off-base situations.

10.12.1. 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 Force 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 DODD 5500.7, *Standards of Conduct*. Consult the local SJA for additional guidance.

**10.13. Recordings.** Recordings are authorized and encouraged. They are a cost-effective way to reach a large audience. Recordings are used for public service broadcasting, recruiting, and educational activities. All active duty Air Force band recordings will have the following three disclaimers on the exterior cover: "This compact disc is approved for Department of the Air Force use and is not for sale." "Cross Into The Blue" Contact Air Force Recruiting via <http://www.airforce.com/> or call 1-800-423-USAF." "The USAF is wholeheartedly committed to reflecting the diversity of our great nation. Individuals from all cultural and ethnic backgrounds are actively encouraged to learn about the Air Force and seek positions in the band program. For more information, contact (individual band contact information)." Bands must send at least three copies of their recordings to SAF/PAB and the National Museum of the United States Air Force, Wright-Patterson AFB OH 45433, for historical preservation. Before producing recordings, bands must:

10.13.1. Budget for the cost of recordings.

10.13.2. Coordinate with local and MAJCOM PAs.

10.13.3. 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, proposed cover artwork, program and booklet liner notes, quantity to be produced, and estimated cost of the entire project. Consult SAF/PAB for guidance.

10.13.4. Air National Guard bands follow a similar procedure except they coordinate through their state HQ and the Chief of ANG bands in lieu of MAJCOM PAs and SAF/PAB.

**10.14. Monthly Band Reports.** Active duty bands submit reports of monthly band performances electronically to SAF/PAB by the 10th day of each month. In addition, these bands submit reports of projected (future) performance activities electronically to SAF/PAB by the 25th of each month. ANG bands submit the same reports quarterly. These reports help HQ USAF and MAJCOM commanders manage personnel assignments and the use of all Air Force bands. SAF/PAB publishes a performance tasking order (PTO) that outlines when and where future band performances take place as well as their target audiences, objectives, tactics, etc. The PTO is a “living” document updated monthly. Air Force bands are responsible for scheduling performances to accomplish the objectives outlined in their annual strategic plan. Bands will use the PTO to forecast their activities and share the information with Air Force leaders, Public Affairs, and total Air Force recruiting services. SAF/PAB maintains the data specifications for both the monthly and projected performance reports. 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. ANG band utilization is evaluated by the Chief of ANG Bands through site visits, analysis of performance data, and man-hour utilization data. Bands discontinue reporting during MINIMIZE (see glossary) and emergency conditions.

### ***Section 10D—Funding and Logistics***

**10.15. Funding.** The highest level of command, MAJCOM, NAF, or wing, where a band is assigned provides funding for the band. A sizable portion of each band’s operating budget must include funding for TDY support of military, recruiting and civic outreach events. Operating costs should be included in the band’s annual budget submitted to the MAJCOM, NAF or wing that has administrative and logistical support responsibility for that band. Also reference paragraph [10.11.1.7](#) for the sponsor’s obligations.

### **10.16. Equipment, Supplies, and Music.**

10.16.1. Procurement. Bands procure equipment, supplies, and music per the Allowance Standards AS-600 and applicable procedures described in AFMAN 23-110, *USAF Supply Manual*, 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.

10.16.2. Disposal. Before disposing of equipment, supplies, or music, bands should 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.

10.16.3. 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*.

10.16.4. 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. In addition, The USAF Band maintains electronic copies of all anthems for all DOD bands and provides music required in the State Funeral plans.

10.16.5. When band members have a permanent change of station (PCS), their performance equipment can be transferred to the gaining unit.

**10.17. Band Uniforms.** Formal concert and ceremonial uniforms are authorized in AS-016 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.

10.17.1. 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 civic outreach 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.

10.17.2. 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 (NAFS)*. The Supplemental Clothing Allowance for band members is described in AFI 36-3014, *Clothing Allowances for Air Force Personnel*. Rank insignia will be worn as prescribed in AFI 36-2903.

**10.18. Facilities.** The MAJCOM, or state for ANG bands, 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:

10.18.1. 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 soundproofed 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.

10.18.2. Secured areas for the music library, arranging equipment, musical instruments, and supplies.

10.18.3. Individual lockers, and separate dressing rooms and rest rooms for men and women.

10.18.4. Administrative spaces with separate offices for the commander, deputy commander, manager, first sergeant, operations section, and administrative support.

10.18.5. The minimum space requirements for band facilities are published in AFH 32-1084, *Facility Requirements*:

10.18.5.1. Eleven-member unit: 11,000 square feet.

10.18.5.2. Thirty-member unit: 19,000 square feet.

10.18.5.3. Forty-five to 60-member unit: 25,000 square feet.

10.18.5.4. The United States Air Force Academy Band: 30,000 square feet.

10.18.5.5. The United States Air Force Band: 60,000 square feet.

**10.19. Vehicles.** Bands are authorized vehicles as determined by local needs through their MAJCOM.

10.19.1. Minimum requirements for band units by size are:

10.19.1.1. Eleven-member unit: one truck and two 15-passenger truck carry-alls.

10.19.1.2. Thirty-member unit: one intercity coach, three trucks, and two 15-passenger truck carry-alls.

10.19.1.3. Forty-five to 60-member unit: two intercity coaches, three trucks, and two 15-passenger truck carry-alls.

10.19.2. Bands will be the primary users of these vehicles. Intercity coaches 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 coaches are used to support other authorized activities. When no band requirements exist, coaches 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.

10.19.3. When an intercity coach 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 coaches to meet the band's scheduled engagements. Since charter contracts usually require a minimum of 24 hours prior notice, band coaches 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 coach if the band coach should develop mechanical problems.

10.19.4. The band pays TDY expenses for drivers for all band-related 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***

**10.20. Enlistment.** Applicants for Air Force bands undergo a pre-screening process which includes submitting an audio demonstration tape and a brief performance resume to a band or SAF/PAB. These materials are evaluated and those who pass this pre-screening are invited to audition in-person. Promising applicants for Air Force regional band positions, AFSC 3N1X1, are auditioned in-person. An active-duty

band officer must approve the live audition. Applicants for premier band positions, AFSC 3N2X1, are auditioned by the respective band in a manner determined by the band commander. Applicants for Air National Guard band positions, AFSC 3N1X1Z, are auditioned in-person by the respective band. The band commander must hear and approve the live audition. AF Form 485, *Application for Enlistment - U.S. 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 band, and mandatory assignment of entry level personnel to the Basic Military Training School (BMTS) Drum and Bugle Corps. Air National Guard bands have additional follow-on training as outlined in the Career Field Education and Training Plan.

**10.21. Training.** Active-duty and ANG band commanders and the enlisted band leader at HQ PACAF administer the training programs in AFI 36-2201, V2., *Air Force Training Program Training Management*, primarily through the Career Field Education and Training Plan for the band career field specialty, AFSC 3N1X1, 3N2X1 and 3N1X1Z. 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.

#### **10.22. Utilization.**

10.22.1. Internal Utilization. Members of regional and ANG 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.

10.22.2. 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.

10.22.2.1. 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.

10.22.2.2. 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.

10.22.2.3. The Mortuary Officer is authorized to obtain a bugler from other authorized providers or hire locally and pay by citing O&M funds, when the band cannot provide one. Additional options are outlined in AFI 34-242, *Mortuary Affairs Program*.

### ***Section 10F—Band Responsibilities***

**10.23. SAF/PA.** SAF/PA is the functional manager of the Air Force band program. The Director of Public Affairs:

10.23.1. Establishes management policies for the Band Program through its Bands Division (SAF/PAB).

10.23.2. Recommends to the CSAF each active-duty band's classification, location, size and name 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.

10.23.3. Coordinates with HQ USAF agencies to provide the best geographic area service to support the mission.

10.23.4. 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.

**10.24. The Air Force Bands Division (SAF/PAB).** SAF/PAB manages and monitors all aspects of the program through site visits, reports, written and electronic communications. The Air Force Bands Division:

10.24.1. Establishes, publishes and manages band program policy and guidance.

10.24.2. Manages band authorizations, advertising, accessions and assignments for active-duty bands.

10.24.3. Integrates bands into Air Force strategic goals and communication plans.

10.24.4. Tracks, measures and analyzes results of band products and services.

10.24.5. Develops and publishes the Band Career Field Education and Training Plan.

10.24.6. Conducts and coordinates the biennial CPG study.

10.24.7. Coordinates all band transportation authorizations (TAs).

10.24.8. Coordinates and integrates band capabilities with Air Force recruiting services.

10.24.9. Conducts staff assistance visits to active-duty bands.

10.24.10. Sets band recording policy and coordinates approval for recording projects.

10.24.11. Answers band-related public, Congressional and White House inquiries.

10.24.12. Organizes and conducts bandleader conferences and special Process Action Teams.

10.24.13. Assists the ANG Band Advisor and Enlisted Program Manager.

10.24.14. Coordinates on performances by active-duty bands that require DOD approval.

10.24.15. Coordinates all media productions and activities of a national interest for active duty bands.

10.24.16. Coordinates performances by active-duty bands outside their assigned GAR.

**10.25. 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.

10.25.1. The highest level Public Affairs office on the installation where a band is assigned coordinates on all exceptions to policy for performances and recordings.

10.25.2. 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.

10.25.3. MAJCOM/PA directors are responsible for authorizing awards and decorations for band members, completing band commander Officer Performance Reports and endorsing the deputy commander and selected enlisted performance reports.

## **10.26. Air National Guard Bands.**

10.26.1. Chief, ANG Bands. The Chief, ANG Bands is the functional manager of the Air National Guard band program. This individual reports to the Director of the Air National Guard, and serves as principal advisor to SAF/PAB and NGB-PA. The Chief of ANG Bands:

10.26.1.1. Is the ANG advisor for all ANG bands.

10.26.1.2. Determines the readiness of ANG bands through technical inspections, staff assistance visits, reports, and written and electronic communication.

10.26.1.3. Recommends actions for improving the ANG band program to Director of the ANG, SAF/PAB and NGB.

10.26.1.4. Develops policy guidance for the ANG band program.

10.26.1.5. Coordinates band policy issues directly with SAF/PAB, NGB, and the states.

10.26.1.6. Establishes qualifications and procedures for hiring and training new band officers and enlisted members and conducts band officer auditions to fill vacancies using the same musical performance standards for active duty USAF band officers.

10.26.2. The Enlisted Program Manager (EPM). The EPM assists the Chief of ANG Bands by serving as an advisor and point of contact on all issues relating to the enlisted force of ANG Bands.

10.26.3. The Adjutant General (AG). The Adjutant General of a state where a band is assigned directs the band's operations. The AG is responsible to ensure that band performances are equitably distributed throughout the band's GAR.

10.26.4. Command and Installation Level Responsibilities. The highest level ANG commander (wing/group) where a band is assigned has overall command and staff responsibility for the band. The command ensures necessary funding, facilities, transportation, administrative support, and effective use of band personnel.

**10.27. 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.

**10.28. The United States Air Force Band.** The USAF Band serves as the Air Force point of contact for State Funeral requirements involving Air Force bands.



**Table 10.1. Core and Discretionary Manning for Regional Air Force Bands.**

	Core	Maximum Allowable
Field Grade Officer	1	1
Company Grade Officer	1	1
Manager (E-9)	1	1
Superintendent (E-8)	1	2
A-Clarinet	6	9
B-Saxophone	4	6
C-Bassoon	1	2
D-Oboe	1	2
E-Flute	2	3
F-Horn	3	5
G-Trumpet	6	7
H-Euphonium	1	2
J-Trombone	4	6
K-Tuba	2	2
L-Percussion	5	6
M-Piano	2	4
N-Guitar	2	4
P-Arranger	1	1
R-Vocalist	4	6
S-Electric Bass	2	4
V-Audio Technician	2	4
TOTAL	52	60

1. Maximum discretionary applies to each shredout. The total of all positions cannot exceed total authorized manning.
2. This core manning recommendation does not apply to the Band of the Pacific since it is divided among three geographically separate locations.
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. Core and Discretionary Manning for Air National Guard Bands.**

	Core	Discretionary
Field Grade Officer	1	-
Manager (E-9)	-	-
Superintendent (E-8)	1	-
A-Clarinet	5 (3 double saxophone)	1
B-Saxophone	2	1
C-Bassoon	1	-
D-Oboe	1	-
E-Flute	2	-
F-Horn	3	1
G-Trumpet	4	1
H-Euphonium	1	-
J-Trombone	3	1
K-Tuba	1	1
L-Percussion	2	1
M-Piano	1 (double percussion)	1
N-Guitar	1	1
P-Arranger	-	-
R-Vocalist	1 (double percussion)	1
S-Electric Bass	1 (double percussion)	1
V-Audio Technician	-	-
Clerk (AFSC 3A000)	1	-
TOTAL	32	11

**Table 10.3. Air Force Band GARs.**

<b><u>Band/Address</u></b>	<b><u>Size</u></b>	<b><u>Geographic Area of Responsibility</u></b>
The United States Air Force Band 201 McChord Street Bolling AFB DC 20032-0202	237	National Capital Region, CONUS
The United States Air Force Academy Band 520 Otis Street Peterson AFB CO 80914-1620	71	CO, UT, CONUS
United States Air Force Band of Liberty 25 Chennault Street Hanscom AFB MA 01731-1718	60	CT, MA, ME, NH, NJ, NY, RI, VT
United States Air Force Band of the West 1680 Barnes Avenue Lackland AFB TX 78236-5500	60	AZ, LA, NM, TX
United States Air Force Heritage of America Band 86 Hickory Street Langley AFB VA 23665-2192	60	DE, Eastern MD, Eastern PA, NC, SC, VA
United States Air Force Heartland of America Band 109 Washington Square Suite 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 Road Building 763 Robins AFB GA 31098-2252	60	AL, FL, GA, MS, TN
United States Air Force Band of Mid-America 900 Chapman Drive Scott AFB IL 62225-5115	60	AR, IL, MO, OK, MI (Upper Peninsula), WI
United States Air Force Band of the Golden West 551 Waldron Street Travis AFB CA 94535-5000	60	CA, ID, NV, OR, WA
United States Air Force Band of Flight 3920 Lear Street Building 1420 Wright Patterson AFB OH 45433-5721	60	IN, KY, MI (Lower Peninsula), OH, Western MD, Western PA, WV
The United States Air Forces in Europe Band Unit 3315 APO AE 09136-5000	60	As directed by USAFE
United States Air Force Band of the Pacific 9477 Pease Avenue Elmendorf AFB AK 99506-2380	30	AK, as directed by PACAF

<u>Band/Address</u>	<u>Size</u>	<u>Geographic Area of Responsibility</u>
*United States Air Force Band of the Pacific-Asia (Det 1) Unit 5075 APO AP 96328-5000	30	As directed by PACAF
*United States Air Force Band of the Pacific-Hawaii (OL-A) 340 Kuntz Avenue Hickam AFB HI 96853-5399	11	HI, as directed by PACAF
*The United States Air Force Band of the Pacific is a single regional band divided among three geographically separate locations. The two units indicated are named activities of the United States Air Force Band of the Pacific. Official designations are Det. 1 and OL-A.		

**Table 10.4. Air National Guard Band GARs.**

<b><u>Band/Address</u></b>	<b><u>Size</u></b>	<b><u>Geographic Area of Responsibility</u></b>
Air National Guard Band of the Central States (571 <sup>st</sup> Air Force Band) 10800 Natural Bridge Road Lambert-St. Louis International Airport Bridgeton, MO 63044-5000	36	KS, MO, NE, SD
Air National Guard Band of the Great Lakes (555 <sup>th</sup> Air Force Band) 2660 South Eber Road Swanton, OH 43558-9645	36	IN, MI, OH, WV
Air National Guard Band of the Mid-Atlantic (553 <sup>rd</sup> Air Force Band) 1505 Adams Street Building 505, Fort Indiantown Gap Annville, PA 17003	36	DE, MD, NJ, PA, Western NY
Air National Guard Band of the Midwest (566 <sup>th</sup> Air Force Band) 2416 South Falcon Boulevard Peoria, IL 61607-5023	36	IA, IL, MN, WI
Air National Guard Band of the Northeast (567 <sup>th</sup> Air Force Band) Headquarters MA ANG 50 Maple Street Milford, MA 01757-3680	36	CT, MA, ME, NH, RI, VT, Eastern NY
Air National Guard Band of the Northwest (560 <sup>th</sup> Air Force Band) 10 South Grant Street Building 459 Fairchild AFB, WA 99011-9466	36	ID, MT, ND, OR, WA
Air National Guard Band of the Smoky Mountains (572 <sup>nd</sup> Air Force Band) 404 Brisco Drive McGhee-Tyson ANGB, TN 37777-6208	36	AR, KY, MS, TN, VA
Air National Guard Band of the South (530 <sup>th</sup> Air Force Band) 1388 First Street Finch Building Dobbins ARB, GA 30069-5007	36	AL, FL, GA, NC, SC

<u>Band/Address</u>	<u>Size</u>	<u>Geographic Area of Responsibility</u>
Air National Guard Band of the Gulf Coast (531 <sup>st</sup> Air Force Band) 200 Hensley Avenue Carswell Field Forth Worth, TX 76127-1672	36	LA, NM, OK, TX
Air National Guard Band of the Southwest (562 <sup>nd</sup> Air Force Band) 107 Mulcahey Drive Port Huemene, CA 93041-4013	36	AZ, Southern CA, CO
Air National Guard Band of the West Coast (561 <sup>st</sup> Air Force Band) 129 <sup>th</sup> RQW, Stop 6 PO Box 103 Moffett Federal Air Field, CA 94035-0103	36	Northern CA, NV, UT, WY

**Figure 10.1. Sample Official Memorandum 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. State: I certify that the event described above is (check one)

an official DoD function for either ceremonial, protocol or troop morale purposes

OR

other DoD function for promoting unit morale, retention or quality of life purposes.

I am hosting or conducting this event as a member of the Department of Defense in the performance of 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 \_\_\_\_\_



### ***Section 10G—Band Readiness and Deployment***

**10.29. USAF Band Readiness and Deployment Program.** Air Force Bands must be ready to perform their mission in contingency/wartime environments. Deploying Air Force band entertainment and ceremonial music provides the commander with operational assets specialized to enhance Airman morale and readiness and host nation initiatives.

#### **10.30. Objective, Scope and Planning.**

10.30.1. Objective. Ensure the band program has the knowledge, training, and equipment to conduct its mission in contingency and wartime environments and an understanding of the planning and execution process.

10.30.2. Scope. All bandsmen may be used in AFSCs 3N1X1X and 3N2X1 to meet tasking requirements. All military personnel assigned to Air Force Bands are postured on a UTC as primary or alternate and should be considered deployable. Wartime duties are the same as peacetime duties. Bandsmen should not be tasked to perform non-band duties in functional areas other than Air Force Band activities. Failure to comply with this may lead to mission failure in either home support or deployment support. Bandsmen must perform only assigned musical duties because missions and training require 100 percent of assigned positions. They are placed on LBFA series UTCs because of their unique skills.

10.30.2.1. Wartime duties fall into the following categories: Strategic Mission Support, inter-theater deployable, intra-theater deployable, overseas in-place, and CONUS and OCONUS home station support and CONUS and OCONUS sustainment. Note: Except as determined by SAF/PAB, deployment requirements supersede all other staffing needs.

10.30.2.2. Bands are identified on standard Air Force Band UTCs. Air Force Band UTCs belong in the Manpower and Equipment Force Packaging System (MEFPAK) under the alphanumeric series LBFA. Mission capability statements and manpower force element listings for each UTC are contained in the Manpower and Force Packaging subsystem of the Manpower and Equipment Force Packaging system. A logistics detail for each UTC is maintained in the Logistics Force subsystem.

10.30.2.3. Air Force Band UTCs are fully integrated into the Air Force core UTC concept. The core concept unites Air Force weapons systems and the required support forces into a single core UTC package.

10.30.2.4. Augmentation requirements of the active duty force may be supported by using ARC personnel through the Military Personnel Appropriation man-day program or mobilization.

10.30.3. Planning. For the Air Force Wartime Planning Process see Chapter [12.3](#) through [12.6](#).

10.30.3.1. Deliberate Planning. Band readiness planners assigned to theater commanders are required to develop OPLANs and Conceptual Plans using standard UTCs. Planners use the standardized Band requirements for input into the Time Phased Force Deployment databases. Planners also create documented annexes to conceptual plans and OPLANs.

#### **10.31. Responsibilities.**

10.31.1. Secretary of the Air Force Public Affairs, Bands Division (SAF/PAB).

- 10.31.1.1. Establishes Band doctrine.
  - 10.31.1.2. OPR for Air Force band deployments.
  - 10.31.1.3. Performs Air Staff Functional Area Manager (FAM) duties.
  - 10.31.1.4. Coordinates on all operation plans (OPLANs) with Headquarters Air Force Director of Plans and Operations to maintain continuity in band planning.
  - 10.31.1.5. Is responsible for Manpower and Equipment Force Packaging System (MEFPAK) command and MEFPAK Functional Area Manager (MEFPAK FAM) as well as LOGDET.
  - 10.31.1.6. Is MEFPAK Band FAM with planning responsibilities to include OPLAN requirements and unit type code (UTC) sourcing.
- 10.31.2. Unit Commander.
- 10.31.2.1. Ensures unit manning, equipment and training meet all requirements.
  - 10.31.2.2. Ensures Unit Deployment Managers (UDMs) are trained and execute programs per MEFPAK FAM guidance.
  - 10.31.2.3. Establishes programs to ensure members understand deployment responsibilities.
  - 10.31.2.4. Maintains unit designed operational capability (DOC) statements, if applicable.
  - 10.31.2.5. Maintains deployment folders on each unit member.
  - 10.31.2.6. Maintains Air Force Band Deployment equipment kits.
  - 10.31.2.7. Prepares after-action reports on exercises and deployments as required for submittal to SAF/PAB.
  - 10.31.2.8. Documents number of days each member is deployed in support of the Air Force Band Deployment missions (training, exercises, and real world).
  - 10.31.2.9. Ensures UTCs are reported and updated monthly IAW the AEF Reporting Tool (ART) as required.
- 10.31.3. Member.
- 10.31.3.1. Maintain personal affairs (financial, legal, administrative, etc.) so deployments do not create undue hardships for themselves or dependents.
  - 10.31.3.2. Keep the following items current and available at all times:
    - 10.31.3.2.1. U.S. Government driver's license (if required). SF 601, *Health Record/Immuni-zation Record*. DD Form 2, *Armed Forces of The United States—Geneva Convention Identifi-cation Card (Active)*, Identification Tags (2 each). DD Form 93, *Record of Emergency Data*. Current DFAS Form 702, *Defense Finance and Accounting Service Military Leave and Earn-ings Statement*, or DFAS Form 1, *Department of Defense Civilian Leave and Earnings State-ment*. Two pairs of eyeglasses and one pair of eyeglass inserts for the gas mask (if required). Training data on disks.
  - 10.31.3.3. Maintains required uniform items, personal clothing and hygiene items according to MAJCOM/AOR/Wing requirements.

### 10.32. Training.

10.32.1. General. All Band musicians will be available to undergo deployment training to meet mission requirements.

10.32.2. Air Force Band personnel assigned to a UTC will receive training in accordance with AFI 10-403, *Deployment Planning and Execution*. Training will be accomplished on an as-needed basis and may be composed of computer-based training, self-study guides, classroom education, hands-on equipment training, and ancillary training such as weapons qualification, Nuclear, Biological and Chemical warfare training, and Self-Aid Buddy Care.

10.32.3. The following policy provides the road map for complying with the CSAF vision and guidance contained in AFI 10-400, *Aerospace Expeditionary Force Planning*. This guidance is to be used until the release of updated regulations.

10.32.3.1. Bands will comply with local training requirements for all members assigned to deployable UTCs. Specific UTC assignment will be determined by the Band Manager.

10.32.3.2. Individuals assigned to UTCs postured to support the 10 AEFs will be scheduled for training on a rotational basis, the same as AEF scheduled UTCs. The Band Manager will determine final training requirements and ensure that members have all locally required training.

10.32.3.3. Members assigned to UTCs will be scheduled to attend training using the “team training” concept. A timeline will be coordinated with band training managers to ensure full implementation of any new, revised, and recurring training.

### 10.33. Concept of Operations.

10.33.1. Air Force Bands will be able to deploy in support of component commander’s troop morale and host nation initiatives in coordination with the assigned Air Force Services commander.

10.33.2. SAF/PAB will appoint an Air Force Bandsman with band operational experience to deploy to the AOR and report to the AF Services commander. This Bandsman will be the Band ADVON (advanced echelon) Specialist. His or her purpose is to plan and execute a band deployment within the AOR. The Band ADVON Specialist will deploy 10-30 days prior to an ensemble’s deployment.

10.33.3. Band Deployments will routinely use DOD and AF Services Entertainment Circuits and will work closely with the Entertainment Circuit Manager. The combatant commander, AF Services Commander and Entertainment Circuit Manager will determine specific entertainment needs for a cycle, which will generally be planned one cycle ahead of actual deployment. This allows for adequate customization of the deployable ensemble by the tasked unit.

10.33.4. The Band ADVON Specialist will plan the arrival, air transportation, performance schedules and locations, in-country travel arrangements, bed down, and communications support for the deploying ensemble. Member will coordinate with the AOR commander and AOR Services commander to ensure support is available for band missions tasked to support troop morale and host nation programs. The Band ADVON Specialist will also coordinate with and inform Public Affairs personnel of troop morale and host nation events. During deployment of ensembles, the Band ADVON Specialist will continue to manage all aspects of the deployment.

10.33.5. Bands will deploy from their home station on a date specified by the Band ADVON Specialist and report as directed. Band support will normally be utilized in periods of up to 21 days. Deploy-

ments of longer duration in the same AOR should be avoided because they may reduce morale and readiness effects by performing for the same audience numerous times.

10.33.6. Bands will normally deploy during the middle periods of the AEF Cycle, between days 40-70. This will maximize impact when Airman morale is typically lowest and will reduce the logistical burden on airlift during peak rotation periods. Specific dates will be determined by the Band ADVON Specialist in coordination with Services personnel to meet specific mission requirements of the AOR commander.

10.33.7. After the completion of a deployment each ensemble will return to the home station and the Band ADVON Specialist will remain to make arrangements for the next cycle, including the determination of ensemble requirements.

10.33.8. Upon completion of arrangements for the next AEF cycle, the Band ADVON Specialist will return to their home station. They will brief the next Band ADVON Specialist, which may require a TDY. This completes one deployment cycle.

10.33.9. Unit deployment nominations and assignments will be managed by the Air Staff and MEF-PAK FAMs, in consultation with the AEF Public Affairs Scheduler and individual band managers.

#### **10.34. Equipment and Supplies.**

10.34.1. Deployment Equipment Requirements. Air Force Band Deployment UTCs must be equipped and deploy with team kits as listed in the logistics detail and team members issued individual deployment bags.

10.34.2. The M-9 is the primary weapon for all Bandsmen (officer and enlisted). Bandsmen will be trained accordingly. The M-16 may be required for some situations and will be assigned on an as-required basis.

10.34.3. Deployment Preparation. Air Force Band Deployment teams will prepare and deploy IAW AFI 10-403, *Deployment Planning and Execution*, and locally defined installation deployment guidance. Bands must provide input to local deployment guidance. Ensure deployment guidance meets requirements for other base agencies and/or bands to procure, store, maintain, and issue deployment bags, body armor, and weapons, as necessary, to meet deployment commitments.

#### **10.35. Fund Sources.**

10.35.1. Air Force Band deployments are funded through appropriated funds and coded with an applicable emergency and special programs (ESP) code.

## Chapter 11

### AIR FORCE BROADCASTING SERVICE

#### *Section 11A—Purpose, Objectives and Responsibilities*

**11.1. Purpose of Air Force Broadcasting Service.** Air Force Broadcasting Service (AFNEWS/BG) is the centralized management element for the operation and maintenance of American Forces Radio and Television Service outlets under the operational control and jurisdiction of the Air Force. The service's mission is to inform and entertain Department of Defense personnel and their families in Central and Southern Europe, Southwest Asia, Horn of Africa, Turkey, the United Kingdom, the Azores and the Pacific Rim. AFNEWS also produces timely, accurate and relevant Air Force and Department of Defense broadcast products for dissemination via AFRTS' American Forces Network; the DoD operated Pentagon Channel; and through Air Force Link, distribution on the worldwide web. AFNEWS operates under the Air Force News Agency.

#### **11.2. Objectives of Air Force Broadcasting Service.**

11.2.1. Sustain and improve readiness and morale of U.S. forces overseas by providing broadcast news information and entertainment programming through Air Force operated American Forces Radio and Television.

11.2.2. Create broadcast products and services that serve the information needs of commanders and their military communities.

11.2.3. Be the overseas commander's first strike tool to get vital information to the troops and their families and to counterbalance negative reports from commercial media.

11.2.4. Be the overseas commander's alerting media warning troops and their families during times of crises, natural disasters, weather emergencies and contingencies.

11.2.5. Provide contingency support to Airmen and their leaders through the installation and setup of satellite television and radio reception and distribution systems for deployed forces.

11.2.6. Provide senior military leaders responsive command information delivery systems that meet their immediate communication needs.

11.2.7. Become the primary choice for broadcasting command messages and the audiences' number one source of information.

11.2.8. Become a fully integrated part of the overall public affairs efforts of the United States Air Force.

**11.3. Air Force Broadcasting Service Responsibilities.** AFNEWS radio and television outlets produce and insert local 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, Around the Air Force, Air Force Reports and other Air Force broadcast products.

**11.4. Regional News Centers and News Bureaus.** AFNEWS has regional news centers at Ramstein AB, Germany, and Yokota AB, Japan, and regional news bureaus at RAF Lakenheath, United Kingdom, and Hickam AFB, Hawaii. 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 and photojournalists 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 combatant and joint commanders; major and local Air Force commands; and joint commands serving Air Force members with broadcast news and internal information spot production.

11.4.1. RNCs and NBs produce theater/locality specific spots; generic topics are covered by the AFRTS Production Office (AFRTS-RTPO). Because of the long planning process involved in RTPO productions, AFNEWS/BG may task the RNCs, NBs, and in rare cases local outlets, with generic spot production to meet immediate needs.

11.4.2. RNCs cover electronic news where other AFNEWS/BG 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 AFNEWS/BG resources will be coordinated ahead of time with the local station and AFNEWS/BGO.

#### **11.5. Functional Area Responsibilities.**

11.5.1. SAF/PA directs AFNEWS through the commander, Air Force News Agency (AFNEWS), Lackland AFB, Texas.

11.5.2. AFNEWS is the DOD executive agent for AFRTS work force standards for the Army, Navy, Marine Corps and Air Force. AFNEWS is the DOD executive agent for AFRTS deliberate wartime planning.

11.5.3. AFNEWS has the following responsibilities:

11.5.3.1. Air Force single manager for AFRTS activities.

11.5.3.2. Coordinates matters requiring DOD policy approval or assistance with HQ AFRTS.

11.5.3.3. Develops Air Force budget estimates for AFNEWS broadcasting investment equipment changes directed or approved by DOD.

11.5.3.4. As part of the Air Force budgeting process, provides data to the program element monitor (PEM) for program element 88711F.

11.5.3.5. AFNEWS 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 operation and maintenance and investment equipment requirements for consolidation within the AFNEWS budget submission to HQ USAF.

11.5.3.7. Procures, through Defense Media Center (DMC), equipment approved by the AFNEWS 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.

11.5.4.2. RNCs and local outlets will coordinate with Public Affairs on use of news articles for broadcast originating from outside military channels to include information found in regional, international and host nation English language news sources.

## **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 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 AFNEWS is the geographic area manager for existing service should contact AFNEWS for assistance in preparing the request.

11.7.1. Requiring commands send applications for new service through the combatant command to AFNEWS. Include the following information:

11.7.1.1. Essentials 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. AFNEWS coordinates the request with Air Staff and other agencies as required.

11.7.2.1. Obtains AFRTS approval.

11.7.2.2. Notifies the requesting party of approval or disapproval and informs other MAJCOMs, if required, and Television-Audio Support Agency (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 AFNEWS/BGOX at DSN 945-4307 or e-mail at [afnews.bgox@afnews.af.mil](mailto:afnews.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 5120.20-R.

### **11.9. Closing AFRTS Outlets.**

11.9.1. The commander of the installation served by an AFRTS outlet operated by AFNEWS/BG must request approval for disestablishment.

11.9.2. The installation commander must obtain MAJCOM or FOA coordination and send the request to AFNEWS/BG, 203 Norton Street, San Antonio TX 78226-1848. Send an information copy to the manager of the AFRTS outlet involved.

11.9.3. AFNEWS/BG coordinates the request with appropriate Air Staff and DOD agencies, obtains AFRTS approval, coordinates equipment disposition with the T-ASA, coordinates disposition of AFRTS program materials with the AFRTS Broadcast Center (AFRTS-BC), notifies the proper United States Embassy through the combatant command, and provides 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 AFNEWS/BGOX at 945-4307 or e-mail at [afnews.bgox@afnews.af.mil](mailto:afnews.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 combatant command operations plans.

11.10.1. AFNEWS/BG will:

11.10.1.1. Function as Combatant Command AFRTS Planner for commands as directed by AFRTS.

11.10.1.2. Assist combatant command Public Affairs Offices in publishing an AFRTS appendix to Annex F of each respective OPLAN.

11.10.1.3. Become the combatant command focal point for AFRTS during deployments.



11.10.1.4. Represent AFRTS to combatant commands as directed for deliberate wartime planning.

11.10.1.5. Assist combatant 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 is limited by the number of channels it can distribute, the installation commander may choose which channels to distribute.

11.11.4. A 1-volt peak-to-peak National Television System Committee (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 disk jockey (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 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. 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 must 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.** 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. Additionally, AFNEWS 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

**11.17. Airing Non-AFRTS Produced Spots.** Stations may air spots provided by other theater resources when they meet all criteria for local production.

11.17.1. Stations request Air Force unique spot and program clearance from AFNEWS

11.17.2. Clearance to air spots from all other outside agencies must be requested from AFRTS/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 news-

breaks, 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 AFNEWS.

11.19.1. Present local internal information and weather in all local radio DJ programs, newscasts, and newsbreaks 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. Production Standards.**

11.20.1. Slates. Air Force Broadcasting Service 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).

11.20.2. 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.

11.20.3. Lengths. Establish uniform lengths for all spots to facilitate automation systems. No spots will be longer than one minute.

11.20.4. 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 interviewee knows they are being recorded for broadcast. Hold the master tape for at least 48 hours after the interview is broadcast.

11.20.5. 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.

11.20.6. 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.

11.20.7. 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.

11.20.8. 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.

11.20.9. Stock Footage. Stock video and/or historical file footage used within a news story must be identified as such.

11.20.10. Manipulation. Do not report inaccurate or misleading information. Report any attempts at manipulation or interference with free flow of information immediately to AFNEWS/BGO.

**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 personnel 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 and real-life military alert conditions or life-threatening situations.

**11.22. AFRTS Service Outages and Restoral Priority.** Publicize scheduled outages on all services. Explain the reason for and expected duration of the service interruption.

11.22.1. Report unscheduled outages of more than one hour immediately to AFNEWS/BG/BGO/BGL. Report all outages in the monthly status report.

11.22.2. 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. Hold the master media (audio or videotape or digital file) for at least 48 hours after the interview is broadcast.

11.22.3. Explore alternatives to complete outages before taking a station completely off the air.

11.22.4. 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.

11.22.5. AFNEWS/BG restoral priorities are:

11.22.5.1. Priority One: primary (broadcast) radio service (the service where live radio shows are produced/performed).

11.22.5.2. Priority Two: primary TV service (where service exists over the air and on cable, the theater entertainment channel is considered the primary TV service).

11.22.5.3. Priority Three: secondary radio service(s).

11.22.5.4. Priority Four: secondary TV service(s).

**11.23. General Guidelines.**

11.23.1. Reporting Requirements. Stories sent to AFNEWS. Notify AFNEWS by e-mail when stories are mailed or called into Air Force Radio or Television News. This allows AFNEWS to confirm products are received, and provides a point-of-contact if there are problems.

11.23.2. 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 AFNEWS/BGO and AFNEWS, within 24 hours of production. Advise of all other out-of-theater Distinguished Visitor visits and broadcast coverage.

11.23.3. 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 AFNEWS/BGO by 1 March.

11.23.4. Professional Library. Maintain a permanent broadcast reference library. Use for local training and product quality assessment. Library materials, whether obtained from the base library, AFNEWS/BG, or other sources are accountable materials. Establish a publications listing and inventory annually.

11.23.5. Disposition Requests. All requests for disposition of AFRTS library materials must be sent to AFNEWS/BGO. Routine disposition of regular program shipments will be sent directly to AFRTS-BC/DOPR or DOPT.

11.23.6. 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.

11.23.6.1. 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.

11.23.7. Applicable Publications. All AFRTS operations personnel must be familiar with the contents and requirements of DODD 5120.20 and DOD 5120.20-R.

11.23.8. 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.

11.23.9. Product Quality Assessment (PQA). Outlets and RNCs 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. Specific guidance will be provided by AFNEWS/BG.

11.23.10. 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 AFNEWS/BGO at least 10 days prior to duplication and distribution. Provide copies of survey findings to AFNEWS/BGO, AFRTS, and AFRTS-BC.

11.23.11. Station Identification. AFRTS outlets air station identifications in accordance with host country requirements (usually found in broadcast approval documents) and DOD 5120.20-R.

11.23.12. 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 AFNEWS/BGO.

11.23.13. Contests. AFRTS outlets are encouraged to conduct contests in conjunction with Army and Air Force Exchange Service (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.

11.23.14. 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.

11.23.15. Restrictions On Use of AFNEWS/BG Personnel and Equipment. Use of AFNEWS/BG personnel and equipment is limited to broadcast products described in this instruction. They do not produce training or orientation tapes or conduct audiovisual documentation.

11.23.16. Releasing Copies of Local Productions.

11.23.16.1. 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.

11.23.16.2. AFNEWS/BG outlets and RNCs do not provide copies of local productions for private use.

11.23.16.3. AFNEWS/BG outlets and RNCs 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.

## Chapter 12

### WARTIME READINESS

#### *Section 12A—Purpose, Objectives and Planning Process*

**12.1. Purpose of Public Affairs Readiness.** Public Affairs Airmen must be ready to perform their expeditionary mission in contingency and wartime environments. PA Airmen apply their core competencies of trusted counsel to leaders, airmen morale and readiness, public trust and support, and global influence and deterrence to deliver strategic, mission-enabling effects for Air Force and joint warfighters. Public affairs operations in times of contingency and combat must be focused on direct support of priority strategic objectives set forth by national leaders and military commanders. All actions in times of crisis and combat are measured by their contributions to the strategic objectives of the supported combatant commander. The fundamental strategies at the heart of America's military superiority must be applied to public affairs planning and operations across the spectrum of conflict. These include: disciplined planning and execution; robust and realistic training; integration of diverse units and capabilities for synergistic effects; seizing the initiative; professional risk management; real-time communication for reduced decision cycles; endless loop planning processes; robust and responsive command and control; and precision strike. Public Affairs Airmen must understand these transformational approaches to modern warfare and apply them to PA planning and operations across the spectrum of conflict.

#### **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 Contingency and 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 needed 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 combatant command, such as U.S. Central Command or U.S. European Command, generates Operation Plans (OPLANS) based on the assumptions of the JSCP, the combatant commander'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 mission requirements and available resources.

**12.6. Public Affairs Planning Process.** Air Force Public Affairs' role in the process begins when the combatant commands issue their OPLANS.

12.6.1. SAF/PA Responsibilities: SAF/PAR reviews and coordinates on all OPLANS received by the Air Staff for review. SAF/PAR will ensure that OPLAN taskings can be met by force providers. SAF/PAR will manage all FOA/DRU assets that are not managed by a MAJCOM to include posturing those authorizations for the Air Staff, FOA, and DRU assets in the Air Force-wide UTC Taskings Availability Summary (AFWUS) and the AEF time-phased force and deployment data (TPFDD) libraries. SAF/PAR will monitor ART reporting for all XFFG and LBFA series UTCs to ensure compliance with reporting guidance. SAF/PAR will develop policy and guidance that supplement this instruction as needed. SAF/PAR is responsible for organizing annual sourcing conferences. FAMs at the MAJCOM and numbered AF level must attend the sourcing conference.

12.6.2. Air Component Responsibilities. The combatant command's air component PAs, such as U.S. Central Command Air Forces Public Affairs (USCENTAF/PA), builds Public Affairs requirements in support of the combatant command OPLAN, usually titled Annex F. As part of this responsibility, the air component PA also establishes the associated PA deployment requirements within an OPLAN TPFDD. These two products--the Annex F and the OPLAN TPFDD--define what PA will do to support OPLAN objectives and how many PA manpower authorizations (PA, Bands and Broadcasters) are required to support the OPLAN. Annex F does not eliminate the need for a strategic communication plan and other more robust and deliberate PA planning and command and control products. It does, however, define initial PA planning guidance for the supporting components and Services. Air component PAs must consult the AEF library prior to building requirements to ensure forces will be available.

12.6.3. MAJCOM Responsibilities. As a Management Headquarters function, MAJCOMs are required to organize, train and equip PA units within their commands in order to provide ready PA forces to meet DOD and combatant command requirements in support of crisis or deliberate plans. This includes posturing all military authorizations and deployment eligible positions within a MAJCOM against unit type codes (UTCs) and loading them into the AFWUS and the AEF TPFDD libraries. Only authorizations on the MAJCOM "out" list are exempt from being postured. These two products are used by air component planners and the AEF Center to determine which forces are available to meet worldwide deployment requirements. MAJCOMS must ensure all their postured members are aware of their AEF on call period. MAJCOMs are also responsible for ensuring that all UTCs assigned to their command are continually updated in the AEF Reporting Tool (ART) database and any change is reflected in ART within 48 hours. MAJCOMS must make sure all units are reporting



within the established guidelines for ART. This system, managed by the AEF Center and MAJCOMs, allows commanders and air component planners to evaluate available deployment capability. The intent of all these actions is clear: every deployment-eligible PA within each MAJCOM will know what AEF they are assigned to and when they're eligible to deploy.

12.6.3.1. Wing Responsibilities. Wing PA chiefs or units with deployment-eligible PA forces will ensure the acquisition and/or purchase of all deployment equipment required to meet a unit's specific UTC requirements. Each unit must equip to the total number of UTCs it has tasked on-call at any one time during an AEF pair. Specific equipment requirements are listed in the UTC logistics detail (LOGDET). Wing PA chiefs and units with deployment-eligible PA forces are also required to ensure all deployment-eligible unit members are assigned to an AEF and regularly report UTC status within the AEF Reporting Tool (ART) system IAW AFI 10-244, *Reporting Status of Aerospace Expeditionary Forces*. Changes in a UTC status must be reported within 48 hours of the change in status.

12.6.4. Secure Communications. MAJCOM PA offices will have secure communications capabilities, both computers and telephones, readily available for PA Airmen and civilians with PA planning and coordination responsibilities. Improper handling of classified and sensitive information can compromise operations and risk lives and will always erode the confidence and trust of commanders and supported Airmen. MAJCOMs and other PA offices that have contingency and combat planning responsibilities should be equipped to make secure communications equally as convenient as unsecure comm.

12.6.5. Unit Type Codes. Public Affairs manpower and equipment assets are tasked for wartime and contingency requirements under several specific unit type codes (UTCs). The UTC is a five-digit alphanumeric designator used to identify specific capabilities, skill levels or skill level packages needed to support a beddown location or deployment requirement. Each UTC has three parts that describe what's needed to make it fully operational: a mission capability (MISCAP) description, associated manpower force packaging system (MANFOR) requirements and the associated logistics requirements.

12.6.6. Taskings by UTC. Under the AEF concept, PA deployment taskings originate within a combatant command and the air component PA. They flow to the AEF center, which selects UTCs from the AEF TPFDD libraries. Those requirements flow from the AEF Center to the MAJCOM in which the UTC resides. MAJCOM/PA AEF Functional Area Managers (FAMs) should have visibility on all PA deployment requirements coming into their command. Once the MAJCOM PA FAM has verified through appropriate channels that the tasked UTC is able to meet the deployment requirement, the AEF Center flows the official tasking through command channels to the unit's Military Personnel Flight. Deploying and redeploying PA Airmen should report the status of their travels at each key milestone to gaining and losing PA offices as they travel to and from an AOR. This ensures the Air Force maintains positive control of its most valuable resource, Airmen, and helps PA functional area managers and planners accurately monitor PA capability levels. For complete details on the AEF UTC tasking process, see AFI 10-400.

12.6.6.1. PA Specific UTCs. PA UTCs are built based on authorizations on the Unit Manning Document. UTCs are not built for overage positions. The specific definition of PA UTCs are listed in the Air Staff Sourcing and Coding Guidance posted on the AEF Center website. at <https://aefcenter.acc.af.mil/>. SAF/PAR is the pilot unit for all XFFG and LBFA series UTCs.

12.6.6.2. Equipment Packages. Public Affairs equipment is required under the logistics detail (LOGDET) for LBFA series UTCs. The XFFG series UTCs may or may not have a LOGDET, for the most part, XFFG UTCs are manpower only UTCs. Equipment requirements are outlined in the MISCAP for XFFG series UTCs. Units with a wartime or contingency tasking under these UTCs must have the equipment on-hand, as described in the MISCAP for the UTC, and ready to deploy. Typically, equipment requirements are one laptop and digital camera for each UTC in a given pair.

### **Section 12B—Roles and Missions**

**12.7. Roles and Missions.** The Air Force conducts Public Affairs operations to communicate truthfully unclassified information about Air Force activities to Air Force, domestic, and international audiences. Public Affairs operations use timely and accurate information to help deter war, drive a crisis back to peace, or wage war. The global information environment and geo-political trends make public affairs operations, media coverage and public opinion vital elements of modern military strategy. Enormous strategic implications hang in the balance. Effective public affairs operations can have enormous strategic and enabling effects, including but not limited to:

- Gain, sustain and enhance domestic and international support for the operation
- Nurture and enhance the morale and commitment of coalition forces and families
- Sustain and enhance coalition solidarity and resolve
- Counter enemy efforts to broaden opposition by highlighting American resolve and capability
- Nurture and enhance the trust and confidence of key coalition partners providing theater access for expeditionary operations.
- Preempt and counter enemy propaganda to sustain freedom of movement and initiative

**12.8. Information Operations.** Joint Publication 3-13, *Joint Doctrine for Information Operations* defines information operations as actions taken to affect adversary information and information systems while defending one's own information and information systems. Public Affairs operations have a great impact on friends and foes and may be supported by, or support IO missions, as detailed in AFDD 2-5.3, *Public Affairs Operations*. While policy, precedent, integrity and good strategy all bar PA from intentionally misleading the American public or elected leaders, coordination with IO planners helps eliminate the possibility of PA unintentionally misleading the public or compromising operational security or legitimate deception campaigns. PA actions in the past conflicts have shown that strategic and active release of truthful information can be one of America's most valuable military weapons. A unified effort between PA and IO planners is vital to ensuring PA capabilities are most effectively and credibly employed while other information operations deliver maximum intended effects. Various PA tactics, techniques and procedures (TTPs) that have proven successful in the organization, planning and execution of PA and other information operations are detailed in Air Force TTP 3-1, Vol 36, *Tactical Employment: Information Warfare*, available only on SIPRNET, and Air Force Operational TTP 2-3.2, *Air and Space Operations Center*.

12.8.1. Public Affairs tactics reside in the influence operations sphere of IO and provide the commander with effective means to maintain legitimacy and counter adversary propaganda through the timely release of accurate information through public communication channels. PA operations support the IO effort by gathering information, analyzing that information and developing/executing

courses of action in accordance with DOD guidance and the combatant commander's stated objectives.

12.8.2. PA planners will integrate with IO organizations at the appropriate levels. PA coordination with IO organizations does not cede control of PA operations to the IO community, but provides opportunities for PA to support the commander's operational objectives through centralized control and decentralized execution of all information operations. Public Affairs and IO planners for PSY-OPS, Military Deception and Civil Affairs (when in use) should coordinate their actions/information products to prevent counteracting each other or compromising operational security.

12.8.3. Public Affairs operations can counter hostile PSYOP or complement friendly PSYOP initiatives by providing news media with access to, and information about, U.S. and allied military capabilities, intentions or mission outcomes. PA operations also can preempt the enemy's success in degrading PSYOP efforts with consistent, public delivery of the truth. PA protects Airmen from enemy PSYOP through internal information programs and tactics.

**12.9. Media and Community Relations.** These programs are operated to directly support the combatant commander in accordance with Joint Publication 3-61, *Doctrine for Public Affairs in Joint Operations* and AFDD 2-5.3, *Public Affairs Operations*. Separate plans will be developed for each level of command to support the combatant command's overarching plan.

12.9.1. Media operations guidance and supervision are provided by a joint information bureau (JIB), Combined Air Operations Center or other PA activity designated by the deployed commander. An Air Force base that is a Point of Debarcation 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 programs in combat and contingency scenarios are a responsibility of the services. AEW PA operations will produce effects-based internal information products in support of AEW commander and CFACC objectives. Though a timely flow of accurate information always enhances morale, internal information products can produce very valuable mission-enabling effects during times of contingency and combat. Mission-focused topics such as safety, OPSEC, force protection and medical readiness will always be priority communication topics for warfighting commanders. Public affairs internal information products can greatly enhance the mission by reinforcing policy, procedures and training on these important topics in creative and effective ways. Additionally, internal information products will often have dual-use value in support of media operations objectives.

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. News 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 servicemembers.

12.11.2. Deploying servicemembers 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. The release authority for imagery is primarily the joint information bureau, however, that authority can be delegated to forward-deployed PA personnel. Wherever the release authority may lie for a given operation, PA Airmen should ensure that all Airmen assigned to their unit understand and comply with guidelines regarding imagery collection, review and release. PAs should work closely with supporting combat camera and visual information forces to ensure they clearly understand and comply with imagery collection, review, coordination and release authority guidance.

**12.12. Expeditionary Planning Council.** SAF/PA maintains a Public Affairs Wartime Planning Council chaired by SAF/PAR, the Air Staff Public Affairs functional manager. AFNEWS, AFNEWS/BG, MAJCOM/PA deployment managers, and air component PA Planners are members of the council. SAF/PA is the approval authority for recommendations made by the council. The council meets annually at the sourcing conference.

12.12.1. The Public Affairs Expeditionary 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.

12.12.2. SAF/PAR will develop AEF guidance as required by AFI 10-400 at the beginning of each AEF cycle. MAJCOM and component FAMs will implement the guidance for their respective MAJCOM.

### ***Section 12C—Training***

**12.13. Professional Training.** The expeditionary combat and combat support skills required of all Airmen will vary by theater. Therefore, theater-or operation-unique skills requirements will be defined only after the support plan is finished. Such requirements may include, but are not limited to mine recognitions, anti-terrorism measures, or other requirements identified by the supported command.

12.13.1. Common Skills, Forward. The core of expeditionary 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 combatant command.

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 MISCAP or 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 Airmen for media interviews. Particular emphasis should be placed on senior leaders and others likely to support prominent media events, numerous media engagements or interviews on sensitive subjects. However, PA airmen should work to ensure all airmen assigned

to their unit understand fundamental policy guidance regarding release of information to the public and the fundamental skills for supporting media interviews.

12.13.2. **Advanced Training.** To plan, integrate, coordinate, command and control, execute and evaluate an effects-based strategic communication campaign in times of combat and contingency, PA Airmen in key leadership and enabling positions will require advanced training well beyond their own functional area. PA Airmen in key leadership and planning positions must develop and maintain expertise in key elements of joint and Air Force doctrine, AOC operations, joint and Air Force planning processes, information operations, AEF sourcing and logistics procedures, theater-unique language, history and culture knowledge and inter-agency public planning processes. SAF/PAR will establish a roadmap defining the capabilities required to meet Expeditionary PA requirements, the number of PA Airmen needing such skills and their organizational alignment as well as plans for surging to source and realign Airmen possessing such critical skills for key phases of combat planning or operations.

**12.14. Mobility Training.** Mobility training will be accomplished in accordance with AFI 10-403, *Deployment Planning and Execution*. 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 functional areas or joint forces in a deployed situation. The Air Mobility Warfare Center's Eagle Flag is not a training exercise; it is an evaluation of the force module packages. For training, units should consider the use of exercises such as Bright Star, Agile Leader and others 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 workload 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.

12.15.3. **After-Action Reports and Lessons Learned.** In order to ensure organizational learning and gain the benefits of participating in exercises, PA participants will prepare after-action reports that include lessons learned and recommendations. These reports will be sent to the appropriate MAJ-COM/PA FAM and forwarded to SAF/PAR and the air component PAOs as necessary.

### ***Section 12D—Operations Plans Annexes***

**12.16. Public Affairs Annexes to Operational Plans.** Air Force Public Affairs plans for a variety of roles both operationally and within support functions. The relevant combatant command PA staff will be

responsible for PA planning within theater and ultimate execution, while air component PA staffs will create sub-plans and be responsible for telling the joint airpower story. Air Force PAOs at units subordinate to air component commands must plan to support both combatant and component requirements. PAOs serving stateside or within commands outside the operational chain of command must do the same and ensure support to both forward and rear areas of operations, including information support to Reserve Component and other services' families in the local area. Each war or contingency 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), American Forces Radio and Television Service (AFRTS) support and an estimate of logistical, manpower and financial 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 ensure those executing the plan understand the objectives and the intent.

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. It should also provide a coordinated list of logistical, manpower and financial requirements needed to fully support the operation or exercise plan. Normally, an annex to a supporting plan will be written by the Air Force component command Public Affairs staff in response to a combatant 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.

12.16.2. Time-Phased Force and Deployment Data. The TPFDD is the document that tells war planners which capability is deploying to where and when--for all intents and purposes, a deployment schedule. TPFDDs list the UTCs that are being deployed, the tasked unit, UTC origin and final destination (and all points in-between), project departure and arrival dates, number of personnel associated with the UTC, weight of all associated equipment and other important information for logistics planners. Together, the OPLAN and the TPFDD tell PA planners what needs to be done and what PA forces are deploying in to assist. TPFDDs are usually managed at the air component level and are normally classified. Unit plans or logistics readiness offices can provide insight into current OPLAN TPFDDs and other deployment related information. Components must consult the AEF library to see what PA forces are available and take into consideration current deployments when establishing new requirements for contingencies. SAF/PAR will work through AF/DPMR to validate new requirements prior to sourcing.

**Figure 12.1. Sample Format for a Public Affairs Annex F.**

HQ US AIR FORCES IN EUROPE  
UNIT 3050 BOX 1  
APO AE 09094-0501  
15 February 2001

ANNEX F TO COMUSAFE STANDARD PLAN 4000-01 (U)  
PUBLIC AFFAIRS (U)

- REFERENCES:
- a. (U) DOD Directive 5122.5, Assistant Secretary of Defense for Public Affairs (ASD(PA)) (U)
  - b. (U) DOD Instruction 5400.14, Procedures for Joint Public Affairs Operations (U)
  - c. (U) ED 15-1, Public Affairs Policies & Procedures (U)
  - d. (U) ED 55-11, Joint Task Force Headquarters Organization and Standing Operating Procedures, 7 Jul 95 (U)
  - e. (U) USCINCEUR Standard Plan 4000, 19 Jul 96 (S)
  - f. (U) AFI 35-101, Public Affairs Policies and Procedures, 1 May 99 (U)

1. (U) Situation.

- a. (U) General. This annex assigns responsibilities and provides guidance for military PA actions. Those actions include public information, command and internal information, and community relations. (See Annex C for operational details.)
- b. (U) Enemy. Enemy forces and others hostile to U.S. interests will attempt to mold U.S. and foreign public opinion through propaganda, disinformation and fictionalized reporting to discredit the United States and its allies, and create opposition to the course of action (COA). (See Annex B, Intelligence.)
- c. (U) Friendly.
  - (1) (U) Department of Defense (Office of the Assistant to the Secretary of Defense for Public Affairs—OASD/PA).
  - (2) (U) Department of State (American Embassies).
  - (3) (U) U.S. Information Agency (USIA) and U.S. Information Service (USIS).
  - (4) (U) Host nation (government press & information office/military Public Affairs offices).
  - (5) (U) Service Public Affairs offices and internal/command information programs.
  - (6) (U) Coalition military Public Affairs offices.
  - (7) (U) American Forces Radio and Television Service.
  - (8) (U) Army/Air Force Hometown News Service and Fleet Hometown News Center.

d. (U) Policy. DOD policy and principles of information require a vigorous program to inform U.S. and foreign publics. PA programs will support the DOD policy of maximum disclosure, minimum delay. PA activities are an integral part of military operations to ensure we speak with one voice.

e. (U) Assumptions.

(1) (U) OASD/PA will coordinate USIA support to the theater through EUCOM/PA. USIA will assist EUCOM/PA with interagency/host nation coordination of PA matters. OASD/PA will coordinate Public Affairs matters outside of the EUCOM AO during predeployment.

(2) (U) The National Command Authorities (NCA) or designated representative will make initial release.

(3) (U) Operation will attract worldwide media attention. Large numbers of media representatives (U.S. and foreign) will seek access to the AO and staging areas.

(4) (U) The DOD National Media Pool may deploy during the initial stages of operations. Operational requirements may dictate other pooling.

2. (U) Mission.

a. (U) Inform the American and international public and gain their support of operations, within the restrictions imposed by operational and force protection requirements.

b. (U) Provide American forces in theater with print and broadcast internal information.

c. (U) Support NATO or coalition public information operations; ensure proper coordination of release of U.S. Air Force specific information.

d. (U) Support U.S. and international media coverage with access to unclassified, timely and accurate accounts of operations; counter enemy propaganda, fictionalized reporting and disinformation.

e. (U) Provide liaison with higher headquarters and Component Commands.

f. (U) Establish theater PA policy and provide updated theater PA guidance throughout the operation.

g. (U) Ensure PA operations are synchronized at all levels of command.

3. (U) Execution.

a. (U) Concept of Operations. Following initial announcement by the NCA, Public Affairs activities will be carried out in coordination with the senior U.S. diplomatic representative in the AO. Public Affairs support is integral to all courses of action. PA will respond to COAs as appropriate.

(1) (U) Planning. Begin Public Affairs planning concurrently with operational planning. Unless otherwise directed, consider:

(a) (U) Deployment of the DOD National Media Pool.

(b) (U) Execution of personnel support for the joint information bureau and subordinate joint information bureaus.

(c) (U) Deployment of Public Affairs units.

(2) (U) Deployment. Deploying units will plan to deploy with an AFSC-qualified and trained PA officer (AFSC 35P3/4) or NCO (AFSC 3N0X1). PA should be deployed as early as possible to assist in media/internal information coverage of the deployment.



- b. (U) Tasks:
- (1) (U) OASD/PA.
    - (a) (U) Delegate release authority to EUCOM/PA for all matters related to an operation.
    - (b) (U) Provide PA guidance for the operation.
    - (c) (U) Ensure national and international media organizations are advised of U.S. and NATO accreditation requirements, such as dress, inoculations, and passport/visa requirements.
  - (2) (U) EUCOM/PA.
    - (a) (U) Coordinate and manage PA activities associated with U.S. military operations.
    - (b) (U) Coordinate support for news media coverage of all phases of the operation.
    - (c) (U) Coordinate manpower augmentation for JIB/Sub-JIBs as required.
    - (d) (U) Provide Public Affairs policy guidance to operation PAO.
    - (e) (U) Delegate release authority to the operation PAO, as required.
    - (f) (U) Assume control of American Forces Radio and Television Service operations.
    - (g) (U) Coordinate media training for on-scene commander and appropriate senior officers.
    - (h) (U) Assist EUCOM/J1 in ensuring European Stars and Stripes newspaper is provided to deployed personnel at the earliest opportunity.
  - (3) (U) HQ USAFE/PA.
    - (a) (U) Plan, coordinate and conduct a Public Affairs program as directed by EUCOM/PA.
    - (b) (U) Coordinate any Air Force PA requirements (personnel, equipment, communications and/or other support) for any joint information bureaus or other deployed higher headquarters that might be established.
    - (c) (U) Provide support for the media including transportation, access to military communications, messing and billeting, and if necessary, emergency medical treatment.
  - (4) (U) Deploying Unit
    - (a) (U) Ensure all deploying personnel are briefed on host nation sensitivities before leaving home station.
    - (b) (U) Deploy with a fully qualified and trained PA Officer (AFSC must be 35P3 or 4) or NCO (AFSC must be 3N0X1) early in the deployment.
  - (5) (U) Deploying Unit PA.
    - (a) (U) Plan to implement and manage an Air Force Public Affairs program as directed by the commander based on guidance received from HQ USAFE/PA and EUCOM/PA.
    - (b) (U) Obtain MAJCOM/PA, HQ USAFE/PA and host nation approval before inviting any U.S. media to cover a deployment.
    - (c) (U) Use the Hometown News Release Program to the fullest extent during deployments.

(d) (U) Pursue an active internal information program for the deployed troops. Include electronic media in all internal coverage (AFRTS/AFBS). Provide stories and photographs (digital if possible) to HQ USAFE/PAI to be released through USAFE News Service.

(e) (U) Provide the media with the opportunities to document all operations consistent with force protection and OPSEC considerations.

(f) (U) Notify HQ USAFE/PA and the AFFOR/PA (task force level) about significant events or newsworthy developments. Provide a SITREP daily.

(g) (U) Keep historical records including lessons learned. Prepare an after action report within 45 days of operation/deployment completion and forward it via e-mail or message to HQ USAFE/ PAR and the AFFOR/PA (task force level).

c. (U) Coordinating Instructions.

(1) (U) Command Relationships

(a) (U) HQ USAFE/PA will respond to EUCOM/PA taskings.

(b) (U) Participating PA offices are authorized and encouraged to communicate directly with each other. Such communication does not substitute for required coordination, and should not be used in any situation where it would interfere with the responsibility and authority of a commander or disrupt the chain of command.

(2) (U) Coordination of Release of Information.

(a) (U) No military command will release information about this operation until announcement by the NCA.

(b) (U) After initial announcement, OASD/PA delegates release authority to EUCOM/PA. EUCOM/PA may delegate release authority to subordinate and supporting commands.

(c) (U) After EUCOM/PA delegates release authority, the JIB and component commands may issue media releases and news summaries.

(3) (U) Information Operations Coordination. Support Information Operations by coordinating key themes and messages with IO Officer, and provide PA representatives to IO Work Group and IO Planning Cell.

(4) (U) Other Coordination Instructions.

(a) (U) Report accidents and incidents associated with the operation through command channels.

(b) (U) Maintain historical records of PA operations at all levels of command.

4. (U) Security Review.

a. (U) Security will be of the utmost importance during any military operation. Security at the source will be the policy. At no time will media representatives be exposed to classified information. All information given to news media representatives will be unclassified and "on the record."

b. (U) The fact that NMRs may know something that is classified does not declassify that information. PAOs are cautioned to release only cleared information that has been properly coordinated and approved at all levels.

5. (U) Arrangements for the Media.

- a. (U) Facilities. JIB, PICs, and unit PAOs will provide media support consistent with operational feasibility and U.S. objectives.
  - b. (U) Immunizations. News media representatives are responsible for acquiring any necessary inoculations prior to traveling into the theater of operations.
  - c. (U) Expenses. News media representatives are responsible for any costs they incur covering U.S. operations.
  - d. (U) Simulated Rank. News media representatives are afforded the rank of 0-4/GS-12 for billeting and military travel purposes.
  - e. (U) Communications.
    - (1) (U) Media will use commercial communications when available. When not available, use of military communications systems is authorized to transmit news reports.
    - (2) (U) Expedite media materials transmission. Process media communications traffic as soon as possible, contingent with operational requirements.
  - f. (U) Transportation. Media are responsible for their own transportation to, from and within the theater of operations where commercial means are available. Military transportation may be provided to facilitate coverage of military operations.
  - g. (U) Travel Orders. Media representatives who travel via military air asset will be issued invitational travel orders IAW with DOD travel regulations by the supporting military command.
  - h. (U) Pools. Media pools will be formed as a last resort and when pool coverage is the best means to facilitate the coverage of operations. Participation in media pools is voluntary.
  - i. (U) Registration. The JIB will maintain accountability, not accreditation, of news media representatives covering U.S. military operations in theater. Bona fide media will be supported to the fullest extent possible. Accreditation will be determined by HHQ.
6. (U) Security of Operations and Personnel.
- a. (U) Operations. Media coverage will not compromise operational security. Security reviews and safeguards will be at the source.
  - b. (U) Personnel. News media representatives will receive appropriate level of Antiterrorism/Force Protection (AT/FP) training prior to entry.
7. (U) Operations Security. Security review is at the source. If security review is imposed, media products will be subject to review before release to determine if they contain sensitive information about military plans, capabilities, operations, equipment, facilities and vulnerabilities that would jeopardize the outcome of an operation or the safety of U.S. forces. Material will be examined solely for its conformance to established ground rules, not for its potential to express criticism or cause embarrassment. Security review is not censorship.
8. (U) Audiovisual and Visual Information. Provides joint combat camera assets to support JIB and press information center (PIC) visual information requirements including media products as determined by JIB and PIC directors. See also Appendix 5 (Armed Forces Radio & Television Service.)

9. (U) Internal Information. Component and subordinate commanders will ensure that all personnel are kept fully informed of their roles in, and the objectives of the operation. As a minimum, the following actions will be completed:
- a. (U) PAOs should prepare an information plan to support this contingency to keep the deploying and families informed. Unit PA assets will support the unit and AOR internal information program force.
  - b. (U) Deployed PAOs should prepare bulletins, newsletters or a newspaper to keep the deployed force informed about current operations and national and international news of significance.
  - c. (U) AFNEWS can be tasked to form and deploy a Combat Information Team (CIT), of Air Force Public Affairs practitioners who will obtain and forward timely broadcast, photo and print information material intended for public affairs information sources. The team can consist of from one to five people, based on operational requirements.
    - (1) (U) Unit PA assets will work with the CIT to ensure internal coverage of their units is accomplished. Unit PA assets will also exploit all avenues of internal information to provide a local internal program for their deployed location and commander.
    - (2) (U) The CIT will obtain material suitable for use in all aspects of Air Force internal information. Outlets for the material include the theater AFRTS network (when established), Air Force Radio News, Air Force Television News, Airman Magazine, AFRTS outlets worldwide, and the Air Force News Service. Information will be furnished to other participating component commands when appropriate.
    - (3) (U) AFNEWS will be the repository for all releasable information for internal audiences in order to decrease the workload on component command PA rear staff.
10. (U) Community Relations. Community relations will be coordinated with OASD/PA, host-nation, and internal components (civil affairs, PSYOPS, etc.).

ROBERT H. FOGLESONG

General, USAF

Commander

#### Appendices

- 1 — Personnel Requirements for JIBs and Sub-JIBs (see also Annex A)
- 2 — Equipment and Support Requirements For JIBs and Sub-JIBs (see also Annex D)
- 3 — General Ground Rules for Media
- 4 — DOD National Media Pool (Not Used)
- 5 — Armed Forces Radio & Television Service Support
- 6 — Stars and Stripes Support
- 7 — Redeployment/Reconstitution Preparation

## Chapter 13

### PUBLIC AFFAIRS RECOGNITION PROGRAM

#### *Section 13A—Public Affairs Achievement Awards*

**13.1. Purpose.** The Public Affairs Recognition Program is designed to recognize and encourage sustained and superior performance by both units and individuals in support of 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. Categories are:

13.2.1. The Brigadier General Harry J. Dalton Award. Best MAJCOM Public Affairs Program. Awarded to MAJCOMs only.

13.2.2. Large Wing (host wing only or equivalent). Base population more than 4,001. Awarded to host unit only.

13.2.3. Small Wing (host wing only or equivalent). Base population equal to or less than 4,000. Awarded to host unit only.

13.2.4. Community Relations Program.

13.2.5. Media Relations Program.

13.2.6. Internal Information Program.

13.2.7. Broadcast Operations.

13.2.8. Best FOA/DRU Public Affairs Operations.

13.2.9. 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 unless serving as a FOA/DRU PA office. Base population is defined as the number of active-duty, Reserve, Guard and civilian employees assigned to the base. Large wing and small wing categories are for the host wing only. Because they essentially serve as host wing PA offices, the U.S. Air Force Academy competes in the Large Wing category, and the 11<sup>th</sup> Wing competes in the Small Wing category, not in the FOA/DRU category. As a sub organization of AETC, Air Force Recruiting Service competes in the small wing category. MAJCOM staffs may only enter the Dalton award category.

**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. Units may not be nominated as significant contributors. Categories are:

13.3.1. Crisis Situation. Recognizes an office or organization for exceptional Public Affairs performance in a crisis situation above and beyond day-to-day activities. The award is limited to a single crisis action, not a combination of different actions.

13.3.2. Planned Single Event, Program or Product. Recognizes an office or organization for exceptional Public Affairs performance for a planned single event, program or product. Nominations for this award must describe how Public Affairs actions supported unit objectives and how Public Affairs significantly influenced the outcome and success of the program. The award is limited to a single event, not a combination of events.

13.3.3. 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 this award unless serving as a FOA/DRU PA office. SAF and MAJCOM staffs are not eligible.

**13.4. Individual Awards for Public Affairs Excellence.** Presented annually to recognize individuals for Public Affairs excellence and outstanding achievement. Combatant commands, MAJCOMs, FOAs and DRUs may submit one nomination in each category to SAF/PA. Individuals must have a broad experience base with an impeccable record. These awards are not designed for specialists but for 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, wing and below.

13.4.1.2. Outstanding Public Affairs Field Grade Officer, NAF and above.

13.4.1.3. Outstanding Public Affairs Company Grade Officer, wing and below.

13.4.1.4. Outstanding Public Affairs Company Grade Officer, NAF and above.

13.4.1.5. Outstanding Public Affairs Senior Grade Civilian (GS-13 to GS-15), wing and below.

13.4.1.6. Outstanding Public Affairs Senior Grade Civilian (GS-13 to GS-15), NAF and above.

13.4.1.7. Outstanding Public Affairs Intermediate Grade Civilian (GS-11 to GS-12), wing and below.

13.4.1.8. Outstanding Public Affairs Intermediate Grade Civilian (GS-11 to GS-12), NAF and above.

13.4.1.9. Outstanding Public Affairs Entry Level Civilian (GS-5 to GS-9), wing and below.

13.4.1.10. Outstanding Public Affairs Entry Level Civilian (GS-5 to GS-9), NAF and above.

13.4.1.11. Outstanding Public Affairs Senior Noncommissioned Officer (E-7 to E-9), wing and below.

13.4.1.12. Outstanding Public Affairs Senior Noncommissioned Officer (E-7 to E-9), NAF and above.

13.4.1.13. Outstanding Public Affairs Noncommissioned Officer (E-5 to E-6), wing and below.

13.4.1.14. Outstanding Public Affairs Noncommissioned Officer (E-5 to E-6), NAF and above.

13.4.1.15. Outstanding Public Affairs Airman (E-1 to E-4), wing and below.

13.4.1.16. Outstanding Public Affairs Airman (E-1 to E-4), NAF and above.

13.4.1.17. Outstanding Broadcast Senior Noncommissioned Officer (E-7 to E-9).

- 13.4.1.18. Outstanding Broadcast Civilian.
- 13.4.1.19. Outstanding Broadcast Noncommissioned Officer (E-5 to E-6).
- 13.4.1.20. Outstanding Broadcast Airman (E-1 to E-4).
- 13.4.1.21. Outstanding Reserve Component Public Affairs Officer.
- 13.4.1.22. Outstanding Reserve Component Public Affairs Enlisted Airman (E-1 to E-9).
- 13.4.1.23. Outstanding Band Officer.
- 13.4.1.24. Outstanding Band Senior Noncommissioned Officer (E-7 to E-9).
- 13.4.1.25. Outstanding Band Noncommissioned Officer (E-5 to E-6).
- 13.4.1.26. Outstanding Band Airman (E-1 to E-4).

13.4.2. Eligibility Requirements. Nominees must have served in a PA position for at least six months for individual awards. Individuals are nominated by the command they are assigned to at the end of the calendar year and in the category at the rank they held at the end of the year. Nominators may use accomplishments from the entire calendar year for an individual's nomination. The following people are eligible for individual awards:

13.4.2.1. Active duty, Reservists, Guard and Civilians. The following people may be nominated for appropriate grade awards, excluding the Reserve Component awards: Active-duty Public Affairs and broadcast officers and enlisted personnel; full-time Public Affairs and broadcast Reservists, including Air Reserve Technicians and full-time Air National Guard members; and Public Affairs and broadcast Air Force civilian employees (excluding host nation employees), including PALACE Acquire (PAQ) interns. Note: Civilians nominated for PA awards must hold a Public Affairs (1035) or Writer/Editor (1082) civilian classification; civilians nominated for the Outstanding Broadcast Civilian award may hold any occupational series, but must be directly supporting Air Force broadcast operations. Aside from Outstanding Broadcast Civilian, other civilian classifications can only compete in the Public Affairs Support awards category (see [13.5.2.](#)).

13.4.2.2. Reservists (Category A), Guard and IMAs. Part-time Category A Public Affairs Reservists and Individual Mobilization Augmentees may be nominated for the Outstanding Reserve Component Public Affairs Officer or the 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 recognize outstanding Public Affairs support by people who do not hold the Public Affairs AFSC or civilian classification series 1035 (Public Affairs Specialist) or series 1082 (Writer/Editor). Military and civilian winners of these awards are eligible for the Air Force Recognition Ribbon or the Air Force Recognition lapel pin.

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 regularly to the Public Affairs mission but not eligible for an individual

award category. Nominee may be an officer, enlisted, DOD civilian, foreign national employee, volunteer or contractor employee.

13.5.3. Ceferina T. Yopez Award. Recognizing the outstanding host nation employee assigned to a Public Affairs, band, or broadcast operation. Only host nation employees are eligible for this award. Host-nation employees may not be nominated in the categories listed in Section [13.4.1](#).

### **13.6. Award Preparation and Submission.**

13.6.1. Award Period. Nominations include accomplishments for the previous calendar year, ending December 31.

13.6.2. Nominating Organizations. Joint organizations, MAJCOMs, FOAs, DRUs, the Air National Guard and the Air Force Reserve may electronically submit one nomination per category to SAF/PAR.

13.6.3. Preparation. SAF/PAR will publish guidance by 1 December each calendar year that includes award format, submission guidelines and submission deadlines. Organizations at all levels of competition will follow the guidance. Nominating organizations will submit award packages via an online Web site designated by SAF/PAR. SAF/PAR reserves the right to reject nominations that are not in the correct category or format.

13.6.3.1. Do not submit supplementary material (clippings, videos, photos, etc.); the judges will not see them. Narratives exceeding one page in length will not be judged.

13.6.3.2. For unit-level awards, list significant contributors to the award according to the guidelines sent out by SAF/PAR. Unit names may not appear as significant contributors.

13.6.4. Deadline. SAF/PAR will establish an award submission deadline in its annual awards guidance. Nominations are due electronically by the deadline, without exception. Nominations received after the deadline will not be reviewed. MAJCOMs establish deadlines for subordinate units.

13.6.5. Commander approval. The unit commander or his or her representative signs a nomination letter indicating support for the nominations. This letter will be sent to the MAJCOM with unit nominations. Units may submit one letter listing all their nominations. The letter will not be judged as part of the nomination package. MAJCOMs do not forward the commanders' letters to SAF/PA. FOAs and DRUs submitting directly to SAF/PAR will also retain the commanders' approval letters and be able to produce them upon request.

### **13.7. Award Selection.**

13.7.1. Judges. The SAF/PA selection board will be comprised of a Board Chairman (SAF/PAR representative) and up to 15 other members. Board members are individuals familiar with Public Affairs, broadcasting and band operations. They may include Air Force Public Affairs, broadcasting and band retirees, former Air Force civil servants, commanders, civilian public relations professionals, and representatives from other military services. Active-duty Air Force members may not serve as judges. The Board Chairman is an impartial, non-voting member. The 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.

13.7.1.1. The director of Air Force Public Affairs may opt to not award a category if the judges conclude there were no deserving nominees in the category.



13.7.1.2. MAJCOMs must follow the judging process established by SAF/PAR.

13.7.2. Judging Criteria. Identical judging criteria will be used at all levels of competition. SAF/PAR will detail the judging criteria in its annual awards guidance.

13.7.3. Scoring. Each nominee may earn a maximum of 50 points from a judge. The nominee with the highest point total will be selected as the first-place winner.

13.7.3.1. Nominees in each category must earn an average of at least 42 points out of 50 at the MAJCOM level to be forwarded to the Air Force-level competition. This is to ensure quality submissions. Nominees must earn an average of at least 42 points out of 50 to be selected as an award recipient at the Air Force level. The director of Air Force Public Affairs has final authority to approve or disapprove an award that does not meet the minimum score.

13.7.3.2. For the Crisis Action and Planned Single Event, Program or Product categories, awards are given only to those nominees whose package scores an average of 45 points or higher.

**13.8. Announcement and Presentation of Awards.** SAF/PA will announce PA Achievement Awards and Air Force Media Contest results by separate messages immediately following selection. SAF/PA and AFNEWS will follow up by mailing awards and cover letters to the appropriate unit commanders for presentation.

**13.9. Official Names of Awards.** Suggestions for naming Public Affairs awards may be submitted at any time to SAF/PAR for consideration. Nominations must include the MAJCOM/PA endorsement and a strong justification as to why the award should be named after the individual. SAF/PA will make the determination on naming the award. The following awards have official names:

13.9.1. Brigadier General Harry J. Dalton, Jr. Award. This award recognizes the major command with the most outstanding Public Affairs program supporting the Air Force mission. Brigadier General Dalton became the Air Force Director of Information in 1975 and became the first director of Air Force Public Affairs in 1979 when the position title was redesignated. He retired in 1980.

13.9.2. Captain Bradley R. Schuldt Award. Recognizes the top company grade officer in Public Affairs. It is named in honor of Captain Bradley R. Schuldt, 7th Air Division Public Affairs Officer, killed in an aircraft accident, as he was en route to support OPERATION DESERT SHIELD.

13.9.3. Major General H.H. (Hap) Arnold Award. Recognizes those offices, which have created or managed a planned single event, which was unique in nature or presented a challenge to public affairs.

13.9.4. Ceferina T. Yopez Award. Recognizes the outstanding host nation employee assigned to a Public Affairs, band, or broadcast operation. It is named for Ceferina T. Yopez who served as the host nation advisor at Clark AB, Philippines for more than 30 years.

***Section 13B—Other Air Force-Level Public Affairs Recognition.***

**13.10. Public Affairs Company Grade and Civilian Excellence Program (PACE).** This is SAF/PA's annual program to recognize outstanding company grade Public Affairs officers and equivalent civilians. Selection is based on performance, leadership, and potential to serve in higher grades. Held in Washington, DC, PACE is designed to expose participants to senior Air Force and Public Affairs policy and decision makers. Attendance is MAJCOM- or unit-funded.

13.10.1. Eligibility Requirement. Captains who have possessed a 35P3 or 35B3 AFSC for at least 18 months and who have completed Squadron Officer School. Civilian nominees must be GS-11s and GS-12s (Series 1035) in Public Affairs Career Program positions (Air Reserve Technicians are not eligible) with at least five years as an Air Force Public Affairs civilian and a bachelor's degree.

13.10.2. Selection Procedures. The Air Force Public Affairs Council selects participants.

13.10.3. Announcement of PACE Selectees. Selectees are notified by message sent to their commanders and Public Affairs offices.

**13.11. 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 or communication. Eligibility is open to the top Air Force graduate from each class in the Joint Course in Communication at the University of Oklahoma during the previous calendar year. Nominees will submit a one-page essay, including an overview of their professional and educational goals, to SAF/PAR by 1 February.

**13.12. Air Force Public Affairs Alumni Association (AFPAAA) Best of the Best Award.** This award recognizes the officer, civilian or enlisted person that demonstrates professional excellence and contributes significantly to the effectiveness of the Air Force Public Affairs mission. Selection is made from the recipients of the Public Affairs Achievement Awards individual categories. The recipient receives the award in a Pentagon ceremony, at the Air Force Public Affairs Worldwide Professional Development Seminar, or at the AFPAAA annual meeting. Travel/per diem costs for the recipient is unit or MAJCOM funded.

**13.13. Air Force Media Contest.** The Air Force Media Contest is conducted each year to recognize outstanding contributions by Air Force journalists and broadcasters in support of the Air Force mission.

13.13.1. Types of Awards. The contest is conducted in two divisions: print media and broadcast media.

13.13.2. Eligibility Requirements. Eligibility is prescribed in the contest operating procedures released each year by the Air Force News Agency.

13.13.3. 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.

13.13.4. Submitting and Processing Nominations. For the print division, MAJCOMS, FOAs and DRUs submit entries to Air Force News Service (AFNEWS), which provides specific guidance for entries, categories, administrative submission requirements, and operating rules. All broadcast entries are submitted to AFNEWS/BGO, which manages the broadcast portion of the contest for AFNEWS. Contest rules are based on the inter-service criteria of the Thomas Jefferson Awards Contest issued annually by the Defense Information School (OASD/PA). Selected finalists in the various categories are designated official Air Force entries in the DOD-sponsored Thomas Jefferson Awards Contest.

13.13.5. 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 (broadcast division).

Judges may elect not to award a winner in a category if, in their professional judgment, the submissions do not meet the highest journalistic standards.

13.13.6. **Announcement and Presentation of Awards.** Awards will be announced by SAF/PA. The Print Journalist of the Year and Broadcast Journalist of the Year awards will be presented during the Air Force Public Affairs Worldwide Professional Development Seminar or during a ceremony at the Pentagon. Travel/per diem costs for attendees are unit 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 in the print and broadcast divisions. 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 of the Air Force Media Contest are eligible to wear the Air Force Recognition Ribbon.

### **13.14. AFIS/AFRTS Awards.**

13.14.1. **Colonel Tom Lewis Award for Outstanding Military Broadcasting.** This is awarded annually in recognition of military broadcasters who have distinguished themselves while assigned to American Forces Radio and Television Service. 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.

13.14.2. **Military Photographer of the Year.** This award recognizes outstanding photographers in the armed forces in various categories as stated annually by the American Forces Information Service 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.

13.14.3. **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 and AFNEWS/BGO 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.

**13.15. 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.

13.15.1. **Gold Screen Awards.** This program is the National Association of Government Communicators' annual contest to recognize outstanding broadcast 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. Traditionally, entries are due in March. Units are authorized to fund fees associated with contest entry.

13.15.2. **Blue Pencil Awards.** These 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 fed-

eral, state, county, municipal and other government organizations in the association. Membership is not an award criterion. Traditionally, entries are due in March. Units are authorized to fund fees associated with contest entry.

13.15.3. Clarion Awards. These 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 symbolizes the clear, concise communications that are recognized with the Clarion awards." Traditionally, entries are due in February of each year. Units are authorized to fund fees associated with contest entry.

13.15.4. Gold Quill Awards. These 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. Membership is not a criterion for eligibility. Traditionally, entries are due in January. Units are authorized to fund fees associated with contest entry.

13.15.5. Silver and Bronze Anvil Awards. These competitions are conducted each year by the Public Relations Society of America (PRSA) to recognize outstanding public relations programs, strategies and tactics. Any unit engaged in organized public affairs activity during the calendar year is eligible to enter the competitions. 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. Competition details are announced each year by PRSA. Units are authorized to fund fees associated with contest entry.

**13.16. Other Professional Awards.** Several associations give annual awards of Air Force-wide interest relating to air and space activity. (See AFI 36-2805, *Special Trophies and Awards*, for a complete listing.)

## 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 (HNS) 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.** AFNEWS/HN 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 operations 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 Information*. 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, resignments, completion of schools, basic training graduation, decorations and awards, and major field exercise participation. They may also include a photograph.

14.3.2. Print Features Branch. 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, *Hometown News Release Information*, 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 or e-mail, 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 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. In the event of online or e-mail submissions, it is the responsibility of the Public Affairs office to print a copy of the electronic release, have the servicemember sign the release and keep the release on file for at least 90 days.

#### 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 2000 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 1995 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 1998 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 2002 graduate of Thomas Jefferson High School, Decatur.

**Section 14C—Administration, Queries and Reports**

**14.9. Administration.** Units are authorized direct communication with AFNEWS/HN. Hometown News telephone numbers are in the Worldwide Public Affairs Directories. The message address is [afnews.tss@lackland.af.mil](mailto:afnews.tss@lackland.af.mil). Telephone, letter, e-mail or message contact is encouraged for more information on Hometown News Service procedures and policies. The Hometown News Service can be reached via e-mail at [hometown@afnews.af.mil](mailto:hometown@afnews.af.mil).

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 the availability of the Hometown News products and services.

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 no longer distributes a monthly report to each Public Affairs code designee. A special page on the Hometown News Service web site, HometownLink, was created to allow Public Affairs offices access to hometown news release submission and release statistics at any time, listing submissions, unusable forms and total releases generated.



**Section 14D—Operating Procedures**

**14.12. Submitting Hometown News Material.** There are several ways to send hometown news release forms. Through traditional mail, Public Affairs sends the completed DD Form 2266 and supporting information and photographs to AFNEWS/HNP, 203 Norton Street, San Antonio TX 78226-1848. For e-mail submissions, attach the Formflow or PDF versions of the DD Form 2266 to e-mail and send it to: [hometown@afnews.af.mil](mailto:hometown@afnews.af.mil). Online forms can be accessed through the PAO's "Only" section of the Hometown News web site, HometownLink, at <http://hn.afnews.af.mil>. Public Affairs or Unit Public Affairs Representatives can register and fill out and submit forms directly to Hometown News. For online submissions, photographs can be sent separately via e-mail or mailed through traditional mail. For activities involving a 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.

**14.13. 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 paragraphs 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 Worldwide Public Affairs Directories. E-mail correspondence to: [hometown@afnews.af.mil](mailto:hometown@afnews.af.mil). The message address is [afnews.tss@lackland.af.mil](mailto:afnews.tss@lackland.af.mil), 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 in 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 re-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 Training 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 O-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. A biography is preferred with all retirement submissions.
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 four 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 Operation ENDURING FREEDOM 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 outside 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 Hometown News Service (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. Due to security reasons, spouses and dependent children are not valid 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. Electronic forms. When servicemembers 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 information on the form is used to answer any media queries and the signature is used to verify approval by the servicemember to release next-of-kin information to the media. 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 servicemember 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.
8. Departures for permanent change of station, temporary duty, or expiration of term of service. The only acceptable departure story is a retirement.
9. Transfer on same base or in same overseas country.
10. 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.
11. Individual does not desire release.

### ***Section 14E—Photographs***

**14.24. Color Photographs.** Photographs generally enhance acceptance of stories. When available, color photos are sent with the printed news releases. High quality photographs or color negatives may be submitted with the DD Forms 2266.

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 5x7-inch format, regardless of the original size, at 600 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 5x8-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 4x5-inch or 5x7-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.

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 posturing. The goals are normally between 100 and 300 interviews per story idea for radio and print features, and 50-75 television interviews per story idea; however, more than one story idea per trip may be combined to achieve these goals.

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 AFNEWS/HNP, 203 Norton Street, San Antonio TX 78226-1848 or via e-mail to [hometown@afnews.af.mil](mailto:hometown@afnews.af.mil), 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/Print 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/Print 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 servicemember 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 videotapes 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 Review represents an on-going effort to inform and increase public understanding of the mission, operations and programs of the U.S. Air Force. The program ensures that material proposed for public release, including Web sites, is accurate, does not contain classified material and does not conflict with established Air Force, DOD or U.S. Government policy. The objective 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.

#### **15.2. General Guidelines.**

15.2.1. Maximum Disclosure. The Air Force is obligated to provide the public 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. Authority and direction for the conduct of the Security Review is derived from Executive Order 12958 and DODI 5230.29, *Security and Policy Review of DOD Information for Public Release*.

15.2.2.1. Clearance vs. Release. The security and policy review process determines the suitability for public release of information. A clearance does not grant an approval to release the information. Release of information is the decision of the originator, often reached through the coordination with his or her chain of command. Security reviews identify classified or sensitive information. They do not classify or declassify information. The office of primary responsibility determines original classification.

15.2.2.2. 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.

15.2.2.3. Originators must not release copies of the material outside official channels until the security review authority confirms clearance.

15.2.2.4. Disclosure of administrative error or inefficiency is not grounds for a denial of public release.

15.2.2.5. 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.

15.2.2.6. 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. Information presented by general officers which contains only information which has been previously cleared or released by the U.S. Air Force, such as Air Force messages or restatements of the Air Forces policies, may be cleared locally. 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 (ITARs) 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 DOD's Office of Freedom of Information and Security Review, or OFOISR.

**15.4. Major Commands (MAJCOM), Field Operating Agencies (FOA) and Direct Reporting Units (DRU).** 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 Public Affairs organization with security review authority clears 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.
- 15.4.2. The local commander or designated representative clears news or photos of national interest.

**15.5. What Must Be Submitted.** DODD 5230.9, *Clearance of DOD Information for Public Release*, 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 who release 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, *Department of Defense 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 operations or personnel.

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 DODD 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 (FOIA) Program*.

**15.8. Submitting Material for Review.** For timeliness, MAJCOMs, FOAs and DRUs may conduct concurrent reviews with SAF/PAX, forwarding their final clearance position once it is determined. For planning purposes, allow at least 10 workdays for Air Force-level review and clearance, and at least 30 workdays for DOD and other Federal agency review and clearance. Some material may take longer depending on the volume and complexity of its content. SAF/PAX requires 10 copies of all materials to be reviewed. In addition, SAF/PAX does not accept material for review via e-mail.

15.8.1. To expedite review and clearance, each package submitted must include a memo containing:

- 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 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. Presentations by senior ranking individuals. A speech or presentation by an individual who, by virtue of rank, position or expertise would be considered an official DOD spokesperson (generally persons at the Assistant Secretary of the Air Force level or above or at the rank of Lieutenant General or above) when speaking on national issues or events, must be submitted for Security and Policy review. SAF/PAX forwards these speeches to OFOISR for review.
- 15.8.6. 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.
- 15.8.7. Electronic Submittal. Do not submit items for clearance via routine e-mail or the .mil system. This system does not permit for official use only (FOUO) information and often sensitive/classified information is discovered during the Security Review process.
- 15.8.8. Annual Review. Public Affairs offices will conduct an annual, multi-disciplinary review of public Web sites at their location. Multi-Disciplinary Review Boards will consist of representatives from Public Affairs (who serves as chairperson), Communications and Information, Legal, Contracting, and Operations as well as any other representatives necessary to address questions concerning the

sensitivity of information on a public Web site. The site reviews will review publicly accessible Web sites to ensure information that is sensitive from the operational, public affairs, acquisition, technology, privacy, legal, or security perspective does not appear on the public Web site and 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.

### **15.9. Additional Review Considerations.**

15.9.1. Operations 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.

15.9.2. Scientific and Technical Information (STINFO). The STINFO program ensures scientific and technical information make 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 make maximum contribution to the national economy.

15.9.3. American technology is a valuable commodity and is greatly sought after. Technology for application to a military weapon system may be considered sensitive as it may disclose 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*.)

15.9.4. Technology transfer is the process by which knowledge, facilities, or capabilities developed in one place or for one purpose are transferred and utilized in another place for another purpose to fulfill actual or potential public or domestic needs. The Air Force Technology Transfer Program was created to assure all Air Force science and engineering activities promote the transfer or exchange of technology with state and local governments and the private sector. These activities enhance the economic competitiveness of industry and promote the productivity of state and local governments while leveraging the Department of Defense (DOD) research and development investment. It is important to ensure that any critical data be reviewed prior to release to the public, so that the United States does not lose its critical edge in that particular 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.

15.9.5. The Military 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.



15.9.6. International Traffic-in-Arms Regulations (ITARs) are 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 U.S. munitions list.

15.9.7. 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.

15.9.8. Freedom of Information Act. The U.S. Air Force Freedom of Information Act program, as described in DOD 5400.7-R, 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 nine categories of information.

15.9.8.1. Classified Records

15.9.8.2. Internal Personnel Rules and Procedures

15.9.8.3. Other Statutes

15.9.8.4. Confidential Commercial Information

15.9.8.5. Inter or Intra Agency Records

15.9.8.6. Invasion of Personal Privacy (Privacy Act)

15.9.8.7. Investigative Records

15.9.8.8. Financial Institutions

15.9.8.9. Wells-geological/geophysical information

15.9.8.10. Information which identifies personnel such as rosters, personnel listings with names and e-mail addresses.

**15.10. 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.

15.10.1. Program requirements.

15.10.1.1. Keep a status log on information being reviewed.

15.10.1.2. 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.

15.10.1.3. Do not release cases outside official review channels during the security review process.

15.10.1.4. Make inquiries concerning cases being reviewed at higher levels of command through Public Affairs channels.

15.10.1.5. Use all reasonable measures to expedite staffing at all levels to make sure publication deadlines, speaking dates, and other valid deadlines are met.

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

15.10.2. 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 Air Force Policy Letter Digest, Air Force Fact Sheets and *Airman* magazine are other reliable information sources.

### 15.11. Step-by-Step Process.

15.11.1. Originators submit material through channels to the Public Affairs office with the required information (See paragraph 15.8.) and correct number of copies.

15.11.2. 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 video and script before scheduling a coordination viewing to evaluate the product.

15.11.3. 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.

15.11.4. The reviewer determines releasability of the material after receiving agency inputs, evaluating staff comments thoroughly and contacting agencies to resolve issues.

15.11.5. After the reviewer determines a clearance position, review action is completed or, if required, the case is sent to the next review echelon.

15.11.6. 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.

15.11.7. 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.

### 15.12. Reviewer's Marking.

15.12.1. 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.

15.12.2. 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.

#### 15.12.3. Source Citations:

15.12.3.1. Classification authority sources frequently cited are: security classification guides, provisions of classified contracts (DD Form 254, *Department of Defense Contract Security Classification Specification*), 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.

15.12.3.2. Documentation sources can be presidential pronouncements; Defense and Air Force official statements; Air Force policy directives, manuals, or policy letters.

15.12.4. 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.

15.12.5. 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.

15.12.6. 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.

15.12.7. Timeliness. Major security review time-savers include timely coordination, the use of black pencil for marking, and the proper citing of classification sources.

**15.13. Appeal Procedures.** The originator, or authorized representative, may discuss any amendment or objection to release with SAF/PAX; however, formal appeals in writing must be elevated through official Public Affairs channels.

15.13.1. Appeals must provide strong supporting rationale and authoritative evidence. Review authorities evaluate and decide appeals based only on the additional evidence or reasoning provided.

15.13.2. SAF/PAX usually resolves differences of opinion between the originator or authorized representative and the reviewing agency. When this is not successful, SAF/PAX 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 Air Force Reserve Public Affairs function is made up of three primary management levels. Headquarters Air Force Reserve Command provides functional management guidance for the Direct Reporting Unit (DRU) Headquarters Air Reserve Personnel Center (ARPC) and develops Reserve Public Affairs policy and provides management oversight of the Reserve unit Public Affairs program. HQ AFRC/PA works in concert with The Public Affairs Division, Office of Air Force Reserve (HQ USAF/REIP) to formalize overall Air Force Reserve Public Affairs Policy.

#### **16.2. Reserve PA Airlift Media Rules.**

16.2.1. All AFRC Public Affairs airlift requests are approved via a dual channel (operations and PA) method of checks and balances. HQ AFRC/PA reviews requests to ensure proposed participants qualify under PA policies and directives. Once qualified, HQ AFRC/PA classifies, logs, tracks and forwards the request to HQ AFRC/DO for review/approval.

16.2.2. AFRC units correspond directly with SAF/LLO regarding unit-generated efforts to orient local federal level elected Congressional representatives or their local staff aboard unit aircraft. However, all correspondence must be provided to HQ AFRC/PAC for concurrence. Submit requests to HQ AFRC/PAC and SAF/LLO concurrently.

16.2.3. Waivers applicable to PA related airlift: Electronic Waivers. Per AFI 11-202, V3, *General Flight Rules*, the use of portable non-transmitting electronic equipment is permissible at any altitude when operating in visual meteorological conditions and with the approval of the pilot in command (PIC) at 10,000 feet above ground level and higher, portable non-transmitting electronic equipment may be used during instrument meteorological conditions with the approval of the PIC. The following guidelines apply: (1) The aircraft commander will be fully briefed on what equipment will be used and when, (2) Any crew member may order the equipment turned off for any reason and (3) The equipment will be turned off if any electronic interference is detected by the crew. Cellular phones will be turned off and stowed from block out to block in IAW paragraph 2.5.1.4. (The use of photo or video equipment in fighter aircraft must be specifically approved by 10 AF/CC.)

16.2.3.1. Tactical Waivers. HQ AFRC/DO with the recommendation of HQ AFRC/PA is waiver authority for applicable instructions or regulations to allow Public Affairs airlift aboard AFRC unit-equipped and Reserve-operated associate unit aircraft during the performance of tactical operations. The following restrictions apply: (1) Passengers will not be permitted aboard an aircraft operating above 10,000 feet mean sea level in a non-pressurized condition. (2) Passengers generally are not permitted mobility during the tactical portion of a mission and must remain seated with seat belts fastened. If mobility for purposes of photo or video coverage by bona fide news media is requested, the mobile individual is required to wear a helmet and harness and must be tethered to the aircraft. (3) Any photo equipment used by passengers must be physically secured to the individual or the aircraft to preclude the possibility of a dropped object. It is essential on both the unit PA request to HQ AFRC/PAC and the unit scheduler's mission identifier (MI) request via the Single Mobility System (SMS) to HQ AFRC/DOOM that the type of aircraft, num-

ber of passengers and profile of the tactical mission (simulated heavy equipment, CDS bundles, personnel airdrops, etc.,) is specifically identified.

### **16.3. Reserve Public Affairs Products.**

- 16.3.1. Reserve Fact Sheets. Prepares and updates fact sheets to provide reference material on missions and units.
- 16.3.2. Air Force Reserve Command News Service. Distributes to AFRC units and other select DOD users current news, features, and editorial material of command interest.
- 16.3.3. Facts and Figures. Produces fliers that provide basic statistical data on units, personnel, weapons systems and budget.
- 16.3.4. Biographies. Maintains current biographies for unit assigned general officers and Reserve wing commanders.
- 16.3.5. E-News. Publish a monthly newsletter for unit Public Affairs personnel on current Public Affairs issues.
- 16.3.6. *Citizen Airman* Magazine. Manages and produces the magazine's publication for the chief of Air Force Reserve.
- 16.3.7. Weekly Public Affairs Media Memo. Produce a weekly Air Force Reserve Command Media Memo to inform senior command leadership of significant media coverage and Public Affairs airlift activities.
- 16.3.8. Weekly Status Report. Track, coordinate, and concur with Public Affairs media, civic leader, employer, and ESGR Bosslift flights, and Official Representation Fund requests. Distribute weekly updates command wide via e-mail.
- 16.3.9. Produces and maintains Air Force Reserve Command Briefing in slide and video formats.
- 16.3.10. Produces a quarterly Air Force Reserve Command Citizen Airman Video series.
- 16.3.11. Maintains Air Force Reserve Command's Worldwide Web Public Home page.
- 16.3.12. Commander's Call Topics: Publish monthly items for use by all Reserve commanders.
- 16.3.13. Manage and monitor environmental Public Affairs command-wide programs.
- 16.3.14. Environmental, Safety and Occupational Health Compliance and Management Program (ESOHCAMP) Inspections. Participate on ESOHCAMP inspection team visits to host base Reserve-owned facilities.
- 16.3.15. Environmental Stockholders Report. Support Reserve Civil Engineering in production of the subject report as required.
- 16.3.16. Assist unit Public Affairs officers in obtaining appropriate environmental training to meet skill levels commensurate with each position description's mandated responsibilities.

### **16.4. Releasing Reserve Information.**

- 16.4.1. 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.

16.4.2. 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 the U.S. authority having operational control of Air Force units.

**16.5. Reserve Newspapers.** Public Affairs offices may publish and mail AFRC unit newspapers when approved by OASD/PA and SAF/PA.

**16.6. 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.

**16.7. Reserve Forces Employer Support Program.** National Committee for Employer Support of the Guard and Reserve, or OASD/RA-ESGR, is the DOD agency that oversees DOD support to civilian employers of reservists. Unit commanders are expected to participate in activities with their respective state ESGR committees. A major part of the Air Force support is orientation flights for civilian employers and Bosslifts. They are managed as follows:

16.7.1. 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.)

16.7.2. Orientation flights are generally held in conjunction with employer appreciation events.

16.7.3. OASD/RA-ESGR submits requests for Bosslifts.

**16.8. 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.

16.8.1. Bosslifts proposed by State ESGR committees must be approved at the OASD/RA-ESGR-level. OASD/RA-ESGR will review itineraries for propriety of scheduled activities and ensure the proposed guest list does not reflect a preponderance of state committee members or any particular group.

16.8.1.1. State ESGR committees must request Bosslift approval through OASD/RA-ESGR and may not directly request airlift approval through a specific unit or MAJCOM prior to OASD/RA-ESGR approval. Each State ESGR Committee will coordinate their requests beginning with their Regional Field Representative--who is a member of the OASD/RA-ESGR staff.

16.8.1.2. State ESGR Committees may contact local airlift units to inquire on the feasibility of support should HQ ESGR and HQ AFRC approve a Bosslift.

16.8.1.2.1. C-5 units will not normally be approved to support a Bosslift due to high operating costs.

16.8.1.2.2. Primary aircraft preferred to support Bosslifts will be KC-135s or C-141s for cross country distances and C-130s for intrastate/regional airlifts.

16.8.1.2.3. 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.

16.8.1.2.4. Tours outside the CONUS are not permitted.

16.8.1.2.5. As a DOD directed program Bosslifts may be supported by Reserve units flying either Unit Equipped or Associate Unit aircraft.

16.8.2. Once OASD/RA-ESGR has approved a proposed ESGR Bosslift tour, a request to support is forwarded to HQ AFRC/PAC for approval then to HQ AFRC/DOOM where, if available, airlift will be sourced. Presently, requests are submitted at the quarterly allocation conference. Requests with itineraries should reach HQ AFRC 45 to 60 days in advance of travel date and should indicate if any AFRC unit has expressed a willingness to support, if approved.

16.8.3. OASD/RA-ESGR 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 based on their unit's ability to support a specific request and HQ AFRC approval.

16.8.3.1. Commanders must not obligate their unit to support a specific tour prior to OASD/RA-ESGR and HQ AFRC approval.

16.8.3.2. 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.

16.8.4. OASD/RA-ESGR is responsible for monitoring trips requested by State ESGR committee members and normally approve only one state ESGR committee sponsored Bosslift per year per state.

16.8.4.1. Units are encouraged to support one-day employer support trips in cooperation with state ESGR committees to routine unit and/or other Reserve Component training locations.

16.8.5. Unit Responsibilities.

16.8.5.1. 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.

16.8.5.2. Provide information packets to attendees that include at a minimum HQ AFRC and unit histories, fact sheets on unit aircraft, biography of the commander, crew information, etc.

16.8.5.3. Ensure itinerary includes HQ AFRC and unit briefings to Bosslift participants at the earliest time possible. Preferably, brief Bosslift participants at Reserve points of departure and/or at visited Reserve unit locations.

16.8.5.4. Bosslifts requiring ground time in excess of 24 hours at visited locations will require the supporting unit to schedule additional flying training at deployed location. AFRC/DO is the waiver authority for this requirement.

16.8.6. Questions and any changes in dates or itinerary should be referred to HQ AFRC/PAC at DSN 497-1760 or (912) 327-1760, Fax Ext. 0878.

**16.9. 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.

**16.10. 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 and other annual or recurring training requiring funding in annual training budgets. Training funds may be used for AFIT Courses relating to current PA environmental requirements or to attend annual environmental and or PA training symposiums sponsored by HQ AFRC or other MAJCOMs.

**16.11. Reserve Environmental Requirements.** Unit Public Affairs offices will advise HQ AFRC/PAC and PAN immediately of any environmental incident or accident considered reportable to HQ AFRC through any command communications channels. This is particularly true if the event is reportable to state or federal environmental regulators. 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 environmental requirements, as appropriate.

***Section 16B—Air National Guard***

**16.12. Public Affairs.** See NG Pam 360-5/ANGP 35-1, *National Guard Public Affairs Guidelines* 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. The Air Force is tasked to perform a wide range of missions, including those that are very sensitive in nature. Unauthorized photography or filming during these missions violates Air Force policy, violates the privacy of others and damages our ability to execute our diverse missions.

**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. There is no exemption for photography of 17-year-old military members, ROTC or Junior ROTC cadets.

17.2.3. Courtrooms/Accused Persons. 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 through the Freedom of Information Act process. See [Chapter 6, Media Operations](#).

17.2.4. Installations. Unclassified photographs of installations are releasable. They must meet directives that apply on releasing unclassified information, including security review requirements. Photography or video of any restricted area's entry control point or security measures is not authorized.

17.2.5. Medical Personnel. Do not photograph or film U.S. medical personnel with weapons. Medical personnel may only carry arms for self-defense. Photographing or taking video of medical personnel with weapons may create the false impression that these personnel are violating the law of war and needlessly risk their safety.

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 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.

17.2.10. Live and inert weapons on aircraft. Generally, unless weapons are displayed at a public event, documentation and release of weapons imagery is prohibited, however commanders may make exceptions if it is in the best interest of the Air Force to tell a specific story through media outlets requesting such photos or video. Photography or video of this nature should be accomplished only after consulting with a weapons safety representative to determine appropriate safe distances from which to photograph, and with a public affairs officer for authorization and coordination. The number of people in the vicinity should be limited and commanders should be consulted for operational risk management considerations.

### 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 requests from 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, *Multimedia (MM) 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. 11SC/SCUA, 3 Brookley, Suite 103, Bolling AFB, Washington D.C. 20032-0001, is the central point for photographs destined for the Air Force Still Photo depository.

**17.4. Alteration of Official DOD Imagery.** Anything that casts doubt on the credibility of official imagery in or outside of the Department of Defense is prohibited.

17.4.1. Credibility of official photographic images. The alteration of a photographic or video image by any means for any purpose other than to establish the image as the most accurate reproduction of an event is prohibited. Exemptions include:

17.4.1.1. Using photographic techniques such as dodging, burning, color balancing, spotting, and contrast adjustment to achieve the accurate reproduction of an event.

17.4.1.2. Applying photographic and video image enhancements such as color and contrast intensification, magnification, and sharpening in support of unique cartography; intelligence; medical; and research, development, test, and evaluation (RDT&E) technical requirements. Associated captions specify the particular enhancement applied to the image.

17.4.1.3. The obvious masking of portions of a photographic image in support of specific security requirements.

17.4.1.4. The use of cropping or editing to selectively isolate a portion of an image; however, cropping or editing that has the effect of misrepresenting the circumstances or facts of the event as originally recorded by the image constitutes a prohibited alteration.

17.4.1.5. The digital conversion and compression of photographic and video images.

17.4.1.6. Photographic and video post-production enhancement, including animation, digital simulation, graphics, and special effects, used for dramatic or narrative effect in education, recruiting, safety and training illustrations, publications, or productions is authorized if the enhancement does not misrepresent the subject of the original image; or, it is clearly and readily apparent from the content of the image or accompanying text that the enhanced image is not intended to be an accurate representation of an actual event.

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.

**17.5. Public Affairs Aerial Photography.** Public Affairs programs may require aerial photography that falls outside the guidance outlined in the Communications and Information instruction, AFI 33-117, *Multimedia (MM) Management*.

17.5.1. Internal Information. Air Force Print News (AFPN) and Air Force Television News (AFTVN) depend on trained Air Force journalists to gather information and visuals (still and video) to produce news stories. When pursuing a flying mission story, AFNEWS journalists will observe all safety regulations and follow the directions of the flight crews at all times. Use of electronic recording equipment will be granted at the discretion of the aircraft commander. Such equipment will be turned off if so directed.

17.5.2. Media Relations. Because the purpose of media orientation flights and media travel is to cover the Air Force mission, reporters, videographers and photographer will be authorized to perform aerial photography. Coverage of the mission is on a non-interference with mission basis. News media representatives (NMRs) will observe all safety regulations and follow the directions of the flight crews at all times. Use of electronic recording equipment on aircraft is at the discretion of the aircraft commander IAW AFI 11-202, Vol 3, *General Flight Rules*, Chapter 2. All such equipment will be turned off if directed by the aircraft commander. Wireless or digital media equipment may require an electromagnetic analysis and approval prior to use on aircraft in flight. Submit requests for analysis and approval IAW AFI 11-202, Vol 3.

17.5.3. Community Relations. Part of what makes an Air Force Tour a memorable experience are the photographic memories captured by participants. Air Force Tour participants will be allowed to take personal pictures/video within the bounds of safety and security. Distinguished Visitors (DVs) will observe all safety regulations and follow the directions of the flight crews at all times. Use of electronic recording equipment will be granted at the discretion of the aircraft commander. Such equipment will be turned off if so directed.

**17.6. Captioning Imagery Acquired in Support of Public Affairs.** All imagery acquired in support of the Public Affairs mission must be properly captioned and submitted to the Air Force Image Accessioning Center (AFIAC) for archiving purposes. Refer to AFI 33-117, Chapter 6, for complete instructions on image captioning and submittal of imagery to the AFIAC.

17.6.1. The visual information record identification number (VIRIN) shall consist of fifteen (15) data elements, in four (4) fields, separated by three hyphens, for a total of 18 characters, organized in the alphanumeric format NNNNNN-A-NNNNA-NNN.

17.6.1.1. Field 1 (NNNNNN). The year, month and day of acquisition or origination.

17.6.1.2. Field 2 (A). The service affiliation or status of the acquirer or originator. Service affiliation or status shall be abbreviated in the following manner:

A=Uniformed member, civilian or contract employee of the Army

N=Uniformed member, civilian or contract employee of the Navy

F= Uniformed member, civilian or contract employee of the Air Force

M=Uniformed member, civilian or contract employee of the Marine Corps

G=Uniformed member, civilian or contract employee of the Coast Guard

D=Other Civilian or contract employee of the DOD

O=To indicate a person not falling into one of the categories above

17.6.1.3. Field 3 (NNNNA). In the case of all categories above except O, the last four numbers of the acquirer's or originator's Social Security Number, followed by the first letter of his or her last name. In the case of category O above, 9999 followed by the first letter of the acquirer's or originator's last name.

17.6.1.4. Field 4 (NNN). The approximate order in which each unit of media was acquired or originated by the person identified in Field 1, starting with 001 and continuing consecutively as necessary up to 999. Field 4 of the VIRIN shall reflect the approximate order of a given person's image acquisition or origination activities on a given day, without regard to variables such as media, so that no two units of media are assigned identical VIRINs.

17.6.2. Example of a VIRIN. The fourth image or video segment created and not discarded by TSgt John Doe, SSN 123-45-6789, on 23 September 2002, would be assigned the VIRIN 020923-F-6789D-004.

17.6.3. Fields 2 and 3 of the VIRIN for a unit of media created by more than one individual shall reflect the individual who was the lead creator or head of the team responsible for creating the item.

17.6.4. Copies shall bear the VIRIN of the original, even if conversions between analog and digital, or changes in medium, format, compression, or size occur during the copying process.

17.6.5. Imagery or other units of media which are derived from existing, VIRIN-bearing materials, but which differ significantly in appearance relative to that from which derived, shall, upon creation and unless discarded, be assigned their own VIRIN.

17.6.6. The Image Number field of any embedded caption shall reflect the image's VIRIN. It should also be in the caption.

#### 17.6.7. Motion Imagery Procedures.

17.6.7.1. A slate which includes the VIRIN, date, location, videographer, and subject matter shall be recorded immediately prior to subject matter, whenever possible, and another slate shall be recorded immediately prior to any changes in subject matter, videographer, or day on the same videotape.

17.6.7.2. Compilations of motion imagery that substantially reflect the original appearance of their components shall bear the VIRINs of those components. For other compilations, assign a new VIRIN.

17.6.7.3. The VIRIN is the life-cycle number of each unit of media and shall be the number that is used to accession, store, and retrieve media. Each unit or media shall be assigned a number--e.g., 35mm transparency, negative, motion picture roll of film, videotape cassette or digital image. The VIRIN shall identify all materials forwarded to the respective Component Accessioning Points.

**17.7. Prohibited Photography.** The Air Force is tasked to perform a wide range of missions, including those that are very sensitive in nature. Unauthorized photography or filming during these missions violates Air Force policy, violates the privacy of others and damages our ability to execute our diverse missions. This policy applies to both official and unofficial photography and filming.

17.7.1. Personal photography or video of cargo, crewmembers or passengers associated with sensitive missions is prohibited. Sensitive missions include, but are not limited to: movement of detainees/enemy prisoners of war, special operations activities, detainee operations, handling of human casualties, and repatriations of remains.

17.7.2. Prior to any mission or activity, official public release photography or video will be coordinated with Public Affairs at the appropriate headquarters and IAW DOD 5040.4, Joint Combat Camera Program, and Public Affairs Policies and Procedures stated previously. This restriction applies to any mission, whether executed at home station or while deployed in support of contingency operations. Air Force members overseas must comply with status of forces agreements, the laws of the host nation, and other instructions of the combatant commander responsible for that area.

17.7.3. Detainees or Human Casualties. Photographing, filming or video taping detainees or human casualties, as well as the possession, distribution, transfer or posting, whether electronically or physically, of visual images depicting detainees or human casualties is prohibited, except as required for official duties. Refer to AFJI 31-304, paragraph 1-5d, for additional guidance.

17.7.4. This policy is applicable to all US Air Force personnel and civilians serving with, employed by, or accompanying the US Air Force, except for personnel assigned to Defense Attach Offices, Security Detachments, and sensitive intelligence and counter intelligence activities that are conducted under the direction and control of the Chief of Mission/Chief of Station; or other U.S. Government agencies and departments. In these cases, personnel will abide by the policies of the appropriate organization or command.

17.7.5. Operational, internal use only, photography by Air Force photographers or video personnel operating in their official capacity (AFSC 3V0X2 and 3V0X3) is also exempt from this policy. These personnel are trusted agents whose actions are governed by existing DoD and AF policy. Mission needs require Air Force photographers and video personnel to cover the full spectrum of visual docu-

mentation. DoD 5040 series directives, instructions and manuals, and AFI 33-117 provide guidance to Air Force Multimedia personnel on documentation of operational missions.

17.7.6. Persons subject to the UCMJ may face administrative or disciplinary action for violations of this policy. Civilian employees may face adverse administrative action for violating this policy.

17.7.7. The possession of such visual images from open media sources (e.g., magazines and newspapers) is not prohibited, nor is the distribution of these unaltered images, subject to copyright markings or notices. Additionally, possession and distribution of open media source images is not prohibited if required for official duties.

17.7.8. Posting photos or videos or descriptions of missions, resources or facilities on the Internet in any forum can aid the enemy. Professional judgment should be used before any products are posted to any mass communication medium. Posting photos or videos specifically prohibited by this instruction is forbidden. Possession, distribution, transfer or posting, whether electronically or physically, of visual images resulting from any unauthorized photography or videos noted in this instruction is prohibited, except as required for official duties.

## Chapter 18

### WEB SITE MANAGEMENT

**18.1. Purpose.** This chapter outlines the policies and procedures involved in integrating new technology (including but not limited to the Internet and Worldwide 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. It also outlines the roles and responsibilities associated with the Air Force Public Web Program.

**18.2. Policy.** It is U.S. Air Force policy that:

18.2.1. Using the Worldwide Web and other tools to enhance public awareness of the Air Force 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 the security of Air Force operations and the privacy and security of Air Force personnel.

18.2.3. All Air Force public Web sites will conform to the security, procedural and distribution practices outlined in the time-phased Air Force Public Web Program.

18.2.3.1. The minimum security and access controls for Web sites and other new media is outlined in AFI 33-129.

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 general public, including members 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.** All Air Force public Web sites will be consolidated and centrally hosted. This Air Force-wide initiative will save the Air Force money, manpower and resources while enforcing a standardized branding and content approval process for all Web sites.

**18.4. Roles and Responsibilities.**

18.4.1. Headquarters U.S. Air Force, Warfighting Integration and Chief Information Officer (AF-CIO) 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 SAF/PA in conducting periodic multidisciplinary reviews of public Web pages.

18.4.1.5. Provide infrastructure and hosting capability to support the Air Force Public Web Program goal to centrally host all Air Force public Web sites.

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 available 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 Air Force Public Web Program, the public communication program and the security and policy review program.

18.4.3.2. 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.

18.4.3.3. Develop content style guides for public Web sites.

18.4.3.4. Establish and maintain a system to register all U.S. Air Force public Web sites and provide that information to fulfill the Government Information Locator Service (GILS) requirements.

18.4.3.5. Serve as POC for routine reports submitted by the Joint Web Risk Assessment Cell that monitors Web site information security.

18.4.4. Air Force News Agency (AFNEWS) will:

18.4.4.1. Manage and operate the Air Force Public Web Program. This includes operational and financial planning and implementation of the program, as well as developing the content management system and branding.

18.4.4.2. Manage and operate Air Force Link (<http://www.af.mil/>), the official Web site of the U.S. Air Force.

18.4.5. Air Force Web Risk Assessment Cell (AFWRAC) will:



18.4.5.1. Conduct independent verification and validation (IV&V) assessment of all publicly accessible Air Force Web site content to minimize the unauthorized disclosure of sensitive information that could be used to put DOD operations or personnel at risk.

18.4.5.2. Assist SAF/PA and AFNEWS with their assessment of Air Force public Web site content prior to Web site posting to validate compliance with DODI 5230.29, *Security and Policy Review of DOD Information for Public Release*, DODD 5230.9, *Clearance of DOD Information for Public Release*, AFI 33-129, and associated DOD and Air Force policies.

18.4.5.2.1. Report assessment findings to SAF/PA and AFNEWS.

18.4.6. MAJCOMS/FOAs/DRUs commanders or their designated representatives will:

18.4.6.1. Establish localized plans and procedures for implementation of the Air Force Public Web Program and designate a command Public Web Program.

18.4.6.2. Develop effective OPSEC programs to ensure critical information and OPSEC indicators are consistently controlled according to AFI 10-1101, *Operations Security*.

18.4.6.3. Establish and maintain one official public access Internet site specifically structured for general public use. Register wing-level public access Web sites with Air Force Link and verify registration and accuracy of link information annually.

18.4.6.4. Ensure all public Web sites receive a security review (for content) and a usability evaluation by Public Affairs staff prior to site launch.

18.4.6.5. Enforce Public Web Program standards of content, quality, appearance and operation for public Web sites.

18.4.6.6. Ensure annual multidisciplinary review of subordinate public Web sites.

18.4.6.7. Ensure that Public Affairs reviews all substantial updates or new material posted to the publicly available Web site. Initial approval is only valid for initial Web site content. Subsequent reviews are necessary to assure new or updated content meets all security considerations.

18.4.7. Wing-level equivalent commanders or their designated representatives will:

18.4.7.1. Establish localized plans and procedures for implementation of the Air Force Public Web Program and designate a wing Public Web Program manager.

18.4.7.2. Establish local clearance and approval procedures in accordance with this instruction and AFI 33-129 for posting information to the Web site. Information made available on public Web sites for the conduct of electronic commerce will be reviewed and approved in accordance with SAF/AQ guidance.

18.4.7.3. Maintain index and registration for any necessary subordinate pages. Maintain a separate index for public access and restricted Web pages. Restricted indexes should not be viewable to non-U.S. Air Force audiences.

18.4.7.4. Ensure all public Web content receives Security and Policy Review by PA prior to its launch. Establish record of review and approval for all subordinate content. Additionally, PA should assess the need, requirement, and suitability for release of information.

18.4.7.5. Ensure annual multidisciplinary review of 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 DODD 5230.9, *Clearance of DOD Information for Public Release*. Public Web sites will not contain any classification or markings such as "Approved for Public. Except for information used in the conduct of electronic commerce, all content for public Web sites must be approved by the local Public Affairs office prior to public release.

18.5.2. Approval to Establish Public Web Content. Approval authority for establishing public Web content will correspond to existing authority to make public release of information (normally the wing-equivalent commander). Organizations seeking to publish public Web content must justify a wide public audience (not military-specific) and coordinate with local Public Affairs and communications authorities prior to receiving release authority's (wing-equivalent commander's) approval.

18.5.2.1. Use of af.mil domain. All official Air Force public Web sites will use the af.mil domain. Approved exceptions to this policy include <http://www.airforce.com/>, <http://www.afreserve.com/> and <http://www.afrotc.com/>.

18.5.3. Security and Policy Review. See **Chapter 15**, *Security and Policy Review*.

## 18.6. Web Site Content.

18.6.1. General Content. The average wing-equivalent public Web site is a means for wing commanders to keep the general public informed of news and information affecting that installation. 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 site. 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 within the Air Force Link Library. 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 within the Air Force Link Library 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 Higher Headquarters Sites. Sites should also provide links to public sites belonging to higher headquarters within their organizational chain.

18.6.1.9. Detailed Imagery. Do not include maps or aerial photography of installations on public Web sites.

18.6.1.10. Mandatory Links. In an effort to promote recruiting, public Web sites should contain a link to the official Air Force recruiting site, <http://www.airforce.com/>.

## 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 Worldwide 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 site 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, *Joint Ethics Regulation*, 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 will not use "frames" technology.

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. To avoid the perception of Air Force promotion or endorsement, links to commercial organizations, such as (but not limited to): contractors who produce Web sites, non-military content providers, or event organizers and promoters, should be avoided. If a link to a non-government Web site is considered for placement on an Air Force public site, the commander of the major command, or their subordinate organization, is responsible for ensuring that a disclaimer is made that neither the Air Force nor the organization endorses the product or organization at the destination, nor does the Air Force exercise any responsibility over the content at the destination.

18.6.2.8.1. A link from an Air Force public Web site should relate to the mission of the organization. For example, if members of an organization routinely interact with a defense contractor, it is permissible to point to that contractor's Web site. The link should not go to the primary home page, but specifically to the page that directly relates to official Air Force con-

tracted business. Under these circumstances, the Air Force can place only one link to the contractor's site.

18.6.2.9. Organizations must realize that once the decision is made to include a link to one non-DOD site from a public Web site, the organization may be required to link all similar sites that request links. Any appearance of impropriety could be avoided with a notice that indicates references to other sources within the organization's site do not constitute an official or unofficial endorsement of such sites or services and that the list is not necessarily all inclusive.

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. Air Force public Web sites will not link to restricted sites unavailable to the general public.

18.6.4. Republishing of Base Newspapers on the Internet. Base newspapers are established according to DOD Instruction 5120.4 and AFI 35-101. 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 site if that content meets the restrictions provided in DOD's Interim Policy, Web Site Administration Policies and Procedures (25 November 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. Use generic POC information, not individual e-mail addresses.

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. Usability Requirements: Section 508.**

18.7.1. In 1998, Congress amended the Rehabilitation Act of 1973 to require federal agencies to make their electronic and information technology accessible to people with disabilities. Section 508, 1194.22, "Web-based Intranet and Internet information and applications," is of particular importance with regard to Web site management. This section outlines the requirements for federal Web sites, both Internet and Intranet. It states that federal Web sites must meet the needs of disabled employees and members of the public and allow them access to Internet technology in a format understood by software readers/viewers. In order to accomplish this, several simple, fundamental changes are required. For the entire list of requirements go to <http://www.section508.gov>. Listed are several of the key requirements:

- 18.7.1.1. A text equivalent for every non-text element shall be provided using "alt" text tags.
- 18.7.1.2. Equivalent alternatives for any multimedia presentation shall be synchronized with the presentation.
- 18.7.1.3. Web pages shall be designed so that all information conveyed with color is also available without color, for example from context or markup.
- 18.7.1.4. Documents shall be organized so they are readable without requiring an associated style sheet.
- 18.7.1.5. Redundant text links shall be provided for each active region of a server-side image map.
- 18.7.1.6. Row and column headers shall be identified for data tables.
- 18.7.1.7. Flash and similar graphic formats. Web sites will not contain any graphic format, such as Macromedia Flash, without ensuring the graphic has an alt text tag.
- 18.7.1.8. Video or Sound Files. Video files should be synchronized to subtitled text and sound files must have a text transcript.

## **18.8. Inappropriate Material and Prohibitions.**

18.8.1. The following items are inappropriate for public Web sites:

- 18.8.1.1. Inappropriate Links. Air Force public Web sites will not link to offensive or unrelated commercial material.
- 18.8.1.2. 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 or program shall be posted to U.S. Air Force Web sites.
- 18.8.1.3. Personal Information. Use of personal information protected by the Privacy Act (AFI 33-332, *Privacy Act Program*) is prohibited. Further restrictions on the use of personal information are provided by DOD policy, Web Site Administration Policies and Procedures, 25 November 1998.
- 18.8.1.4. Copyright Information. Copyrighted material may only be used with written permission from the owner (see AFI 51-303, *Intellectual Property—Patents, 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.
- 18.8.1.5. Trademarks and Logos. The use of trademarks or logos is prohibited.
- 18.8.1.6. Inactive or broken links. Inactive or broken links should be corrected or removed immediately.
- 18.8.1.7. Under Construction Notices. These notices frustrate users and will not be used. Areas of a Web site under construction should not be linked until they are complete with meaningful

information. Newly constructed Web sites awaiting approval or review should have appropriate access restrictions until testing and approval is obtained.

18.8.1.8. All content used on a public Web site must be cleared for public release. Do not include any material that is classified, for official use only, or scientific and technical information that hasn't been cleared for public release.

**18.9. Appearance.** The appearance and branding of public Web sites will be standardized through the Air Force Public Web Program. Only designs and templates approved by the Air Force Public Web Program management team will be used. Exceptions to this policy must be approved by SAF/PA.

**18.10. 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.

**18.11. Public Web Site Policies.** A current list of policies affecting the management and operation of public Web sites in the U.S. Air Force is maintained at <http://www.af.mil/webpolicy/>. Due to the evolving nature of the Internet and technology, this list and other instructions are frequently supplemented by policy letters, messages and other guidance.

**18.12. 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, but are prohibited as part of public Web site services. However, 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.

**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 Worldwide Web.

**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.

**ASCII** (American Standard Code for Information Exchange) -- Unformatted alphanumeric text used to pass textual or numeric data between different systems.

**Bandwidth** – The amount of data that can be transmitted in a fixed amount of time.

**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 Worldwide 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).

**DHTML** (Dynamic Hypertext Markup Language) – Refers to Web site content that changes each time it is viewed. For example, the same URL could result in a different page depending on any number of parameters, such as geographic location of the reader, time of day, previous pages viewed by the reader, etc.

**Digital Certificate** – An attachment to an electronic message used for security purposes. The most common use of a digital certificate is to verify that a user sending a message is who he or she claims to be, and to provide the receiver with the means to encode a reply.

**Domain** – Part of an address showing the Internet area to which a server belongs (i.e. .mil, .com, .net are all root domains).

**Domain-limited** – The use of configurations on Internet 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.

**E-mail** (Electronic Mail) – Personal computer-based messaging system in which users can send and receive messages across networks to and from a unique identifying address.

**Extranet** – An intranet that is partially accessible to authorized outsiders. Whereas an intranet resides behind a firewall and is accessible only to people who are members of the same company or organization, an extranet provides various levels of accessibility to outsiders. You can access an extranet only if you have a valid username and password.

**FAQ** (Frequently Asked Questions) – A list of commonly asked questions which provide system users quick reference to commonly encountered 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.

**Flash** – A bandwidth friendly and browser-independent graphic animation technology.

**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.

**GILS** (Government Information Locator Service) – A database format used to store publicly available Department of Defense information sources. All public Air Force Web sites must be registered with GILS, which can be accomplished by registering your site via Air Force Link.

**Home Page** – The first document of a Worldwide Web site.

**HTML** (Hyper Text Markup Language) – The basic language of documents “published” on the Internet.

**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 with a URL.

**Hyperlink** (or Hotlink) – A feature of the Internet that allows users to call 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 that has content 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).

**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 Web sites 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.

**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.

**NIPRNET** – Non-secure Internet Protocol Router Network.

**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 program.

**PKI** (Public Key Infrastructure) – A system of digital certificates and other registration authorities that verify and authenticate the validity of each party involved in an Internet transaction.

**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.

**Restricted Site** – A limited access Web site not open to the general public. Restricted sites cannot be linked to public Web sites per this AFI.

**Search Engine** – A program that allows users to quickly look through a large number of documents for particular words or other specified attribute.

**Server Side** – Occurring on the server-side of a client-server system. For example, on the Worldwide Web, CGI scripts are server-side applications because they run on the Web server.

**SIPRNET** - Secure Internet Protocol Router Network.

**Shareware** – Software available for evaluation for a limited time.

**SMTP** (Simple Mail Transfer Protocol) – The protocol used to send (outgoing) e-mail on the Internet.

**SSL** (Secure Sockets Layers) – A security protocol that provides privacy over the Internet.

**Streaming Media** - A technique for transferring data such that it can be processed as a steady and continuous stream. With streaming, the client browser or plug-in starts displaying the data before the entire file has been transmitted.

**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 routes 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 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 Worldwide Web.

**Usenet** – A group of bulletin-board-style discussion groups also known as newsgroups.

**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.

**Worldwide Web** – A generic term for the collection of Web servers and the information on those servers accessible through the use of Web browsers.

**W3C, Worldwide Web Consortium** - An international consortium of companies involved with the Internet and the Web. Founded in 1994, the organization's purpose is to develop open standards so that the Web evolves in a single direction rather than being splintered among competing factions.

## Chapter 19

### PUBLIC AFFAIRS TRAVEL

#### *Section 19A—Purpose of Public Affairs Travel*

**19.1. Purpose.** In accordance with DOD 4515.13-R, *Air Transportation Eligibility*, Chapter 3 and DODI 5435.2, *Delegation of Authority to Approve Travel In and Use of Military Carriers for Public Affairs Purposes*. Public Affairs travel is defined as any travel or transportation of individuals, groups, or materiel undertaken as a result of a request to or an invitation from, and authorized by, an approving authority in the interest of adding to the public understanding of DOD activities. It includes travel or transportation involving individuals or things, military or civilian, government or non-government, U.S., or foreign requests. Military carriers may be used to support travel of bona fide representatives of information media individually or in groups in connection with assignments to cover military events, press tours, visits to military installations, military exercises, or military operations; invitational or other authorized travel or transportation in support of approved Public Affairs programs, including community relations programs, tours, or conferences in which a DOD component is either a sponsor or a participant; and tours or other Public Affairs programs arranged jointly with another Federal Department or Agency or with a foreign government. Travel authorized for Public Affairs purposes must reflect the following considerations:

19.1.1. It shall not compete with U.S. flag commercial sea, land, or air transportation when that capability exists, is adequate, and when Public Affairs objectives may be achieved through use of commercial transportation.

19.1.2. Travel or transportation for Public Affairs purposes must be determined to be primarily in the interest of the DOD.

19.1.3. Travel designed solely to improve relations, increase goodwill, or serve humanitarian purposes does not meet the criteria for Public Affairs travel.

#### **19.2. Eligibility.**

##### 19.2.1. Travel.

19.2.1.1. Bona Fide Representatives of News Media. Individually, or in groups, for assignments to cover military exercises or military operations.

19.2.1.1.1. News coverage of an emergency nature where the coverage would be impaired or delayed, to the serious detriment of the Air Force, unless transportation by DOD-owned or -controlled aircraft is provided. Such coverage must have the approval of SAF/PA.

19.2.1.2. Individuals traveling on invitational or authorized travel in support of approved Public Affairs activities, including guests of the Secretary of Defense participating in the Joint Civilian Orientation Conference (JCOC), Air Force tours, or tours and activities arranged jointly with other federal government departments or agencies or with a foreign government.

19.2.1.3. Individuals who, because of their position and contacts with various public organizations, can make positive contributions to public understanding of the roles and missions of the Department of Defense.

#### **19.3. Terms Defined.**

19.3.1. Military Carriers. Any form or type of transportation provided by a Military Department whether land, sea or air.

19.3.2. Approval Authority

19.3.2.1. Operational Approval Authority. Official representative authorized to approve operational use of a military carrier. (See [Table 19.1.](#))

19.3.2.2. Public Affairs Participation Approval Authority. Official representative authorized to confirm eligibility of passengers participating in Public Affairs travel.

19.3.3. Travel.

19.3.3.1. Local Travel. Travel that begins and ends at the same location and is completed in a single day. Local travel may be "around the flagpole" or include one or more intermediate stops.

19.3.3.2. Non-local Travel. Travel from one location to another location. Non-local travel may include one or more intermediate stops, last more than one day, and terminate at the point of origin.

19.3.3.3. Overseas Travel. Travel from CONUS to OCONUS or within OCONUS locations. Travelers may or may not return to point of origin.

19.3.4. News Media Representatives (NMR). Credentialed members of print, radio, Internet, television, magazines, and/or authors who are employed to write or broadcast news, regardless of nationality. Credentialed international media are defined as media representatives, not foreign citizens when consulting AFI 11-401 Table 1.1.

19.3.5. Media Embed. A media embed is defined as media representatives remaining with a unit on an extended basis – perhaps a period of weeks or even months, during OCONUS contingency deployments. Media members become attached to the unit and travel, eat and sleep with the unit. Media embeds are only used during contingency deployments and the Assistant Secretary of Defense for Public Affairs (OASD/PA) determines whether or not media embeds will be used. Media embed may begin from home station and may involve transportation to the area of responsibility (AOR). Media embed is approved and authorized by OASD/PA in accordance with appropriate governing Public Affairs guidance.

19.3.6. Tactical Waiver. A tactical waiver is required for non-aircrew members for the following type flights: personnel and/or equipment airdrops; night vision goggle operations; transporting hazardous cargo; and flights prohibited by international agreement. Tactical waivers are an operations issue. Tactical waiver requests originate at the requesting wing operations unit and are coordinated through operational channels in accordance with AFI 11-401, appropriate MAJCOM supplements, or AMCI 11-208, *Tanker/Airlift Operations*, Paragraph 3.19.

## ***Section 19B—Responsibilities and Criteria***

### **19.4. Approval Authority.**

19.4.1. OASD/PA is the principal staff assistant to the Secretary of Defense for approving the use of military carriers for Public Affairs purposes with such delegations of authority as may be announced.

19.4.2. Commanders at all echelons are authorized to grant participation approval for local travel or transportation for Public Affairs purposes wholly within the scope of the mission and responsibilities of their respective command subject to the following conditions:

19.4.2.1. The Public Affairs subject matter is not properly the responsibility of a higher command.

19.4.2.2. The public interest in the Public Affairs purpose involved is confined primarily to the mission and vicinity of that command.

19.4.2.3. The travel is provided for the benefit of local media or individuals other than local media who are a part of an approved local Public Affairs activity, including community relations programs that meet a military Public Affairs objective.

19.4.3. **Table 19.1.** is a matrix showing approval authorities for Public Affairs travel.

**Table 19.1. Public Affairs Travel.**

<i>Event</i>	<i>Participants</i>	<b>Approval Level</b>	
		<b>Participation</b>	<b>Operational</b>
Media Local Travel	International media <sup>(1)</sup>	OASD/PA	MAJCOM/CC*
	National media <sup>(1)</sup>	MAJCOM/PA*	MAJCOM/CC*
	Local and regional media <sup>(1)</sup>	MAJCOM/PA*	MAJCOM/CC*
Non-media Local Travel - "around the flag pole" <sup>(2)</sup>	Individuals, who because of position and contacts with various publics can have a positive impact on public understanding of the roles and missions of the DOD and Air Force <sup>(2)</sup>	MAJCOM/PA*	MAJCOM/CC*
Non-media Local Travel with stops	Group of individuals participating in approved public affairs activities (e.g. Air Force Tour Program) <sup>(3)</sup>	MAJCOM/PA	MAJCOM/CC
	Individual traveling on invitational travel orders <sup>(4)</sup>	MAJCOM/PA	MAJCOM/CC
Media Non-local Travel <sup>(5)</sup>	International media	OASD/PA	MAJCOM/CC
	National media	OASD/PA	MAJCOM/CC
	Local and regional media	OASD/PA	MAJCOM/CC
Non-media non-local travel	Group of individuals participating in approved public affairs activities (e.g. Air Force Tour Program) <sup>(3)</sup>	MAJCOM/PA <sup>(5)</sup>	MAJCOM/CC
	Individual traveling on invitational travel orders <sup>(4)</sup>	MAJCOM/PA <sup>(5)</sup>	MAJCOM/CC
Overseas Public Affairs Travel <sup>(6)</sup>	International media <sup>(1)</sup>	OASD/PA	MAJCOM/CC
	National media <sup>(1)</sup>	OASD/PA	MAJCOM/CC
	Local and regional media <sup>(1)</sup>	OASD/PA	MAJCOM/CC
	Invitational and other authorized Public Affairs travel <sup>(3,4)</sup>	SAF/PA	MAJCOM/CC
Local Public Affairs Travel for Overseas Installations	Local, Regional, National and International media in support of local PA activities <sup>(1,7)</sup>	MAJCOM/PA*	MAJCOM/CC*

<i>Event</i>	<i>Participants</i>	<b>Approval Level</b>	
		<b>Participation</b>	<b>Operational</b>
	Invitational and other authorized Public Affairs travel (Local)	MAJCOM/PA*	MAJCOM/CC*
Media Embed <sup>(5)</sup> During Contingencies	Invitational and other authorized Public Affairs travel (Non-Local)	MAJCOM/PA	MAJCOM/CC
	International media	OASD/PA	Not Required
	National media	OASD/PA	Not Required
	Local and regional media	OASD/PA	Not Required

\* *May be delegated to wing-level*

**NOTES:**

1. MAJCOM/PA will inform higher headquarters as appropriate.
2. May include an intermediate stop at a locally owned and operated but geographically separated training area. Flight must be accomplished within allocated flying hour funding (e.g. training flights authorized).
3. Must be flown as a funded SAAM IAW AFI 24-101.
4. Transportation in support of approved Public Affairs activities, see paragraph [19.1](#).
5. If non-local travel involves stopping at a different major command, MAJCOM/PA of requesting MAJCOM/PA will inform MAJCOM/CC and SAF/PA.
6. Requesting organization will obtain owning wing and NAF/CC operational approval through appropriate channels prior to submitting request to MAJCOM.
7. MAJCOM/PA will inform MAJCOM/CC and SAF/PA.

**Section 19C—Overseas Travel**

**19.5. Overseas Travel Guidelines.**

19.5.1. General. In accordance with DOD 4500.54-G, *Foreign Clearance Guide*, country clearance is required from the American Embassy as appropriate, for personnel travel to that country and is granted by the American Embassy of that country. Theater clearance is required for visits to overseas military activities on matters pertaining to the mission of the combatant command and is granted by the combatant command. It generally requires at least 30 days notice; travel to some countries may require more time. By exception, short-notice trips can be accomplished, however these exceptions require no less than MAJCOM level endorsement and/or sponsorship. Many organizations associated with the embassy and combatant command have a vested interest in media travel and will provide clearance input based on real world events and activities. See [Figure 19.1](#).

19.5.2. Responsibilities.

19.5.2.1. Requesting organization will submit a formal request for country/theater clearance through the MAJCOM/PA. MAJCOMs can only process theater clearances; the U.S. Embassy in each country that a group will land in must provide country clearances. Travel without country clearances is illegal. See DOD 4500.54-G for specific message address and time requirements. (see [Figure 19.2.](#))

19.5.2.2. Requesting organization will provide invitational travel orders when final operational and Public Affairs approval is received (see [Figure 19.2.](#)).

19.5.2.3. Requesting organization will work through owning MAJCOM to obtain current guidance on media ground rules for the destination AOR.

19.5.2.4. Requesting organization will ensure travelers obtain passports and visas, are in good physical condition, obtain required immunizations, and sign ground rules (See [Figure 19.3.](#)) and a hold harmless agreement prior to departure. Travelers are responsible for carrying their own personal and professional equipment.

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

### 19.5.3. Request Procedures.

19.5.4. Requestor. Prepare country/theater clearance message in accordance with DOD 4500.54-G ([Figure 19.1.](#)). Message must 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 an outline of the Public Affairs plan for the media in the AOR.

19.5.4.1. Requesting organization must obtain owning wing and NAF/CC operational approval through appropriate channels prior to forwarding country/theater request to MAJCOM/PA.

19.5.4.2. MAJCOM/PA reviews requests within the context of other similar requests and then submits country/theater clearance request to combatant commanders, affected American embassies, SAF/PAM, and all intermediate and interested headquarters and units in accordance with DOD 4500.54-G.

19.5.4.3. MAJCOM/PA is responsible for submitting operational approval request to MAJCOM owning affected aircraft.

19.5.4.4. After obtaining country/theater clearance and operational approval, MAJCOM/PA forwards request to SAF/PA who then forwards to OASD/PA for final approval.

19.5.4.5. Upon receipt of OASD/PA approval, SAF/PA forwards completed package to originator through appropriate channels.

19.5.5. Overseas Deployments and Major Exercises. Instead of processing numerous individual requests for overseas travel for media covering deployments and major exercises, 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 combatant command and media must have appropriate passports and visas.

19.5.6. Reporting Requirements. Requesters must prepare and submit a media memo input to SAF/PAM via MAJCOM/PA 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.

### ***Section 19D—Media Travel***

**19.6. Objective.** 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. Most media travel requests will be for air transportation and this section will only address policies and procedures related to air transportation. 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 from a commercial carrier with the same result. (See 19.4.7. for tactical waiver flights).

**19.7. Approval Authority .** (See [Table 19.1.](#))

**Figure 19.1. Media Travel Request Message Sample.**

436 AW DOVER AFB DE//PA **(FROM)**

SECDEF WASHINGTON DC//USDP ADMIN// **(TO/ACTION)**  
AMEMBASSY BISHKEK  
OASD WASHINGTON DC//PA-PO/DPL//  
USCENTCOM MACDILL AFB FL//CCJ1/MPSA/PA//  
HQ AMC SCOTT AFB IL//PA//

SECSTATE WASHINGTON DC//USIA// **(INFO)**  
HQ USEUCOM VAIHINGEN GE//J1//  
HQ USAFE RAMSTEIN AB GE//PA//  
SAF WASHINGTON DC//IARE/PA//  
USTRANSCOM SCOTT AFB IL//TCPA/J3/J4//

UNCLAS

SUBJ: THEATER/COUNTRY CLEARANCE REQUEST FOR KYRGYZSTAN MEDIA VISIT, 12-15 JUN 02

1. 436 AW/PA PROPOSES A MEDIA VISIT TO DEPLOYED LOCATION AT MANAS, KYRGYZSTAN AND KANDAHAR AND BAGRAM AIRFIELDS IN AFGHANISTAN, TO COVER DEPLOYED DOVER AFB PERSONNEL SUPPORTING OPERATION ENDURING FREEDOM. PURPOSE OF THE VISIT IS TO COVER JOINT AND COALITION FORCES COOPERATION WITH HOST NATION IN BUILDUP TO SUPPORT HUMANITARIAN OPERATIONS.

2. REQUEST APPROVAL AND THEATER AND COUNTRY CLEARANCES FOR THE NON-LOCAL TRAVEL OF THE FOLLOWING NEWS MEDIA REPRESENTATIVES (NMRS) FROM DOVER AFB, DE TO KYRGYZSTAN AND AFGHANISTAN, AND RETURN. REQUEST TRANSPORTATION VIA AMC AIRCRAFT ON SCHEDULED ROTATION INTO THE AOR, MISSION NUMBERS ABR02Y700072 AND ABR02Y700080, OR OTHER MISSIONS THAT PERMIT TRAVEL WITHIN THE TIME REQUESTED. PERTINENT INFORMATION IS IN NAME/ORGAN/SSAN/PASSPORT NUMBER FORMAT:

BETTY JONES/WTCV, DOVER DE//SSN: 111-11-2222/PASSPORT: #111111  
TOM STONE/NBC NEWS WASHINGTON/SSN: 222-22-2222/PASSPORT: #333333  
EILEEN SMITH/AVIATION MAGAZINE/SSN: 333-33-3333/PASSPORT: #222222  
KIM TYLER/TIME MAGAZINE/SSN: 444-44-4444/PASSPORT: #444444

PA ESCORTS: 1<sup>ST</sup> LT OLIVIA NEWTON/SSN: 432-10-6789, CLEARANCE: SECRET, AND TSGT MITCHELL BURKES/SSN: 212-38-8765, CLEARANCE: SECRET

3. MEDIA HAVE AGREED TO REMAIN WITH PA ESCORT FOR THE DURATION OF THE TRIP AND WILL PROVIDE CRITICALLY NEEDED COVERAGE OF STRATEGIC AIRLIFT AND DEPLOYED AIR FORCE PERSONNEL TO THE AMERICAN PUBLIC. REPORTERS WILL TRAVEL ON A USAF AMC AIRCRAFT FROM DOVER AFB TO KYRGYZSTAN AND AFGHANISTAN, AND BACK.

4. ESCORT OFFICER HAS ENSURED REPORTERS WILL COMPLETE THEATER SPECIFIC IRT PRIOR TO DEPARTURE. REPORTERS HAVE PASSPORTS, VISAS, ACCREDITATION, IMMUNIZATIONS AND APPROPRIATE CLOTHING AND EQUIPMENT. 436 AW/PA WILL PREPARE INVITATIONAL TRAVEL ORDERS UPON RECEIPT OF TRAVEL APPROVAL. 1<sup>ST</sup> LT NEWTON AND TSGT BURKES, 436 AW/PA, WILL ESCORT MEDIA IN TRANSIT AND IN THEATER.

5. REPORTERS HAVE BEEN BRIEFED THAT DEPLOYMENT DATE MAY FLUCTUATE AND RETURN FLIGHTS ON MILITARY AIRCRAFT MAY NOT BE FEASIBLE. REPORTERS HAVE AGREED TO PAY IN FULL FOR TRANSPORTATION BACK TO THE UNITED STATES IF MILITARY AIRLIFT IS UNAVAILABLE.

6. WHEN MEDIA FLIGHT IS APPROVED AND TRAVEL CLEARANCES GRANTED, REQUEST THAT AMC/PA GRANT MMO STATUS, INCLUDING AUTHORIZATION FOR NMRS TO GATHER MATERIAL, FILM, VIDEO AND/OR STILL PHOTO COVERAGE ON AMC MISSIONS IN SUPPORT OF OPERATION ENDURING FREEDOM. TRAVEL IS ON A NON-REIMBURSABLE, NON-INTERFERENCE WITH MISSION BASIS. MEDIA WILL NOT BE GIVEN ACCESS TO CLASSIFIED INFORMATION OR MATERIALS.

7. FOCUS OF MISSION REMAINS NATIONAL COVERAGE OF AIR FORCE PERSONNEL PARTICIPATING IN OPERATION ENDURING FREEDOM WHILE PROVIDING NMR WITH A COMPLETE ORIENTATION ON THE COMPLEXITIES OF MILITARY DEPLOYMENTS, INCLUDING THE USTRANSCOM/AMC MISSION. TRAVEL BY MILITARY AIRCRAFT IS AN INTEGRAL PART OF THE STORY AND NMRs INTEND TO INTERVIEW CREWMEMBERS, PILOTS, FLIGHT ENGINEERS, AND LOADMASTERS DURING FLIGHTS, AND ALCC GROUND STAFF AT ENROUTE STATIONS. ESCORT OFFICER WILL BRIEF AIRCREW MEMBERS THAT NMRs ARE PRESENT AND THAT CONVERSATIONS OR ACTIONS OF THE CREW MAY RESULT IN ARTICLES, PHOTOS OR VIDEO PRESENTATIONS.

8. NMRs WILL BE ACCORDED ALL COURTESIES AND PRIVILEGES AS GS-12, EQUIVALENT GRADE OF O-4, FOR MESSING AND BILLETING.

9. (INCLUDE IN THIS PARAGRAPH A DETAILED ITINERARY)

10. SPONSORING PA OFFICE WILL GATHER MEDIA CLIPS, VIDEOS, AND OTHER PRODUCTS AND SEND TO HQ MAJCOM/PA AS SOON AS AVAILABLE. POC AT 436 AW/PA IS MAJ ANDREW SONG OR 1<sup>ST</sup> LT OLIVIA NEWTON (302) 677-3372 (DSN 445), OR [ANDREW.SONG@DOVER.AF.MIL](mailto:ANDREW.SONG@DOVER.AF.MIL), [OLIVIA.NEWTON@DOVER.AF.MIL](mailto:OLIVIA.NEWTON@DOVER.AF.MIL).

Figure 19.2. Invitational Travel Orders Sample for Overseas Travel

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS 436TH AIRLIFT WING (AMC)

SPECIAL ORDER  
TR-xxx

14 MAY 2002

The News media representatives (NMRs) listed on the attached sheet are on AMC approved media travel and may use AMC or AMC gained aircraft to proceed from stateside bases to Central and South Asia and points in between, and return on or about 15 June 2002. Purpose is to gather material, film/video coverage of AMC's mission, AMC aircraft, aircrews and support personnel in support of Operation ENDURING FREEDOM. Travel is authorized per DOD 4515.13R and AFI 35-206. NMRs will be issued appropriate force protection equipment. NMRs will fasten seatbelts during takeoffs and landings, observe all safety regulations and follow the directions of the flight crew at all times. NMRs will be advised the possibility exists the 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 a final destination. Travel is on a non-interference-with-mission basis. Authorization to travel does not authorize displacement of duty passengers or cargo; however, media are authorized access to aircrew and flight deck. 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 NMRs access to classified information or materials. Designated 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, exchange privileges, dining facilities, official transportation and open mess (when available) WHILE UNDER PUBLIC AFFAIRS ESCORT. MMO CIC 4 0000000000 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  
JACK C. EVANS, Colonel, USAF

**Figure 19.3. Media Ground Rules Sample.**

<p style="text-align: center;">GROUND RULES OPERATION ENDURING FREEDOM MEDIA TRAVEL VIA MILITARY AIRLIFT FROM UNITED STATES</p> <p>Transportation can be provided, on a space available basis, however, no guarantees of travel or travel dates can be made. You must be prepared for the possibility of return to the U.S. via commercial carrier at your own expense, and should plan accordingly. Additionally, return flights may not come back to your U.S. embarkation point. In other words, you may have to get home on your own.</p> <p>Travel on Air Mobility Command aircraft is solely for the purpose of demonstrating the command's global mobility mission to the media. Media who only want transport to the area must make commercial arrangements.</p> <p>News media representatives (NMRs) must follow Public Affairs instructions at all times. Filming and interviewing crewmembers during the flight will be at the discretion of the aircraft commander. NMRs will fasten seat belts during takeoffs and landings and observe all safety regulations. NOTE: if you break away from your escort/group at any time while in theater, AMC cannot accept further responsibility for your logistics arrangements or return travel to the United States.</p> <p>Media must agree in advance not to remove camera equipment or recording devices from aircraft, report/record or use cameras at the mid-east transshipment staging points due to security reasons. You must agree to follow PA instructions at all times. Media may be required to remain in the immediate vicinity of the aircraft during offload operations. Depending on location, communications may be limited while in AOR; plan to file story after return.</p> <p>All host nation requirements must be met by media, i.e. passports, visas, inoculations, etc. It is the media's responsibility to request and obtain documents through the embassy or consulate serving the area.</p> <p>It's possible no government meals, lodging, or ground transportation will be provided. Media are responsible for paying for their own hotels, meals and any other expense they incur. Hotel rooms are difficult to come by and estimated to be between \$100-150 per night. You are limited to 140 pounds of personal effects and equipment. Current temperatures are cool and conditions are austere. Please dress accordingly.</p> <p>Each traveler must provide the information on the bottom of this page to 436th AW/PA as soon as possible. Your signature indicates your agreement to adhere to the guidelines listed above. If you have questions, contact us at 123-456-7890. Once you complete the form, fax it to Capt Robert Smith at 890-123-4567.</p>
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NAME (Last, First, MI)

---

AFFILIATION (Last, First, MI)

---

POSITION (Reporter, Camera, etc.)

---

PASSPORT # \_\_\_\_\_ DATE ISSUED: \_\_\_\_\_

CITY & STATE WHERE PASSPORT WAS ISSUED:

---

WORK PHONE # \_\_\_\_\_ FAX # \_\_\_\_\_

HOME PHONE \_\_\_\_\_ SSN: \_\_\_\_\_

HOME ADDRESS

---

EMERGENCY CONTACT \_\_\_\_\_ PHONE# \_\_\_\_\_

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)

This information is for official use and will only be used to facilitate your flight with AMC while under PA escort.

***Section 19E—Non-media Public Affairs Travel***

**19.8. Objective.** The purpose of Public Affairs travel is to further public understanding of Air Force missions, people, and weapons systems and to develop Air Force advocates who will carry the Air Force story to non-traditional as well as traditional audiences. Authority for Public Affairs travel is contained in DOD 4515.13R, Chapter 3 and DODI 5435.2. No authority exists for approval of public affairs travel on a flight during a record attempt, a first flight of an aircraft just accepted into the inventory, a first flight over an isolated geographical area, or any other flight of a similar or special nature, where abnormal conditions may exist. (See [19.3.6](#) for tactical waiver requirements)

**19.9. Eligibility.** Individuals who, because of position and contacts with various public organizations, can make positive contributions to public understanding of the roles and missions of the Department of Defense.

**19.10. Approval Authority.** See [Table 19.1](#).

**19.11. Procedures.**

19.11.1. Participants should be selected and invited as part of an overall Public Affairs strategy to increase public understanding and support of the roles and missions of the Department of Defense, Department of the Air Force, or a local installation.

19.11.2. Wing/PAs are responsible for providing a comprehensive list of proposed invitees and submitting it to the wing commander for final approval prior to sending invitations.

19.11.3. Orders

19.11.3.1. There is no requirement for invitational travel orders if the flight is "around the flag pole," however Wing/PA is responsible for providing required information for the manifest.

19.11.3.2. When the travel is local (with stops) or non-local, participants must travel on invitational travel orders, but at no cost to the government (no Line Of Authorization required on the orders).

19.11.4. Submit an after-action report to MAJCOM/PA to include date, type of aircraft, itinerary, and names of participants.

***Section 19F—Air Force Tour Program***

**19.12. General Guidelines.** The Air Force Tour Program increases community leaders' awareness and understanding of the Air Force's role in national security by inviting groups of civilian opinion 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 may travel on Air Force aircraft to view the Air Force in action in accordance with [Chapter 8](#) of this AFI, DOD Regulation 4515.13R, DODI 5435.2, and DOD 5410.19.

**19.13. Funding.** MAJCOM and other authorized sponsors are responsible for budgeting and funding Air Force Tour Program airlift support. Fiscal year funds should be requested through the appropriate MAJCOM budgeting process.

19.13.1. IAW AFI 24-101, *Passenger Movement*, Public Affairs travel is supported as a special assignment airlift mission (SAAM). Commands are charged according to current hourly rates and type of aircraft.

19.13.2. Air Force Tour Program airlift mission requests must include a fund cite prior to submitting to MAJCOM for validation. Each sponsor will request validation through their MAJCOM/PA. MAJCOM/PA will staff as appropriate within their command.

19.13.3. SAF/PA will request and monitor funds through HQ AMC/PA for DOD, Air Staff, Secretariat, and Bolling AFB's 11<sup>th</sup> Wing-sponsored tours.

19.13.4. IAW AFI 24-101, AMC will, in coordination with the Chicago field office, budget funds for SAF/PA Air Force Tour Program via the program objective memorandum (POM) process.

#### **19.14. Airlift Requirements.**

19.14.1. MAJCOM validators must submit requests to USTRANSCOM no later than 60 days prior to the event; 30 days if request includes contact information for a unit willing to volunteer to support.

19.14.2. Requests must include special requirements such as airline style, seating, comfort pallets, etc. Note: Not all aircraft can accommodate "comfort pallets" and not all units can provide sufficient airline-style seating for all passengers.

19.14.3. Although sponsors may request passenger configured aircraft, the participants will experience a more meaningful view of Air Force crewmember travel if they fly on cargo-configured aircraft.

19.14.4. 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.

**19.15. Orientation Flights.** Although orientation flights outlined in DOD 4515.13R, Chapter 4, are not directly related to Public Affairs, Public Affairs offices are often tasked to coordinate such flights. Wing PAs should be familiar with categories of eligible passengers as well as specific requirements (see AFI 11-401, Table 1.1 for all other orientation flights).

MICHELLE D. JOHNSON, Col, USAF  
Director, Public Affairs



**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION**

**NOTE:** The user of this instruction is responsible for verifying the currency of the cited documents.

***References***

Title 5, *United States Code*

Title 10, *United States Code*

Title 18, *United States Code*

Title 42, *United States Code*

Title 50, *United States Code*

32 CFR Part 989

40 CFR Part 300

40 CFR Parts 1500-1508

EO 12088

EO 12356

EO 12856

EO 12898

EO 12958

FAR 37.104

DFAS-DE 7010.2-R, *Commercial Transactions at Base Level*

OSWER Directive 9230.0-3C

Air Force Policy Letter Digest

Associated Press Stylebook and Briefing on Media Law

Manual for Courts-Martial

National Security Act of 1947

EPA Community Relations in Superfund: A Handbook

EPA RCRA Public Involvement Manual

DODI 1005.4, *Performance of "The Star-Spangled Banner," Foreign National Anthems, and "Hail to the Chief" by Service Bands*

DODI 1300.18, *Military Personnel Casualty Matters, Policies, and Procedures*

DODD 1334.1, *Wearing of the Uniform*

DODD 1325.4, *Confinement of Military Prisoners and Administration of Military Correctional Programs and Facilities*

DOD 1348.33-M, *Manual of Military Decorations and Awards*

DOD 4500.54-G, *Foreign Clearance Guide*

DOD 4515.13-R, *Air Transportation Eligibility*

DOD 4525.8M/AF Sup 1, *Official Mail Manual*

DODI 4715.9, *Environmental Planning and Analysis*

DODD 5120.20, *Armed Forces Radio and Television Service (AFRTS)*

DOD 5120.20-R, *Management and Operation of Armed Forces Radio and Television Service*

DODI 5120.4, *Department of Defense Newspapers, Magazines and Civilian Enterprise Publications*

DODD 5122.5, *Assistant Secretary of Defense for Public Affairs (ASD(PA))*

DODD 5160.48, *DOD Public Affairs and Visual Information (PA & VI) Education and Training (E&T)*

DOD 5200.1-R, *Information Security Program*

DODD 5200.1, *DOD Information Security Program*

DOD 5220.22-M, *National Industrial Security Program Operating Manual*

DOD 5220.22-R, *Industrial Security Regulation*

DODD 5230.9, *Clearance of DOD Information for Public Release*

DODD 5230.16, *Nuclear Accident and Incident Public Affairs (PA) Guidance*

DODI 5230.29, *Security and Policy Review of DOD Information for Public Release*

DODD 5330.3, *Defense Automated Printing Service (DAPS)*

DODD 5400.7, *DOD Freedom of Information Act (FOIA) Program*

DODI 5400.10, *OSD Implementation of DOD Freedom of Information Act (FOIA) Program*

DODD 5400.11, *DOD Privacy Program*

DODD 5400.13, *Joint Public Affairs Operations*

DODI 5400.14, *Procedures for Joint Public Affairs Operations*

DODD 5410.1, *Release of Information Concerning Accidental Casualties Involving Military Personnel or Equipment*

DODI 5410.15, *DOD Public Affairs Assistance to Non-Government, Non-Entertainment-Oriented Print and Electronic Media*

DODI 5410.16, *DOD Assistance to Non-Government Entertainment-Oriented Motion Picture, Television and Video Productions*

DODD 5410.18, *Public Affairs Community Relations Policy*

DODI 5410.19, *Public Affairs Community Relations Policy Implementation*

DODI 5435.2, *Delegation of Authority to Approve Travel In and Use of Military Carriers for Public Affairs Purposes*

DODD 5500.7, *Standards of Conduct*

DOD 5500.7-R, *Joint Ethics Regulation*  
DODD 8910.1, *Management and Control of Information Requirements*  
Joint Publication 3-13, *Joint Doctrine for Information Operations*  
Joint Publication 3-57, *Doctrine for Joint Civil Affairs*  
Joint Publication 3-58, *Joint Doctrine for Military Deception*  
Joint Publication 3-61, *Doctrine for Public Affairs in Joint Operations*  
USAF War and Mobilization Plan, Volume 1 (WMP-12), Annex Q  
AFDD 1, *Air Force Basic Doctrine*  
AFDD 2-5.3, *Public Affairs Operations*  
AFI 10-244, *Reporting Status of Aerospace Expeditionary Forces*  
AFMAN 10-401, Volume 1, *Operation Plan and Concept Plan Development And Implementation*  
AFI 10-400, *Aerospace Expeditionary Force Planning*  
ANGI 10-401, *Air National Guard Unit Type Code Management*  
AFI 10-403, *Deployment Planning and Execution*  
AFI 10-404, *Base Support and Expeditionary Site Planning*  
AFI 10-1004, *Conducting Air Force Open Houses*  
AFI 10-1101, *Operations Security*  
AFI 10-2501, *Full Spectrum Threat Response (FSTR) Planning and Operations*  
AFI 11-202, Vol 3, *General Flight Rules*  
AMCI 11-208, *Tanker/Airlift Operations*  
AFI 11-209, *Air Force Aerial Events*  
AFI 11-401, *Aviation Management*  
AFI 13-218, *Air Traffic System Evaluation Program*  
AFMAN 23-110, *USAF Supply Manual*  
AFI 24-101, *Passenger Movement*  
AFI 31-205, *The Air Force Corrections System*  
AFPD 31-4, *Information Security*  
AFI 31-401, *Information Security Program Management*  
AFI 32-1024, *Standard Facility Requirements*  
AFH 32-1084, *Facility Requirements*  
AFI 32-7020, *The Environmental Restoration Program*  
AFI 32-7061, *The Environmental Impact Analysis Process*

AFPD 32-70, *Environmental Quality*.  
AFI 33-117, *Multimedia (MM) Management*  
AFI 33-129, *Web Management and Internet Use*  
AFI 33-322, *Records Management Program*  
AFMAN 33-326, *Preparing Official Communications*  
AFI 33-332, *Privacy Act Program*  
AFI 33-360, V1, *Air Force Content Management Program—Publications*  
AFI 34-201, *Use of Nonappropriated Funds (NAFS)*  
AFI 34-242, *Mortuary Affairs Program*  
AFI 34-262, *Services Programs and Use Eligibility*  
AFI 34-270, *Air Force Library and Information System (AFLIS)*  
AFI 34-407, *Air Force Commercial Sponsorship Program*  
AFPD 35-1, *Public Affairs Management*  
AFI 35-101, *Public Affairs Policies and Procedures*  
AFRP 35-1, *Airman*  
AFRP 35-2, *Citizen Airman*  
AFI 36-2002, *Regular Air Force and Special Category Accessions*  
AFI 36-2201, V2, *Air Force Training Program Training Management*  
AFI 36-2608, *Military Personnel Records System*  
AFI 36-2632, *Official Photographs of Air Force General Officers*  
AFPD 36-27, *Social Actions*  
AFI 36-2803, *The Air Force Awards and Decorations Program*  
AFI 36-2805, *Special Trophies and Awards*  
AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*  
AFI 36-3014, *Clothing Allowances for Air Force Personnel*  
AFI 36-3101, *Fundraising Within the Air Force*  
AFI 36-3108, *Memorialization Program and Ceremonies*  
AFI 36-809, *Civilian Survivor Assistance*  
AFMAN 37-123, *Management of Records*  
AFI 37-138, *Records Disposition-Procedures and Responsibilities*  
AFI 38-201, *Determining Manpower Requirements*  
AFI 38-203, *Commercial Activities Program*

AFI 51-301, *Civil Litigation*

AFI 51-303, *Intellectual Property—Patents, Patent Related Matters, Trademarks and Copyrights*

AFI 51-503, *Aerospace Accident Investigations*

AFI 51-601, *Gifts to the Department of the Air Force*

AFI 51-901, *Gifts from Foreign Governments*

AFI 51-902, *Political Activities by Members of the U.S. Air Force*

AFI 51-903, *Dissident and Protest Activities*

AFI 61-204, *Disseminating Scientific and Technical Information*

AFI 64-102, *Operational Contracting*

AFI 64-109, *Local Purchase Program*

AFPD 65-6, *Financial Management: Budget*

AFI 65-601, Vol. 1, *Budget Guidance and Procedures*

AFI 65-603, *Official Representation Funds—Guidance and Procedures*

AFPD 71-1, *Criminal Investigations and Counterintelligence*

AFI 71-101, *Criminal Investigations, Protective Service Matters, and Counterintelligence*

AFI 90-201, *Inspector General Activities*

AFI 90-301, *Inspector General Complaints Resolution*

AFI 90-401, *Air Force Relations with Congress*

AFI 91-204, *Safety Investigations and Reports*

NG Pam 360-5/ANGP 35-1, *National Guard Public Affairs Guidelines*

HAF MD 1-28, *Directorate of Public Affairs*

### **Forms**

DD Form 2, *Armed Forces of The United States—Geneva Convention Identification Card (Active)*

DD Form 93, *Record of Emergency Data*

DD Form 254, *Department of Defense Contract Security Classification Specification*

DD Form 441, *Department of Defense Security Agreement*

DD Form 553, *Deserter/Absentee Wanted by the Armed Forces*

DD Form 1391c, *FY\_\_\_\_ Military Construction Project Data*

DD Form 2137, *AFRTS Outlet/Network Registration*

DD Form 2266, *Hometown News Release Information*

DD Form 2535, *Request for Military Aerial Support*

DD Form 2536, *Request for Armed Forces Participation in Public Events*

DFAS Form 1, *Department of Defense Civilian Leave and Earnings Statement*

DFAS Form 702, *Defense Finance and Accounting Service Military Leave and Earnings Statement*

AF Form 39, *Response to Query*

AF Form 332, *Base Civil Engineer Work Request*

AF Form 485, *Application for Enlistment - U.S. Air Force Band*

AF Form 813, *Request for Environmental Impact Analysis*

AF Form 3166, *AF Broadcasting Award Certificate*

AF Form 3168, *AF Newspaper Award Certificate*

SF 601, *Health Record/Immunization Record*

### ***Abbreviations and Acronyms***

**AAFES**—Army and Air Force Exchange Service

**ACC**—Air Combat Command

**AF-CIO**—Air Force Chief Information Officer

**ADVON**—advanced echelon

**AETC**—Air Education and Training Command

**AETF**—air and space expeditionary task force

**AEW**—air expeditionary wing

**AFA**—Air Force Association

**AFBS**—Air Force Broadcasting Service

**AFFOR**—Air Force forces

**AFI**—Air Force instruction

**AFIAC**—Air Force Image Accessioning Center

**AFIADL**—Air Force Institute for Advanced Distributed Learning

**AFIE**—Air Force Image Express

**AFIS**—American Forces Information Service

**AFIT**—Air Force Institute of Technology

**AFNEWS**—Air Force News Agency

**AFNEWS/BG**—Air Force Broadcasting Service

**AFNEWS/HN**—Army and Air Force Hometown News Service

**AFOSI**—Air Force Office of Special Investigations

**AFPAAA**—Air Force Public Affairs Alumni Association

**AFPAC**—Air Force Public Affairs Council

**AFPD**—Air Force policy directive  
**AFPN**—Air Force Print News  
**AFPS**—American Forces Press Service  
**AFPT**—Air Force parachute team  
**AFR**—Air Force Reserve  
**AFRC**—Air Force Reserve Command  
**AFRN**—Air Force Radio News  
**AFRTS**—American Forces Radio and Television Service  
**AFRTS-BC**—American Forces Radio and Television Service Broadcast Center  
**AFSA**—Air Force Sergeants Association  
**AFSC**—Air Force specialty code  
**AFTVN**—Air Force Television News  
**AFWRAC**—Air Force Web Risk Assessment Cell  
**AFWUS**—Air Force-wide UTC Taskings Availability Summary  
**AIB**—accident investigation board  
**AICUZ**—Air Installation Compatible Use Zones  
**AMC**—Air Mobility Command  
**ANG**—Air National Guard  
**AO**—area of operations  
**AOC**—aerospace operations center  
**AOR**—area of responsibility  
**APZ**—accident potential zone  
**ARPC**—Air Reserve Personnel Center  
**ARC**—Air Reserve Components  
**ART**—AEF Reporting Tool  
**AS**—allowance standards  
**ASA**—automatic spectrum analyzer  
**ATO**—air tasking order  
**ATSDR**—Agency for Toxic Substances and Disease Registry  
**BAH**—basic allowance for housing  
**BEE**—Base Environmental Engineer  
**BMTS**—Basic Military Training School

**BPAC**—budget program activity code  
**CAA**—Clean Air Act of 1977, 1990  
**CAC**—Commander’s Access Channel  
**CATEX**—categorical exclusion  
**CBEP**—Community Based Environmental Program  
**CDS**—container delivery system  
**CE**—civilian enterprise  
**CEAT**—Community Emergency Action Team  
**CEQ**—President’s Council on Environmental Quality  
**CERCLA**—Comprehensive Environmental Response, Compensation and Liability Act of 1980  
**CFACC**—combined force air component commander  
**CFC**—Combined Federal Campaign  
**CFETP**—career field education and training plan  
**CFR**—Code of Federal Regulations  
**CI**—civilian institution  
**CIP**—Community Involvement Program  
**CIT**—Combat Information Team  
**CMSAF**—Chief Master Sergeant of the Air Force  
**COA**—course of action  
**COMPUSEC**—computer security  
**COMREL**—community relations  
**COMSEC**—communications security  
**CONOPS**—concept of operations  
**CONUS**—continental United States  
**CPIC**—combined press information center  
**CRP**—community relations plan  
**CSAF**—Chief of Staff, United States Air Force  
**CWA**—Clean Water Act, 1972, 1977, 1986  
**CWPC**—Contingency Wartime Planning Course  
**DCG**—disaster control group  
**DD**—decision document  
**DEFCON**—defense readiness condition



**DEIS**—Draft Environmental Impact Statement  
**DERP**—Defense Environmental Restoration Program  
**DINFOS**—Defense Information School  
**DJ**—disk jockey  
**DMC**—Defense Media Center  
**DOC**—designed operational capability  
**DOD**—Department of Defense  
**DODD**—Department of Defense directive  
**DODI**—Department of Defense instruction  
**DOE**—Department of Energy  
**DOR**—date of rank  
**DOS**—disk operating system  
**DRU**—direct reporting unit  
**DSN**—Defense Switched Network  
**DT**—development team  
**DUSTWUN**—duty status-whereabouts unknown  
**DV**—distinguished visitor  
**EA**—Environmental Assessment  
**EAD**—extended active duty, entered active duty  
**ECA**—Environmental Compliance Assessment  
**ECAMP**—Environmental Compliance Assessment and Management Program  
**EEIC**—elements of expense investment code  
**EIAP**—Environmental Impact Analysis Process  
**EIS**—Environmental Impact Statement  
**EO**—executive order  
**EPA**—Environmental Protection Agency  
**EPC**—Environmental Protection Committee  
**EPCRA**—Emergency Planning and Community Right-to-Know Act (SARA Title III)  
**EPM**—enlisted program manager  
**EPF**—Environmental Planning Function  
**ESA**—Endangered Species Act  
**ESGR**—Employer Support of the Guard and Reserve

**ESOH**—Environment, Safety and Occupational Health  
**ESOHCAMP**—Environmental, Safety and Occupational Health Compliance and Management Program  
**ESP**—emergency and special programs  
**EUCOM**—U.S. European Command  
**EWI**—Education With Industry  
**FAA**—Federal Aviation Administration  
**FAM**—functional area manager  
**FBI**—Federal Bureau of Investigation  
**FEIS**—Final Environmental Impact Statement  
**FEMA**—Federal Emergency Management Agency  
**FFERDC**—Federal Facilities Environmental Restoration Dialogue Committee  
**FFS**—focused feasibility study  
**FM**—financial management, functional manager  
**FOA**—field operating agency  
**FOIA**—Freedom of Information Act  
**FONPA**—Finding of No Practicable Alternative  
**FONSI**—Finding of No Significant Impact  
**FOUO**—for official use only  
**FPCON**—force protection condition  
**FS**—Feasibility Study  
**FTP**—file transfer protocol  
**GAR**—geographic areas of responsibility  
**GILS**—Government Information Locator Service  
**GOCO**—government-owned/contractor-operated  
**HAZMIN**—hazardous waste minimization  
**HNS**—Hometown News Service  
**IABC**—International Association of Business Communicators  
**IO**—information operations  
**IPAOW**—Intermediate Public Affairs Operations Workshop  
**IRE**—Initial Response Element  
**IRF**—Immediate Reaction Forces

**IRP**—Installation Restoration Program  
**IRT**—Initial Response Team  
**IT**—information technology  
**ITAM**—Integrated Training Area Management  
**ITAR**—international traffic in arms regulation  
**IV&V**—independent verification and validation  
**IWAC**—Information Warfare Applications Course  
**JA/ATT**—Joint Airborne and Air Transportability Training  
**JAOP**—Joint Air Operations Planning Course  
**JCC**—Joint Course in Communication  
**JCOC**—Joint Civilian Orientation Conference  
**JCS**—Joint Chiefs of Staff  
**JFACC**—joint force air component commander  
**JIB**—joint information bureau  
**JIC**—Joint Information Center  
**JPASC**—Joint Public Affairs Supervisor Course  
**JPEG**—Joint Photographic Experts Group  
**JSCP**—Joint Strategic Capabilities Plan  
**JTF**—joint task force  
**LAN**—local area network  
**LOGDET**—logistics detail  
**MAJCOM**—major command  
**MANFOR**—manpower force packaging system  
**MAP**—Management Action Plan  
**MCL**—maximum contaminant level  
**MCTL**—Military Critical Technologies List  
**MEFPAK**—Manpower and Equipment Force Packaging System  
**MI**—mission identifier  
**MIA**—missing in action  
**MISCAP**—mission capability  
**MMO**—mobility mission observer  
**MOC**—media operations center

**NAA**—National Aeronautical Association  
**NAF**—numbered air force  
**NB**—news bureau  
**NCA**—National Command Authorities  
**NCND**—neither confirm nor deny  
**NCO**—noncommissioned officer  
**NCP**—National Contingency Plan  
**NCR**—National Capital Region  
**NDA**—national defense area  
**NEPA**—National Environmental Policy Act of 1969  
**NGB-PA**—National Guard Bureau Office of Public Affairs  
**NIPRNET**—non-secure internet protocol router network  
**NMCC**—National Military Command Center  
**NMR**—news media representative  
**NOA**—notice of availability  
**NOI**—notice of intent  
**NOK**—next of kin  
**NOTAM**—notice to airmen  
**NTSC**—National Television System Committee  
**O&M**—operation and maintenance  
**OASD/PA**—Office of the Assistant Secretary of Defense for Public Affairs  
**OCONUS**—outside of the continental United States  
**OFOISR**—Office of Freedom of Information & Security Review  
**OPLAN**—operation plan  
**OPR**—office of primary responsibility  
**OPREP**—operational report  
**OPSEC**—operations security  
**ORI**—operational readiness inspection  
**OSC**—on-scene commander  
**OSWER**—Office of Solid Waste and Emergency Response  
**PA**—Public Affairs, preliminary assessment  
**PACAF**—Pacific Air Forces

**PACE**—Public Affairs Company Grade Excellence Program

**PAG**—Public Affairs guidance

**PAO**—Public Affairs Office, Public Affairs officer

**PAQ**—PALACE Acquire

**PCS**—permanent change of station

**PDC**—Publications Distribution Center

**PEM**—program element monitor

**PME**—professional military education

**POM**—program objective memorandum

**PQA**—Product Quality Assessment

**PI**—public involvement

**PIC**—press information center

**POC**—point of contact

**POW**—prisoner of war

**PRSA**—Public Relations Society of America

**PSYOP**—psychological operations

**PTO**—performance tasking order

**R&D**—research and development

**RA**—remedial action

**RAB**—Restoration Advisory Board

**RCRA**—Resource Conservation and Recovery Act of 1976

**RDS**—Records Disposition Schedule

**RDT&E**—research, development, test, and evaluation

**RFP**—request for proposal

**RI**—remedial investigation

**RIF**—reduction in force

**RNC**—regional news center

**ROD**—record of decision

**ROP**—run of publication

**ROTC**—Reserve Officer Training Corps

**RTPO**—Radio Television Production Office

**SAAM**—special assignment airlift mission

**SAF**—Secretary of the Air Force  
**SARA**—Superfund Amendments and Reauthorization Act of 1986  
**SDWA**—Safe Drinking Water Act of 1974  
**SEPAW**—Senior Enlisted Public Affairs Workshop  
**SFO**—senior federal official  
**SG**—Surgeon General  
**SI**—site inspection  
**SIB**—safety investigation board  
**SIPRNET**—secure Internet protocol router network  
**SITREP**—situation report  
**SJA**—Staff Judge Advocate  
**SMS**—Single Mobility System  
**STINFO**—scientific and technical information  
**TA**—transportation authorizations  
**T-ASA**—Television-Audio Support Agency  
**TPFDD**—time-phased force and deployment data  
**TRC**—technical review committee  
**TRI**—toxic release inventory  
**TTP**—tactics, techniques, and procedures  
**UPAR**—unit Public Affairs representative  
**USAFE**—United States Air Forces in Europe  
**USAFR**—United States Air Force Reserve  
**USCENTAF**—U.S. Central Command Air Forces  
**USTRANSCOM**—U.S. Transportation Command  
**USAFA**—U.S. Air Force Academy  
**USIS**—U.S. Information Service  
**USIA**—United States Information Agency  
**USPA**—United States Parachute Association  
**UTC**—unit type code  
**VFW**—Veterans of Foreign Wars  
**VI**—visual information  
**VIRIN**—visual information record identification number

**WICI**—Women in Communications, Inc.

**WMP**—USAF War and Mobilization Plan