



DEPARTMENT OF THE AIR FORCE
97th AIR MOBILITY WING
ALTUS AIR FORCE BASE OKLAHOMA



June 21, 2019

MEMORANDUM FOR 97 AMW PERSONNEL

FROM: 97 AMW/CC

SUBJECT: Installation Public Affairs (PA) Employment Plan

References: (a) AFI 35-101 Public Affairs Responsibilities and Management
(b) AFI 35-104 Media Operations
(c) AFI 35-105 Community Relations
(d) AFI 35-107 Public Web and Social Communications
(e) AFI 35-109 Visual Information

1. PA resources are critical to achieve our mission of global influence and deterrence, enhance Airmen morale and readiness, and develop public trust and support. It is imperative that these finite resources be applied toward activities which most directly support 97 AMW, AETC, and Air Force priorities.
2. This memorandum and associated attachments detail the 97 AMW/PA employment plan as required in Air Force Instruction (AFI) 35-101, Public Affairs Responsibilities and Management. The products and services detailed in the enclosed guidance are provided for official purposes consistent with AFIs governing PA activities. Unofficial functions that are not related to military missions or activities will not be supported.
3. This memorandum and attachments supersedes all previous guidance on the same subject and will be reviewed annually by the 97 AMW/PA chief. Please contact the PA staff with questions at DSN: 481-7700.

MATTHEW A. LEARD, Colonel, USAF
Commander

4 Attachments:

1. 97 AMW/PA Services and Employment Guidelines
2. 97 AMW/PA Editorial Policy
3. 97 AMW/PA Community Engagement Tour Guidelines
4. 97 AMW/PA Prioritization Matrix

DISTRIBUTION: All 97 AMW Commanders

Attachment 1: 97 AMW/PA Services and Employment Guidelines.

97 AMW/PA Services and Employment Guidelines

1. Scope. The following procedures govern the 97 AMW/PA office as the lead for host-installation PA activities and resources in support of units assigned to Altus AFB. Individuals in units with organic PA capabilities should first coordinate requests through their unit PA office prior to contacting 97 AMW/PA.

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

3. 97 AMW/PA Services. Services available from the 97 AMW/PA office are grouped into four categories consistent with Air Force Common Output Level Standards (AFCOLS):

- a. **Communication Planning.** Provides trusted counsel and communication advice to the commander and other staff members to enhance mission success. Communication planning is important to the creation and dissemination of strategic, operational, and tactical communication efforts.
- b. **PA Operations.** Promote Airman morale and readiness, public trust and support, and global influence and deterrence through the release of timely and accurate information to Airmen, their families, the public and the media. PA tools such as photography, videography, and written products help to communicate the 97 AMW/AF mission and advance the mission through assurance and deterrence.
 - i. *Command Information.* Command is 100% communication. PA provides effective and efficient communication tools to link Airmen with their leaders. Command information helps Airmen and their families understand their purpose, role, and value to the Air Force and Altus AFB missions. A free flow of information to Airmen and their families creates awareness of and support for the mission, increases their effectiveness as Air Force ambassadors, reduces the spread of rumors and misinformation, and provides avenues for feedback.
 - ii. *Community Engagement.* Connects with community partners through programs that aim to increase public awareness and understanding of the 97 AMW mission, support AF recruiting, maintain a reputation as a good neighbor, and advances interests for both the base and community. These programs include receiving requests for base services from the community such as flyover support, public speakers, and base tours; communicating with community organizations to promote partnerships; and hosting an Honorary Commander program. Units who are asked for their services or personnel, or who receive offers of support from the community directly, must coordinate these with PA (and JA when applicable) prior to committing or accepting resources. For Community Engagement specific requests (honor guard, national anthem singers, speaking request, tours, etc.)

please email 97AMW.PA.CommunityEngagement@us.af.mil. See [Attachment 3](#) for further tour guidance.

- iii. *Media Operations*. Facilitates engagement and two-way communication with civilian media, which is often one of the most rapid and credible means of delivering the commander's message. Remaining open, honest, and accessible to the maximum extent possible results in greater accuracy, context, and timeliness in communicating with internal and external audiences. Personnel assigned to Altus AFB will coordinate all official media requests and queries through 97 AMW/PA or their headquarters PA office.
 - iv. *Security and Policy Review*. Ensures information intended for public release will neither adversely affect national security nor threaten the safety, security, or privacy of Air Force personnel, while adhering to the policy of "maximum disclosure, minimum delay." Personnel must obtain necessary security and policy review before releasing official imagery, documents, information, or proposed statements outside the Air Force.
 - v. *Environmental*. Supports environmental program objectives and requirements by facilitating public notification and involvement and communicating the Air Force's commitment to environmental excellence.
- c. **Visual Information (VI)**. Collect, preserve, and accession VI products to meet operational, informational, training, research, legal, historical and administrative needs. Visual products, such as photo, video, and graphics, are catalysts for effective communication and document the Air Force's visual history, through the accessioning process, for future generations.

4. Availability. The PA office will be manned during normal duty hours (Monday – Friday) 0830-1630. A PA representative will be on-call 24 hours a day, 7 days a week (including holidays), and will accomplish emergency services as required by Security Forces, the Air Force Office of Special Investigations, the Safety office and/or wing leadership. During non-duty hours, the on-call PA representative can be contacted through the CommandPost or through the alert photography phone (580) 649-9804. The PA office will be closed on the 3rd Friday of each month for training.

5. Requesting Support. Submit PA support requests to the 97 AMW/PA email account at 97AMW.PA@us.af.mil at least 30 days in advance. Requests for support should be submitted with a completed Air Force Form 833 attached. Advance notice gives PA the ability to recommend the best solution to meet customer requirements. It also allows PA to ensure the necessary equipment and personnel are available. Failure to coordinate in advance will reduce the likelihood that the event can receive PA support. However, photo and video equipment is available for self-help use on a first-come, first-served basis when the PA staff is already scheduled to support higher or equal priority tasks.

6. Prioritized Employment Plan. The 97 AMW/PA office provides support according to the following system focused on the commander's priorities, operational core tasks, urgency, mission impact, agencies supported, and resources available. This system helps control the flow of work and ensures all mission-critical needs are met. A detailed list of services and their associated priority level can be found at the enclosed prioritization/employment matrix, [Attachment 4](#).

- a. Core services are services that directly support emergent or operational mission requirements.
 - i. *Priority one* requests include support for time-critical official investigations, crisis response, and other requests directly impacting the ability of the installation to perform its operational mission. This includes alert documentation for evidentiary and decisional purposes, and assisting senior leaders with public and media interaction during emergencies and contingencies.
 - ii. *Priority two* requests include support for non-time-sensitive official investigations, combat readiness, critical items in direct support of priorities and initiatives of commanders at wing level or higher, operational test and evaluation missions, and MAJCOM-directed support. This priority also entails communication to stakeholders and key publics in support of official goals and objectives.
- b. Non-core services are defined as services that do not directly affect an operational mission requirement.
 - i. *Priority three* requests include routine support for education and training, unit-level command information, wing-level official recognition programs, and installation support. This generally includes routine communication with internal and external audiences.
 - ii. *Priority four* requests include all other production services not outlined above. It is possible requests in this priority level may need to be fulfilled through self-help services as dictated by manning requirements.
 - iii. *Priority five* requests are items that have been specifically designated as self-help services only.

7. Restrictions.

- a. IAW AFI 35-109, government-funded PA and VI resources will **not** be used to:
 - i. Provide souvenirs, personal gifts, mementos, or farewell gifts. Examples include “hero” shots in front of aircraft cockpits (unless provided as part of a Distinguished Visitor (DV) orientation flight), booster club promotional items, group photos intended to commemorate events such as golf tournaments or recreational gatherings, and sports team photos.
 - ii. Support or document farewell parties or social events unless certified as newsworthy by the chief of PA or having historical significance by the Wing historian. When an event is determined to be historically significant, PA resources may be provided to meet official news and documentation requirements only.
 - iii. Create products used primarily for entertainment during farewell parties or social events.
 - iv. Support MWR- or services-sponsored recognition programs.

- b. **Altering imagery.** Air Force PA offices are trusted agents for official communication. Because PA professionals create products that can be used in legal proceedings and for critical decision-making, absolute trust and confidence in the truthfulness of products they create is essential. Official imagery may not be altered, unless it is specifically exempted by Department of Defense Instruction (DODI) 5040.02, Visual Information. Examples of requests that will not be supported include changes to personal appearance in an official portrait and digitally adding or removing content to a photo or changing the photo in a way that misrepresents the facts or circumstances of the event captured.
- c. **Use of Copyrighted Materials.** Using copyrighted media requires a separate license or explicit permission. Generally, both music and programs recorded from broadcasts are copyrighted. Having the source recording or music score does not confer any right to reproduce, transfer, or otherwise use or perform the recorded material, either as a whole or in part. Refer to AFI 51-303, *Intellectual Property--Patents, Patent Related Matters, Trademarks and Copyrights*, for guidance.
- d. **Morale, Welfare and Recreation (MWR) Support.** MWR and Services activities are authorized support for Category A (Mission Sustaining) and Category B (Basic Community Support Activities). Category A programs are essential to the military mission and are authorized all support. Category B activities are closely related to Category A activities and are essentially community support programs. The PA office can furnish support to these activities as long as the MWR activity does not generate revenue. For additional clarification of MWR activities, refer to AFI 65-106, *Appropriated Fund Support of Morale, Welfare, and Recreation and Nonappropriated Fund Instrumentalities*.

8. Additional Considerations.

- a. **Studio Photography.** Studio photography is by appointment only and available for official portraits as required by AFI as well as applications for special duty assignments, official passports, and citizenship applications. Chain-of-command studio photography will be provided for leadership at the squadron-level and above (commander, deputy/vice commander, senior enlisted leader, and first sergeant) as well as quarterly/annual award winners at the wing-level and above. Electronic copies will be provided to the requestor. Studio appointments must be made at least 24 hours in advance, and no walk-ins will be accommodated unless there is an emergency. Emergency studio appointments (same day) are those that impact immediate readiness and must be requested in writing by the individual's unit deployment manager stating the immediate need. Portraits displayed by key staff as outlined by AFI's and/or DODI's from prominent support agencies such as the wing inspector general, sexual assault response coordinators, area defense counsel, equal opportunity, and others not listed here will be accommodated. Individuals requiring a studio appointment must provide all requirements while initially setting up the appointment such as size of photo, full-length, Head and Shoulders. For unique requests such as special duty assignments, awards, must be provided in writing by squadron level and above leadership, a digital file will be provided. Miscellaneous studio requests must be supported by an AFI or DODI. Biography photos will be supported for SNCOs and Officers. All others must have a justification from their first sergeant or commander before a digital file will be provided.

- b. Reshoots will ONLY be authorized if there are technical issues regarding camera or lighting equipment. Anyone requiring a reshoot for alternate reasons (i.e. incorrect ribbons, wrong photo request etc.) must provide a memorandum stating the reason for the reshoot along with the signature from their supervisor; appointments will be made based on availability. **The current studio hours of operations are Monday, Wednesday, and Thursday from 8:30 a.m. to 3:30 p.m.**
- c. Group Photos. Units at the squadron-level and above are authorized one group photo per command every two years unless there is a change of command earlier than 24 months from the last group photo. For photo requests outside of cycle, self-help options are available.
- d. VI Equipment Purchase Review. IAW AFI 35-109, *Visual Information*, units wishing to purchase video or still cameras and photographic printers must receive approval from 97 AMW/PA to preclude duplication of effort and to ensure equipment, system, and data compatibility.
- e. Self-Help. In some instances, events, ceremonies, news opportunities and more may warrant the use of the PA office's Self-Help photo and video program. The PA office maintains quality equipment for base personnel to check-out and use in order to document events that the PA staff is unable to dedicate manpower to.
- f. Social Media. Units below the wing level are not authorized an official social media presence. Units can create unofficial Facebook groups or pages without PA support. However, consult with PA first to determine the effectiveness of creating a social media account. Airmen generally do not go to unit social media sites for information. Social media sites tend to be more popular with unit alumni, retirees, and spouses.
- g. Passports. No appointment is required for Passport and Visa photo requests. Personnel and families from the 97 AMW being stationed overseas must have orders, RIP or notification letter to receive passport photos. Passports are taken in the Public Affairs office, Bldg. 87 Room 107. **Official passports are supported as a walk-in service, Monday through Friday, from 0830-1630.**

Attachment 2. 97 AMW/PA Editorial Policy for Official Print, Web and Social Media Publications

1. Delegation of Editorial Review. The 97 AMW/CC exercises editorial control over official print, web, and social media publications for Altus AFB. Day-to-day oversight and responsibility for these activities is delegated to the 97 AMW/PA chief. The determination on of an event's newsworthy value is at the discretion of the 97 AMW/PA chief based on an assessment of how well the proposed coverage supports the commander's communication priorities.

2. Base Newspaper. The "Altus Times Freedom Flyer" newspaper is produced by an off-base civilian publisher at no cost to the government. While the publisher pulls coverage from the Altus AFB website as well as other Air Force and DoD sources, the 97 AMW does not have authority over the publication, its layout, or advertising content.

3. Base Website. The official website for Altus AFB is operated by the 97 AMW/PA staff and is located at www.altus.af.mil. Only information cleared for public release in accordance with AFI 35-107, *Public Web Communications*, and other associated policies and instructions can be posted to the site.

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

4. Base Announcements. Mission and manpower permitting, the 97 AMW/PA office produces a weekly electronic email for the installation. Most **text-only** advertisements, requests for volunteer opportunities, meetings, events etc., are sent out via this medium, if deemed appropriate by the 97 AMW/PA chief. Announcements should be sent to 97AMW.PA.Announcements@us.af.mil only. Additions or changes to the announcements will *not* be taken by phone. The requestor is responsible for formatting the announcement and PA will share it as it is received. The instructions for submitting and formatting announcements are found at the top of the announcements e-mail each week. *In general, fundraising announcements are not permitted.* The use of government systems, (daily bulletin boards and/or electronic public folders) may be used to provide notice of unofficial off-installation fundraising campaigns and volunteer requests if approved by the Installation Commander.

5. Base-Wide e-mail. Base-wide emails are limited to PA Announcements and messages on behalf of the Wing Commander. Under rare circumstances will individual e-mails/messages be sent to the entire wing. Unit commanders may not authorize the use of official communications systems (e.g. official email) to advertise such Private Organization fundraising events. However, official communications systems may be used to advertise events of possible interest to unit Airmen, including (e.g. lunchtime sale of food by unit-affiliated Private Org in a public area adjacent to the unit's geographic footprint). To avoid the appearance of endorsement, such

communications should originate from the unit Public Affairs Office or through other routine channels. They should not originate with unit leadership.

6. Content. News, feature, and editorial material will conform to policies of the Air Force and the 97AMW. Coverage will be factual and objective and avoid morbid, sensational, or alarming details not essential to factual reporting. Accuracy is paramount. Individuals to be interviewed and photographed must meet all requirements of AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, and must comply with current safety, security, and technical order requirements.

- a. News Content. News content is based on local articles developed by the PA staff and releases by the Air Force News Service, MAJCOM news services, American Forces Press Service, and other agencies of the DOD and federal government.
- b. Editorial and Opinion. Locally originated editorials (command position) and commentaries (personal opinions) will reflect the policies of the commander and will be in the interest of the Air Force. Editorials should help readers understand Air Force policies and programs. They must not imply criticism of other governmental agencies, nor advocate or dispute specific political, diplomatic, or legislative matters.
- c. Articles of local interest 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.

7. Editing for Publication. All materials submitted to the 97 AMW/PA office for publication will be reviewed and edited to conform to DoD news writing guidelines. This includes conforming to the guidelines in the *Associated Press Stylebook and Briefing on Media Law* and *Air Force Journalistic Style Guide*.

8. Awards Recognition. Due to limited resources, PA coverage of quarterly award winners is generally limited to Wing and higher-level echelons. However, customers are highly encouraged to use self-help photo and video equipment and the Hometown News Release program to obtain civilian coverage of any significant personal accomplishments such as awards, graduations and promotions. PA will help customers issue a hometown release upon request. See [Attachment 3](#) for further clarification of coverage capabilities.

9. Social Media.

- a. Official Use. The official social media sites for Altus AFB are Facebook, Instagram, Flickr, YouTube and Twitter. These sites are operated by the 97 AMW/PA office using the same guidelines as the official website and print publications. Subordinate and tenant organizations, with the exception of units with their own PA office, are not authorized to operate official social media pages without the approval of the 97 AMW/PA chief. Unofficial pages (e.g. booster club pages, alumni pages, etc.) are not official Air Force social media sites and are encouraged to display a disclaimer that the page is not an official representation of the Air

Force.

- b. **Personal Use.** In general, the Air Force views personal websites, blogs, and social media sites positively, and it respects the right of Airmen to use them as a medium of self-expression. However, as members of the Air Force, Airmen must abide by certain restrictions to ensure good order and discipline. All Airmen are on duty 24 hours a day, 365 days a year, and their actions on and off duty are subject to the Uniform Code of Military Justice (UCMJ). See AFI 1-1, Air Force Standards, and AFI 35-113, Internal Information, for more guidelines regarding personal social media use.

In accordance with AFI 35-107, Public Web and Social Communication Chapter 5, the Air Force views personal web sites and weblogs positively, and it respects the right of Airmen to use them as a medium of self-expression. However, (Airmen, military and civilian) have limitations of free speech, particularly when it comes to discussing OPSEC and the intricacies of the Air Force and DoD. Active duty members must abide by certain restrictions to ensure good order and discipline. All Airmen are on duty 24/7, and their actions on and off duty are subject to the *Uniform Code of Military Justice (UCMJ)*. Guidelines below include excerpts from the full AFI:

- Airmen are free to repost publicly released information on their personal social media accounts.
- Airmen should use their best judgement, remembering that there are always consequences to what is written.
- If still unsure, and the post is about the Air Force, they should discuss the proposed post with their supervisor or the PA office. Ultimately, Airmen are solely responsible for what they post.
- Do NOT post any defamatory, libelous, vulgar, obscene, abusive, profane, threatening, hateful, racially, ethnically, or otherwise offensive or illegal information or material.
- Do not post any non-public information.
- Do not forge or otherwise manipulate identifiers in posts in an attempt to disguise, impersonate, or otherwise misrepresent their identity or affiliation with any other person or entity.
- Airmen cannot use their service affiliation for fundraising purposes on personal social media accounts, except for OPM approved fundraisers such as the CFC and Air Force Associations.
- Airmen should not use government email accounts to establish personal accounts.
- All political activity on personal pages must be in compliance with the guidance provided by the Office of Special Counsel.

10. Base App. To download the App, users must go to their Google App/Apple Store equivalent stores on their devices and search “USAF Connect.” Once downloaded, enable notifications for the App. Go to “Favorites” and type in “97th Air Mobility Wing” and select the + icon to add to your favorites.

- a. Units wishing to input calendar events on the App Calendar must contact the PA office at

97AMW.PA@us.af.mil. After the request is approved, a unit POC will be provided a unique login for access to the calendar to be input at their leisure.

Attachment 3: 97 AMW/PA Community Engagement Tour Guidelines**MEMORANDUM FOR Community Base Tour Groups**

FROM: 97 AMW/PA
510 N. 6th Street, Bldg 87
Altus AFB OK 73523-5047

SUBJECT: Base Tours

1. **INTENT:** The 97 AMW Tour Program is designed to increase awareness and understanding of both the Air Force and Mighty 97th's role in maintaining national security. It is imperative that community members witness the mission firsthand while interacting with Airmen and their families.
2. **REQUEST:** All tour requests must be submitted to 97amw.pa.communityengagement@us.af.mil and logged onto the AF Form DD 2536. Requests must be submitted at least 30 days prior to the requested tour date.
3. **AVAILABILITY:** Tours are subject to mission requirements and manning availability.
4. **TIME:** Tours will not exceed four hours. They will only be given on normal duty days (Monday-Friday) between the hours of 0830-1630 and are limited to two tours per month.
5. **GROUP SIZE:** Tour groups must consist of 20-40 individuals. If a group arrives on the day of the tour without at *least* 15 members, the tour is subject to cancellation.
6. **CHAPERONES:** Chaperones are needed for tours with children under the age of 18. The requesting group must provide one chaperone over the age of 18 per 10 children.
7. **LOCATIONS:** Groups are encouraged to request particular tour locations. Group size, age and interest of visitors, availability, mission requirements and manning will be taken into account when finalizing the itinerary.
 - a. **AIRCRAFT STATICS:** Static display tours will only be given to groups with individuals ages 10 and above. Closed-toe shoes are to be worn at all times on the flightline and while touring aircraft statics.
 - b. **FLIGHTS:** Incentive flights are not offered for individual tour groups.
8. **AIRCRAFT STATIC DISPLAY REQUESTS:** Statics are to be requested from PA through Current Ops with Wing Commander approval. Under no circumstance will static display tours be organized without PA approval.
9. **TRANSPORTATION:** Tour groups must provide their own transportation to the installation. Once on base, the groups may be transported by government vehicles.

10. EAL: Public Affairs will supply an Entry Access List form to tour groups two weeks prior to the tour date. All tour groups with individuals over the age of 18 must fill out and return an EAL form to 97amw.pa.communityengagement@us.af.mil one week prior to the tour date.

11. COORDINATION: Public Affairs coordinates community base tours. If a unit wishes to sponsor, coordinate and conduct a base tour, contact 97amw.pa.communityengagement@us.af.mil. Subsequently, the host is responsible for all necessary arrangements.

12. INSTRUCTION: All groups must adhere to the safety and security instructions given by Public Affairs and other 97th AMW personnel. Under no circumstances will groups be allowed to leave the Public Affairs escort until off the installation.

If you have any questions or concerns regarding the Base Tour program, please call Public Affairs at (580) 481-7700.

ALLISON E. TRUEBLOOD, Captain, USAF
Chief, Public Affairs

Attachment 4: 97 AMW/PA Prioritization Matrix

1. Communication Planning		
<u>Activity</u>	<u>35-series AFI Reference</u>	<u>Priority</u>
1.1. Local Communication Plan and Prioritization/Employment Plan Development	AFI 35-101, Chapter 6	II
1.2. Talking point development	AFI 35-101, Chapter 6	II
1.3. Attend public events	AFI 35-101, Chapter 3 AFI 35-105	III
1.4. Public Affairs Guidance (PAG) Development	AFI 35-101, Chapter 6 AFI 35-104, Chapter 1	II
1.5. HHQ PAG coordination/support	AFI 35-101, Chapter 6 AFI 35-104, Chapter 1	II
1.6. Pre-event, in-person prep (non-media)	AFI 35-101, Chapter 2	III
1.7. Pre-event Q&A development	AFI 35-101, Chapter 6	III
1.8. Deliver/Summarize HHQ PAG	AFI 35-101, Chapter 6	II
2. Community Engagement		
<u>Activity</u>	<u>35-series AFI Reference</u>	<u>Priority</u>
2.1. Response to Community/Noise Complaints	AFI 35-105 Chapter 9 AFI 35-108	II
2.2. Public Inquiries / Request for Information (non-media/general)	AFI 35-105 Chapter 9	II
2.3. Environmental PA	AFI 35-108	II
2.4. Legislative Liaison Support/Coord, as required, for visits, notifications, inquiries	AFI 35-101 Chapter 2	II
2.5. Honorary Commander Program	AFI 35-105 Chapter 10	III
2.6. Civic Leader Activities/Events	AFI 35-105 Chapter 10	III
2.7. PA attendance at community meetings /off-base representation	AFI 35-105 Chapter 3	III
2.8. Military participation in public events	AFI 35-105 Chapter 3	IV
2.9. Speeches/Speakers Bureau	AFI 35-105 Chapter 6	IV
2.10. Air Force Base Tour Program	AFI 35-105 Chapter 7	III
2.11. Aviation Support (flyovers, statics)	AFI 35-105 Chapter 4	III
2.12. Public Affairs Travel/Flights	AFI 35-104, Chapter 1	II
3. Command Information		
<u>Activity</u>	<u>35-series AFI Reference</u>	<u>Priority</u>
3.1 Emergent Issue/Crisis Response	AFI 35-104, Chapter 2	II
3.1.2. Security and Policy Review	AFI 35-102	I
3.1.3. Wing-level bios and fact sheets	AFI 35-107, Chapter 2	III
3.1.4. Official Web Content	AFI 35-107, Chapter 3	II

3.1.6. Straight Talk Line	AFI 35-104, Chapter 2	I
3.1.7. Mission Briefing Content Update/Support	AFI 35-105 Chapter 10	II
3.1.8. Joint Hometown News Release	AFI 35-113, Chapter 11	V
3.1.9. Base Guide/Map Support	AFI 35-113	IV
3.1.10. Speech Writing	AFI 35-105 Chapter 6	II
3.1.11. Base Marquee (Front Gate)	No specific AFI	III
3.1.12. Environmental PA	AFI 35-108	II
4. Media Operations		
<u>Activity</u>	<u>35-series AFI Reference</u>	<u>Priority</u>
4.1.1. Crisis Communication	AFI 35-104, Chapter 2	I
4.2.2. Media Response-to-Query	AFI 35-104, Chapter 1 & 2	I
4.2.3. Media Monitoring (News clips)	AFI 35-101, Chapter 1 & 2	II
4.2.4. Media Prep (SME prep)	AFI 35-101, Chapter 3	II
4.2.5. News/Press Release	AFI 35-104, Chapter 1	III
4.2.6. Media Engagement	AFI 35-104, Chapter 1	III
4.2.7. Media Escort	AFI 35-104, Chapter 1	III
4.2.8. Press Conference training	AFI 35-104, Chapter 1	II
4.2.9. Public Affairs Travel/Flights (Media)	AFI 35-104, Chapter 1	II
4.10. Social Media Content, Monitoring & Response	AFI 35-107, Chapter 4	II
5. Visual Information		
5.1. Photography		
<u>Activity</u>	<u>35-series AFI Reference</u>	<u>Priority</u>
5.1.1. Alert Photography	AFI 35-109, Chapter 2 & 4 AFI 35-109, Attachment 6	I
5.1.2. Accessioning Activity	AFI 35-101 Chapter 1 AFI 35-109 Chapter 8	II
5.1.3. Documentation of Events and Activities	AFI 35-109 Chapter 2, 3, 4	III
5.1.4. Historical Events (Photo Support)	AFI 35-101, Chapter 3 AFI 35-109, Chapter 2 & 4	II
5.1.5. Change of Command (Group-level & up)	AFI 35-109, Chapter 2 & 4	III
5.1.6. Studio photography	AFI 35-109, Chapter 3 AFI 35-109, Attachment 5	III
5.1.7. Self-help Instruction	AFI 35-109, Chapter 4	IV
5.1.8. Change of Command (Wg lvl)	AFI 35-109, Chapter 4	III
5.1.9. Change of Command (Grp lvl)	AFI 35-109, Chapter 4	III
5.1.10. Change of Command (Sq lvl)	AFI 35-109, Chapter 4	IV
5.1.11. Individual Ceremonies (E-9, O-6 and up) -Read: Promotions, Retirements, Decorations	AFI 35-109, Chapter 4	III

5.1.12. Individual Ceremonies (E-8, O-5 and below) -Read: Promotions, Retirements, Decorations	AFI 35-109, Chapter 4	V
5.1.13. Awards Ceremonies (Wg/up) -Read: Wing Promotion, Quarterly Awards, Annual Awards	AFI 35-109, Chapter 2 & 4	III
5.1.14. Awards Ceremonies (Grp/below) -Read: Quarterly Awards, Recognitions	AFI 35-109, Chapter 2 & 4	V
5.2. Video		
<u>Activity</u>	<u>35-series AFI Reference</u>	<u>Priority</u>
5.2.1. Alert Video	AFI 35-101 Chapter 2 AFI 35-109 Chapter 2, 4 AFI 35-109 Attachment 6	I
5.2.2. Accessioning Activity	AFI 35-101 Chapter 1 AFI 35-109 Chapter 8	II
5.2.3. Documentation of events and activities	AFI 35-109 Chapter 2, 3, 4	III
5.2.4. Senior Leader Communication video productions (studio and field productions)	AFI 35-101 Chapter 2 AFI 35-109 Chapter 2, 3, 4 & 8 AFI 35-109 Attachment 5 & 6	II
5.2.5. Self-help instruction	AFI 35-109 Chapter 4	IV
5.2.6. Local training videos (scripted, storyboarded, and edited)	AFI 35-101 Chapter 2 AFI 35-109 Chapter 2, 3, 4, 6, 8 & 9 AFI 35-109 Attachment 5 & 6	II
5.2.7. Local exercise video productions (edited)	AFI 35-109 Chapter 2, 4, 6, 8 & 9 Attachment 5 & 6	III
5.2.8. Mission awareness/capability video productions (scripted and edited news stories, public service announcements, etc.)	AFI 35-109 Chapter 2, 4, 6, 8 & 9 Attachment 5 & 6	III
6. Visual Design/Graphics		
<u>Activity</u>	<u>35-series AFI Reference</u>	<u>Priority</u>
6.1.1. Investigation Support	AFI 35-109 Chapter 2 & 4	I
6.1.2. Training Products	AFI 35-109 Chapter 2 & 4	II
6.1.3. Info graphics/ Pamphlets / Posters (non-training purposes)	AFI 35-109 Chapter 2 & 4	IV
6.1.5. Art/Illustrations (photo illustrations)	AFI 35-109 Chapter 2 & 4	V

Priorities Quick Reference:

<i>Core Services</i>	Services that directly support emergent or operational mission requirements.
(I) Priority I	i. Support for time-critical official investigations, crisis response, and other requests directly impacting the ability of the installation to perform its operational mission. This includes alert documentation for evidentiary and decisional purposes, and assisting senior leaders with public and media interaction during emergencies and contingencies.
(II) Priority II	i. Support for non-time-sensitive official investigations, combat readiness, critical items in direct support of priorities and initiatives of commanders at wing level or higher, operational test and evaluation missions, and MAJCOM-directed support. This priority also entails communication to stakeholders and key publics in support of official goals and objectives.
<i>Non-Core Services</i>	Services that <u>do not</u> directly affect an operational mission requirement.
(III) Priority III	i. Services that do not directly affect an operational mission requirement.
(IV) Priority IV	i. Requests include all other production services not outlined above. <i>It is possible requests in this priority level may need to be fulfilled through self-help services as dictated by manning requirements.</i>
(V) Priority V	i. Requests are items that have been specifically designated as self-help services only.

Notes:

1. This prioritization matrix is based on services delivered at AF COLS level three, and will be modified as necessary when changes occur to the AF COLS program for Public Affairs.
2. This matrix serves as a guide for 97 AMW/PA's day-to-day activities. In some cases, an item that falls into one priority level (for example, priority level three) may receive support at a higher priority level (for example, priority level two) if deemed necessary by the 97 AMW/PA chief.
3. Items that fall into a category not listed in this matrix will be prioritized at the discretion of the 97 AMW/PA chief.