



**DEPARTMENT OF THE AIR FORCE
HEADQUARTERS 62D AIRLIFT WING (AMC)**

7 July 2021

MEMORANDUM FOR 62 AIRLIFT WING

FROM: 62 AW/CC

SUBJECT: 62 AW Public Affairs (PA) Employment Plan

1. PA resources are critical to enhance Airmen morale and readiness, develop public trust and support, and support global influence and deterrence. It is imperative that these finite resources be applied toward activities, which most directly support 62d Airlift Wing, Air Mobility Command and Air Force priorities. Inappropriate use detracts from the ability to support these priorities.
2. This memorandum and associated attachments detail the 62 AW employment plan as required in Air Force Instruction (AFI) 35-101, Public Affairs Operations. The products and services detailed in the enclosed guidance are provided for official purposes consistent with AFIs governing PA activities. Unofficial functions that are not related to military missions or activities will not be supported.
3. This memorandum and attachments supersede all previous guidance on the same subject and will be reviewed annually by the 62 AW/PA chief. Please contact the PA staff with questions at 253-982-5637 (DSN 382-5637).

DAVID A. FAZENBAKER, Colonel, USAF
Commander

3 Attachments:

1. 62 AW/PA Services and Employment Guidelines
2. 62 AW/PA Prioritization Matrix
3. 62 AW/PA Editorial Policy

ATTACHMENT 1:
62 AW/PA SERVICES AND EMPLOYMENT GUIDELINES

1. Scope.

The following procedures govern the 62 AW/PA office as the lead for Air Force-specific PA activities and resources in support of units assigned to 62d Airlift Wing at Joint Base Lewis-McChord, Washington. PA may provide limited support to 627th Air Base Group and other Air Force units at JBLM on as-needed and case-by-cases basis, and will coordinate with parent Wing PAs for coverage.

2. PA Mission.

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

3. 62 AW/PA Services.

Services available from the 62 AW/PA office are grouped into four categories consistent with Air Force Common Output Level Standards (AF COLS):

- a. Communication Planning.** Communication Planning provides trusted counsel and communication advice to the commander and other staff members to enhance mission success. Communication Planning is important to the creation of strategic, operational and tactical effects in PA operations.
- b. PA Engagement.** PA Engagement provides community engagement programs that aim to increase public awareness and understanding of the mission, policies, operations and programs of the Air Force; support Air Force recruiting; and maintain a reputation as a good neighbor. This includes receiving requests for base services from the community such as flyover support, public speakers, and base tours. Units who are asked for their services or personnel, or who receive offers of support from the community directly, must coordinate these with PA (and Judge Advocate when applicable) before committing or accepting resources.
- c. PA Operations.** PA Operations provide programs that support Airman morale and readiness, public trust and support, and global influence and deterrence through the release of timely and accurate information to Airmen, their families, the public and the media.

1. **Command Information.** Command Information provides effective and efficient communication tools to link Airmen with their leaders. Command Information helps Airmen and their families understand their purpose, role and value to the Air Force. A free flow of information to Airmen and their families creates awareness of and support for the mission, increases their effectiveness as Air Force ambassadors, reduces the spread of rumors and misinformation, and provides avenues for feedback.
2. **Environmental.** Supports environmental program objectives and requirements by facilitating public notification and involvement and communicating the Air Force's commitment to environmental excellence. Joint Base Lewis-McChord Public Affairs is the primary for environmental messaging and communication.
3. **Media Operations.** Media Operations facilitates engagement and two-way communication with the media, which is often one of the most rapid and credible means of delivering the commander's message. Remaining open, honest and accessible to the maximum extent possible normally results in greater accuracy, context and timeliness in communicating with internal and external audiences. Personnel assigned to Air Force units on JBLM will coordinate all official media requests and queries through the 62 AW/PA office. Personnel assigned to units with organic PA capabilities will coordinate media requests and queries through their PA office.
4. **Security and Policy Review.** 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.
5. **Visual Information (VI).** VI provides programs that collect, preserve and access visual 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. 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 wing leadership, security forces, the Air Force Office of Special Investigations and/or the safety office. During non-duty hours, the on-call PA representative can be contacted through the command post or by calling the PA 24-hour duty phone at 253-441-7956.

5. Requesting Support.

Submit PA support requests to the 62 AW/PA email account at 62AW.PA.Mail@us.af.mil at least five business days in advance as possible; requests for VI support should be submitted to the JBLM Enterprise Multimedia Center. Advance notice provides PA the ability to ensure the necessary equipment and personnel are available. Failure to coordinate in advance will reduce the likelihood that the event can receive PA support. Consumer-grade still and video equipment is available for self-help use on a first-come, first-served basis when the PA staff is already scheduled to support higher or equal priority tasks.

6. Prioritized Employment Plan.

The 62 AW/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 2):

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

- (1) Priority one requests include support for time-critical official investigations, crisis response and other requests directly impacting the ability of the Wing to perform its operational mission. This includes documentation for evidentiary and decisional purposes, and assisting senior leaders with public and media interaction during emergencies and contingencies.
- (2) Priority two requests include support for non-time-sensitive official investigations, combat readiness, critical items in direct support of priorities and initiatives of commanders at wing level or higher, operational test and evaluation missions, and MAJCOM-directed support. This priority also entails communication to stakeholders and key 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.

- (3) 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. This generally includes routine communication with internal and external audiences.
 - a. Public Affairs News Support: Products acquired for historical and informational purposes, or as deemed necessary by 62 AW/PA (AFI 35-101)

- b. Change of Command Ceremonies: Group level and above. Digital files available for download. Video support provided for wing commanders only. Exceptions may be made for important historical figures such as Medal of Honor recipients, Order of the Sword recipients or aerial aces for historical and informational purposes; all others may be supported through self-help (AFI 35-101).
- c. Commanders Calls: Must be official AF awards only (i.e. medals, quarterly/annual awards). Base photographer provided when ceremony is presided by O-6 or above; all others may be supported through self-help (AFI 35-101). Digital files available for download. No video coverage allowed (AFI 35-101).
- d. Wing Promotion Ceremonies: Base photography provided when ceremony is presided by the wing commander; all others may be supported through self-help. Digital files available for download. No video coverage allowed (AFI 35-101).
- e. Wing Awards Ceremonies: Base photography provided when ceremony is presided by the wing commander; all others may be supported through self-help. Digital files available for download. No video coverage allowed (AFI 35-101).
- f. Induction Ceremonies: Chiefs or SNCOs only. Digital files available for download.
- g. Protocol Distinguished Visitors: Products acquired for historical and informational purposes, or as deemed necessary by 62 AW/PA (AFI 35-101).
- h. Retirement Ceremonies: Photographer provided pending availability; all others may be supported through self-help. Video provided for wing commanders only. Exceptions may be made for important historical figures such as Medal of Honor recipients, Order of the Sword recipients or aerial aces for historical and informational purposes; all others may be supported through self-help (AFI 35-101).
- i. Group Photos: Units at the squadron level and above are authorized one group photo annually. Digital files available for download. Units are responsible for requesting static display, support equipment, and positioning the squadron.

- (4) 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.
- (5) Priority five requests are items that have been specifically designated as self-help services only.

7. Restrictions.

- a. IAW AFI 35-101, government-funded PA and VI resources will not be used to:
 - (1) Provide souvenirs, personal gifts, mementos or farewell gifts. Examples include, but are not limited to, “hero” shots in front of aircraft cockpits (unless provided as part of a Distinguished Visitor orientation flight), booster club promotional items, sports team photos, photos for unit holiday cards, and group photos intended to commemorate events such as golf tournaments or recreational gatherings.
 - (2) Support or document farewell parties or social events unless certified as newsworthy or having historical significance by the base historian or chief of PA. When an event is determined to be historically significant, PA resources may be provided to meet official news and documentation requirements only.
 - (3) Create products used primarily for entertainment during farewell parties or social events.
 - (4) Provide décor for individual personal office walls. Products for organizational area may be provided depicting relevant missions performed.
 - (5) Support MWR or services-sponsored recognition programs. 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.
 - (6) Children/Minors: When submitting a request to document children under the age 18, a parent or legal guardian must sign a DD Form 2830, General Talent Release, or DD Form 2831, General Release Where Talent Fee or Other

Remuneration or Recompense Accrues to the Participant, allowing use of child's image.

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

9. 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.

10. Additional Considerations

- a. **Flight Line Photography and Authorization.** The 62 AW/CC has delegated the authority for McChord Field flight line photography and authorization to the 62 AW/PA. Units and personnel must request flight line photography authorization from 62 AW/PA at least 48 hours prior to the event. Photos for public release must also be reviewed by 62 AW/PA prior to publication.
- b. **Studio Photography.** The Joint Base Lewis-McChord's Enterprise Multimedia Center is the primary provider of visual information services to JBLM, including 62d Airlift Wing. If EMC is unable to provide support, 62 AW/PA may provide studio photography support. Studio photography is performed by 62 AW/PA by appointment only and available for official portraits as required by AFI, as well as for applications for special duty assignments. Chain-of-command studio photography will be provided for leadership at the squadron-level (commander, deputy/vice commander, and first sergeant) as well as quarterly and annual award winners. Official photos for O-6 and above, as well as E-9s, must be conducted at EMC to ensure uniformity with the rest of JBLM leadership. Electronic copies will be provided to the requestor. Appointments for studio photography can be scheduled for Tuesdays and Wednesdays between the hours of 0900-1100.
- c. **VI Equipment Purchase Review.** IAW AFI 35-101, units wishing to purchase video or still cameras and photographic printers must receive approval from 62 AW/PA to preclude duplication of effort and to ensure equipment, system and data compatibility.

ATTACHMENT 2:
62 AW/PA PRIORITIZATION MATRIX

| ACTIVITY | AFI REFERENCE | PRIORITY (see notes 1-5) |
|---|---------------------------------|------------------------------------|
| 1. Communication Planning | | |
| 1.1 Communication Planning | AFI 35-101, 1.14 | II |
| 1.2 PAG/Talking Point Development | AFI 35-101, 1.14.2.2 | II |
| 1.3 Operational/Wing Plan Coordination | AFI 35-101, 1.14.2.2 | III |
| 2. Public Affairs Engagement | | |
| 2.1 Air Force Tour Program / Base Tours | AFI 35-101, 4.27 | IV |
| 2.2 Aviation Support (flyovers, statics) | AFI 35-101, 4.7 | IV |
| 2.3 Civic Leader Activity | AFI 35-101, Section K | III |
| 2.4 Community Complaint Response | AFI 35-101, Section 4G | III |
| 2.5 Honorary Commander Program | AFI 35-101, 4.36 | III |
| 2.6 Legislative Liaison Support | AFI 35-101, 1.14.2.12 | II |
| 2.7 Military Participation in Off-base Events | AFI 35-101, Section 4C | III |
| 2.8 PA Representation (off-base) | AFI 35-101, 4.4 | IV |
| 2.9 Request for Information (non-media) | AFI 35-101, Section 4G | III |
| 2.10 Speeches / Speaker's Bureau | AFI 35-101, 4.5 | IV |
| 3. Public Affairs Operations | | |
| 3.1 Crisis Communication | AFI 35-101, 3.1 | I |
| 3.2 Official Web | AFI 35-101, 5.6 | II |
| 3.3 Content Generation/Posting | AFI 35-101, Section 5D | II |
| 3.4 Official Bios and Factsheets | AFI 35-101, 5.8.1.2 | III |
| 3.5 Social Media Posting/Engagement | AFI 35-101, Section 5D; AFI 1-1 | III |
| 3.6 Web/Social Media Analysis | No specific reference | IV |
| 3.7 Joint Hometown News Service | DoDD 5105.74 | IV |
| 3.8 Media Analysis (news clips) | AFI 35-101, 2.3.5 | II |
| 3.9 Media Engagement (pro-active) | AFI 35-101, 2.3.5. | II |
| 3.10 Media Escort (non-crisis) | AFI 35-101, 2.3.5.1 | II |
| 3.11 Media Training (non-crisis) | AFI 35-101, 1.14.2.4 | III |
| 3.12 News Conference (non-crisis) | AFI 35-101, 2.3.5 | III |
| 3.13 News Release (non-crisis) | AFI 35-101, 2.3 | III |
| 3.14 Response-to-Query (non-crisis) | AFI 35-101, 2.3.5 | II |
| 3.15 PA Travel | AFI 35-101, 8.1 | III |
| 3.16 Security and Policy Review | AFI 35-101, 4.23 | III |
| 4. Visual Information | | |
| 4.1 Equipment Approval Requests | AFI 35-101, 7.2.4 | IV |
| 4.2 Alert Photo (accidents, crises, etc.) | AFI 35-101, 7.15 | I |
| 4.3 Ceremonies (O-6/up) | No specific AFI reference | III |
| 4.4 Ceremonies (O-5/down) | No specific AFI reference | V |
| 4.5 Change of Command (O-6/up) | No specific AFI reference | III |
| 4.6 Change of Command (O-5/down) | No specific AFI reference | V |
| 4.7 Documentation (mission) | AFI 35-101, 1.14.2.9 | III |
| 4.8 Historical Significance (e.g. VIP visit) | AFI 35-101, 7.18 | IV |
| 4.9 Studio (bio, award package photos) | AFI 35-101, 7.14.1 | IV |
| 4.10 Accessioning Activity | AFI 35-101, 7.18 | III |
| 4.11 Self-help facilitation | AFH 35-115, 3.4 | IV |
| 4.12 Official Passport Photos | AFH 35-115, 1.2.7 | V |
| 4.13 Video/Audio Production | AFI 35-101, 7.3 | V |

| | | | |
|------|-------------------------------------|---------------------------|---|
| 4.14 | Media Duplication | No specific AFI reference | V |
| 4.15 | Graphics | AFI 35-101, 1.6.9 | V |
| 4.16 | Illustrations | AFI 35-101, 1.6.9 | V |
| 4.17 | Info Graphics / Pamphlets / Posters | AFI 35-101, 1.6.9 | V |

Notes:

- 1) **Priority I** requests include support for time-critical official investigations, crisis response, other requests directly impacting the ability of 62d Airlift Wing to perform its operational mission, and assisting senior leaders with public and media interaction during emergencies and contingencies
- 2) **Priority II** requests include support for combat readiness, critical items in direct support of priorities and initiatives of commanders at wing level or higher, operational test and evaluation missions, and AMC-directed support. This priority also entails communication to stakeholders and key publics in support of official goals and objectives.
- 3) **Priority III** requests include routine support for unit-level command information, wing-level official recognition programs, and installation support. This generally includes routine communication with internal and external audiences.
- 4) **Priority IV** 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.
- 5) **Priority V** requests are items that have either been specifically designated as self-help services only, or for items that are outside the capabilities of the 62 AW/PA office.
- 6) 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.
- 7) This matrix serves as a guide for 62 AW/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 62 AW/PA chief.
- 8) Items that fall into a category not listed in this matrix will be prioritized at the discretion of the 62 AW/PA chief.

ATTACHMENT 3:
62 AW/PA EDITORIAL POLICY

1. Delegation of Editorial Review.

The 62 AW/CC exercises editorial control over official print, email, web, and social media publications for the 62d Airlift Wing. Day-to-day oversight and responsibility for these activities is delegated to the 62 AW/PA chief. The determination of an event's newsworthy value is at the discretion of the 62 AW/PA chief based on an assessment of how well the proposed coverage supports the commander's communication priorities.

2. Base Website.

The official website for the 62 AW is operated by the 62 AW/PA staff and is located at www.mcchord.af.mil. Only information cleared for public release in accordance with AFI 35-101, 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.

3. Content.

News, feature, editorial and bulletin materials will conform to policies of the Air Force and the 62 AW/CC. Coverage will be factual and objective and avoid morbid, sensational or alarming details not essential to factual reporting. Accuracy is paramount. Individuals to be interviewed and photographed must meet all requirements of AFI 36-2903, Dress and Personal Appearance of Air Force Personnel, 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 released by the Air Force News Service, MAJCOM news services, Defense.gov and other agencies of the DOD and federal government.

b. Editorial and Opinion

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

c. Articles of local interest produced outside official channels (e.g. stringers, local organizations) may be used 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.

4. Editing for Publication.

All materials submitted to the 62 AW/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.

5. Awards Recognition.

Due to limited resources, PA coverage of award winners is limited to wing and higher-level echelons but still will be considered on a case-by-case basis. However, customers are highly encouraged to use the Hometown News Release Program to obtain civilian coverage of any significant personal accomplishments such as awards, graduations and promotions. PA will help customers issue a hometown release upon request.

6. Bulletins and McChord-All Emails

- a. Weekly Bulletin is provided for Team McChord community and features items of interest to McChord Field. Bulletins must not contain solicitations or advertisement that are not in accordance with DoD instruction 5120.04. This includes promotion or endorsement of any political, financial, commercial or non-governmental agency. Deadline for submission is close of business Mondays prior to publication on Wednesdays. If questions arise regarding the bulletin, PA will coordinate with JA for review.
- b. Stand-alone McChord-All Emails are only intended to deliver safety, security, crisis and wing commander-directed messages. This is to avoid spamming McChord personnel.

7. Social Media.

- a. **Official Use.** The official social media sites for the 62 AW is Facebook, Instagram, Twitter and Flickr. This site is operated by the 62 AW/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 62 AW/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 35-101, Public Affairs Operation, for more guidelines regarding personal social media use.