



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

25 October 2016

MEMORANDUM FOR TEAM MCCHORD AIRMEN

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 Team McChord, AMC, and Air Force priorities. Inappropriate use detracts from the ability to support these priorities.
2. This memorandum and associated attachments detail the Team McChord 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 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).

LEONARD J. KOSINSKI, Col, 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 Joint Base Lewis-McChord. Individuals in units with organic PA capabilities should first coordinate requests through their unit PA office prior to contacting 62 AW/PA.

#### **2. PA Mission.**

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

#### **3. 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 JA when applicable) prior to 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. *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.
  3. *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.
- d. *Visual Information (VI).* VI Provides programs that collect, preserve, and accession VI products to meet operational, informational, training, research, legal, historical and administrative needs. Visual products, such as 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.

#### **5. Requesting Support.**

Submit PA support requests to the 62 AW/PA email account at [62aw.pa.mail@us.af.mil](mailto:62aw.pa.mail@us.af.mil) as far in advance as possible. 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 will 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 (see attachment 2).

## **7. Restrictions.**

- a. IAW AFI 35-109, 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. Support MWR or Services-sponsored recognition programs.
- b. *Altering imagery.* Air Force PA offices are trusted agents. Because PA professionals create products that can be used in legal proceedings and for critical decision-making, absolute trust and confidence in the truthfulness of products they create is essential. Official imagery may not be altered, unless it is specifically exempted by Department of Defense Instruction (DODI) 5040.02, *Visual Information*. Examples of requests that will not be supported include changes to personal appearance in an official portrait and digitally adding or removing content to a photo or changing the photo in a way that misrepresented the facts or circumstances of the event captured.
- c. *Use of Copyrighted Materials.* Using copyrighted media requires a separate license or explicit permission. Generally, both music and programs recorded from broadcasts are copyrighted. Having the source recording or music score does not confer any right to reproduce, transfer, or otherwise use or perform the recorded material, either as a whole

or in part. Refer to AFI 51-303, *Intellectual Property--Patents, Patent Related Matters, Trademarks and Copyrights*, 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 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 and above (commander, deputy/vice commander, and first sergeant) as well as quarterly and annual award winners at the wing-level and above. Electronic copies will be provided to the requestor. Appointments for studio photography can be scheduled for duty days between the hours of 0930-1300.
- b. *Group Photos.* Units at the squadron-level and above are authorized one group photo annually. Electronic copies will be provided to the requestor.
- c. *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 62 AW/PA to preclude duplication of effort and to ensure equipment, system, and data compatibility.

ATTACHMENT 2:

62 AW/PA PRIORITIZATION MATRIX

<b>ACTIVITY</b>		<b>AFI REFERENCE</b>	<b>PRIORITY</b> (see notes 1-5)
<b>1.</b>	<b>Communication Planning</b>		
1.1	Communication Planning	AFI 35-101 Ch. 6	II
1.2	PAG/Talking Point Development	AFI 35-101 Ch. 6	II
1.3	Operational/Wing Plan Coordination	AFI 35-101 Ch. 2, AFI 35-104 Ch. 2	III
<b>2.</b>	<b>Public Affairs Engagement</b>		
2.1	Air Force Tour Program / Base Tours	AFI 35-105 Section H & I	IV
2.2	Aviation Support (flyovers, statics)	AFI 35-105 Sections C & E	IV
2.3	Civic Leader Activity	AFI 35-105 Section K	III
2.4	Community Complaint Response	AFI 35-105 Section J, AFI 35-108	III
2.5	Honorary Commander Program	AFI 35-105 Section K	III
2.6	Legislative Liaison Support	AFI 35-101 Ch. 2	II
2.7	Military Participation in Off-base Events	AFI 35-105 Sections C & K	III
2.8	PA Representation (off-base)	AFI 35-105 Section K	IV
2.9	Request for Information (non-media)	AFI 35-105 Section J	III
2.10	Speeches / Speaker's Bureau	AFI 35-105 Section G	IV
2.11	Unit Public Affairs Representative Program	AFI 35-113	IV
<b>3.</b>	<b>Public Affairs Operations</b>		
3.1	Crisis Communication	AFI 35-104 Ch. 2	I
3.2	Official Web	AFI 35-107	II
3.3	Content Generation/Posting	AFI 35-113	II
3.4	Official Bios and Factsheets	AFI 35-107, AFI 35-113	III
3.5	Social Media Posting/Engagement	AFI 35-113, AFI 1-1	III
3.6	Web/Social Media Analysis	No specific reference	IV
3.7	Joint Hometown News Service	AFI 35-113	IV
3.8	Media Analysis (news clips)	AFI 35-101 Ch. 1, 2	II
3.9	Media Engagement (pro-active)	AFI 35-104 Ch. 1	II
3.10	Media Escort (non-crisis)	AFI 35-104 Ch. 1	II
3.11	Media Training (non-crisis)	AFI 35-101 Ch. 1, AFI 35-104 Ch. 1	III
3.12	News Conference (non-crisis)	AFI 35-104 Ch. 1	III
3.13	News Release (non-crisis)	AFI 35-104 Ch. 1	III
3.14	Response-to-Query (non-crisis)	AFI 35-104 Ch. 1	II
3.15	PA Travel	AFI 35-103 Ch. 1, AFI 35-104 Ch. 1	III
3.16	Security and Policy Review	AFI 35-102	III
<b>4.</b>	<b>Visual Information</b>		
4.1	Equipment Approval Requests	AFI 35-109 Ch. 5	IV
4.2	Alert Photo (accidents, crises, etc.)	AFI 35-109 Ch. 4 & attachment 2	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 35-109 Ch. 3, 4 & 7	III
4.8	Historical Significance (e.g. VIP visit)	AFI 35-109 Ch. 4 & attachment 2	IV

4.9	Studio (bio, award package photos)	AFI 35-109 Ch. 4 & attachment 2	IV
4.10	Accessioning Activity	AFI 35-109 Ch. 2, 4, 8 & attachment 2, 5	III
4.11	Self-help facilitation	AFI 35-109 Ch. 4	IV
4.12	Official Passport Photos	AFI 35-109 Ch. 4 & attachment 2	V
4.13	Video/Audio Production	AFI 35-109 Ch. 3, 4 & attachment 2	V
4.14	Media Duplication	No specific AFI reference	V
4.15	Graphics	AFI 35-109 Ch. 4 & attachment 2	V
4.16	Illustrations	AFI 35-109 Ch. 4 & attachment 2	V
4.17	Info Graphics / Pamphlets / Posters	AFI 35-109 Ch. 4 & attachment 2	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, 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 Newspaper.**

The **Northwest Guardian** is produced by an off-base civilian publisher at no cost to the government and managed by the JBLM PA office. While the publisher pulls coverage from the Team McChord website, as well as other Air Force and DOD sources, the 62 AW does not have authority over the publication, its layout, or advertising content.

**3. 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](http://www.mcchord.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. Content.**

News, feature, and editorial material 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 releases by the Air Force News Service, MAJCOM news services, American Forces Press Service, and other agencies of the DOD and federal government.

b. *Editorial and Opinion*

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

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

## **6. 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.

## **7. Social Media.**

a. **Official Use.** The official social media site for the 62 AW is Facebook. 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 35-113, Internal Information, for more guidelines regarding personal social media use.