

# **CDC Z3N07X**

## **Public Affairs Craftsman**

### **Volume 1. Supervising Public Affairs Activities**



**Air Force Career Development Academy  
The Air University  
Air Education and Training Command**

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Welcome to your 7-level Public Affairs (PA) Operations Management career development course (CDC). This CDC is designed to provide you the job knowledge necessary to advance from a 5-skill to a 7-skill level and provide you with tools and knowledge you'll need as you assume a more active role in developing the junior Airmen in your office and as you progress in your own career.

Your 7-level CDC consists of only one volume, but before you hastily draw the erroneous conclusion you don't have much more to learn, here are some key points you must understand before you begin studying:

1. Your 7-level CDC is designed to supplement your comprehensive understanding of your 5-level core PA CDC material. Keep in mind that while you will be tested solely on the content of this volume in pursuit of your upgrade to a 7-level, you can be tested on the material in both your 5- and 7-level CDCs when you test for promotion.
2. This CDC consists of only one volume because, to the greatest extent possible, duplication of 5-level text in 7-level studies has been eliminated. In lessons where you do recognize content familiar to what you've already studied, your focus should no longer be primarily on developing your own competency, but rather refining the expertise you've achieved in order to teach and groom the next generation of PA Airmen. Welcome this course as your opportunity to become an increasingly vital asset to your Airmen and your PA office (PAO).

This 7-level CDC will aid your progress in becoming and performing as an operational PA leader. Through expanding upon the lessons in your 5-level upgrade training and education, this volume will introduce you to some new planning and implementation responsibilities that are critical to PA's effective support of the Air Force mission and its reputation.

Unit 1 focuses on visual documentation and communication, including imagery management and documentation and broadcasting programs. Unit 2 teaches you more about PA communications, from designing PA communications such as PA annexes, communication plans and long-range calendars. It also delves more into traditional PA communication strategies on community engagement, media operations and official websites. Unit 3 reviews legal, ethical and deployment responsibilities of communication.

While some of this material may seem familiar from your 5-level CDCs, in this 7-level CDC volume we discuss it from a supervisory level such as how to work with other agencies for crisis response and how to set up an alert roster.

Please refer to Appendices as directed in the text. A glossary is included for your use.

Code numbers on figures are for preparing agency identification only.

The use of a name of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

To get a response to your questions concerning subject matter in this course, or to point out technical errors in the text, unit review exercises, or course examination, call or write the author using the contact information on the inside front cover of this volume.

**NOTE:** Do not use the IDEA Program to submit corrections for printing or typographical errors.

If you have questions that your supervisor, training manager, or education/training office cannot answer regarding course enrollment, course material, or administrative issues, please contact Air University Educational Support Services at <http://www.aueducationsupport.com>. Be sure your request includes your name, the last four digits of your social security number, address, and course/volume number.

This volume is valued at 15 hours and 5 points.

**NOTE:**

In this volume, the subject matter is divided into self-contained units. A unit menu begins each unit, identifying the lesson headings and numbers. After reading the unit menu page and unit introduction, study the section, answer the self-test questions, and compare your answers with those given at the end of the unit. Then complete the unit review exercises.

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# Unit 1. Visual Documentation and Communication

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**N**O MATTER WHAT profession we choose in life, success requires us to be good at what we do, and to be among the very best at what we do. As Airmen, what we do each day contributes to the success of the world’s greatest Air Force. As public affairs (PA) professionals, we must strive to “get it done right the first time, every time,” in order to help maintain our reputation as the world’s greatest Air Force.

Our mission includes providing military leaders with imagery they need to make decisions affecting national security. We deliver timely, accurate, factual information about the Air Force to news media, the American public and the world. We keep Airmen and their families informed about news and policies that directly affect them. As official Air Force spokespeople, we exhibit the very best public image possible.

Your job as a PA is to be among the very best reputation managers in the world, which you’ve focused on in your 5-level CDC studies. Those lessons consistently highlighted the importance of planning and being prepared for things to happen *before* they actually happen (proactiveness)—in regard to your own tactical skill set and its subsequent impacts on the Air Force’s reputation.

Developing as a PA leader demands you become increasingly involved in, and responsible for, the proper management of PA resources—funds, manpower, training, supplies and equipment. The information in this volume is written to help you accomplish this.

## 1–1. Imagery Management

PA performs the vital visual information (VI) role of providing imagery to both external and command audiences. Chances are you have been performing some aspect of the visual documentation mission already, whether taking studio portraits of wing leadership, shooting photos for the base website or capturing video of an exercise. This section covers some aspects of imagery management and the documents that govern it.

### 001. Defense visual information activity number

Department of Defense Instruction (DODI) 5040.02, *Visual Information*, mandates the VI mission must be performed at every DOD installation and consolidated on the installation where feasible.

Fulfilling that mandate at an installation starts with a defense visual information activity number (DVIAN), which is a number assigned to organizations that perform the VI mission authorizing the operation of VI activities. A VI activity is any unit or portion of a unit that performs the VI mission, creates VI products or provides VI services.

Air Force Public Affairs Agency (AFPAA) is the approving authority for Air Force organizations to operate VI activities and assigns DVIANS to units. AFPAA maintains the service-level DVIAN registry for the Air Force.

VI managers at all levels maintain a copy of current DVIAN authorization documents. Additionally, major command (MAJCOM) PA offices maintain copies of all DVIAN authorization documents for all units within their command. The host PA office is responsible for managing all VI assets on an installation.

DVIANS are revalidated every five years or whenever the current DVIAN's unit designation changes. MAJCOM VI managers must inform AFPAA when the current DVIAN's designated VI manager changes to keep records current. The installation PA office base VI manager (BVIM) ensures a revalidation request is completed and sent through the host installation commander and MAJCOM PA office to AFPAA Plans and Programs Division (AOX). Requests for revalidation must include the following information:

1. Copies of previous and current mission/function statements, Air Force specialty codes (AFSC)/series of unit manning document (UMD) positions and unit type codes (UTC) supported.
2. A list of authorized functions performed.
3. A list of supported units, agencies, activities or locations. Include a list of units currently supported by host tenant and inter-service support agreements.
4. Wing commander certification the function is still needed.

All organizations or units possessing an approved DVIAN are required to coordinate with AFPAA/AOX to establish an account in the Automated Information Multimedia Manager (AIM2) database tool and perform all AIM2 functions.

## **002. Historical documentation**

Historical documentation is not only important to the Air Force; it's mandated by federal and DOD laws. However, determining what may be of historical value can be confusing. What may seem important to you or your base may not be of significant value to the Air Force or DOD.

MAJCOM VI managers ensure VI materials with record value produced within the command are identified, collected and submitted according to Air Force Instruction (AFI) 35-109, *Visual Information*. This includes in-house or contractor activities. The DOD Visual Information Schedule (<http://go.usa.gov/3qwg5>) provides an extensive list of combat and non-combat subjects that should be accessioned to the national archives which are, therefore, of both immediate and historical value.

The installation PA office will set up local procedures to identify, gather and submit significant VI material that may have record value. The installation PA office works with representatives from operations, history and other units to identify these materials.

## **003. Support agreements**

Your PA office or Defense Media Activity (DMA) affiliate may be responsible for providing certain services or having services provided to them. It's important you familiarize yourself with the support agreements to avoid violating a contract or duplicating effort.

### **Contract operations**

Some PA offices have contracted VI operations. The office of primary responsibility (OPR) for all contracted operations on an installation is the base contracting office. PA oversees and facilitates contracted VI centers with BVIMs acting as quality assurance evaluators (QAE). BVIMs evaluate contract support and are functionally qualified technical experts in AFSCs 35PX or 3N0XX or civilian personnel in GS 1000 series.



Seek specific guidance from the wing contracting office for detailed procedures on managing an existing contract operation. BVIMs need to understand many things to successfully run a VI contract.

### *Performance work statement*

The performance work statement (PWS) defines the work to be completed in the contract. As the basis for both in-house cost estimates and potential contractor's proposal, the PWS is the heart of the cost comparison process. The PWS must capture workload, specifying *what* work the contractor must complete, *not how* the contractor will complete the work. The functional organization has primary responsibility for developing the PWS.

The contracting office provides assistance during PWS development and conducts comprehensive reviews to ensure it's complete and accurate, and it defines Air Force requirements. PWS development does not have to start from scratch. Completed PWS forms exist for practically every commercial function, and there are organizations that consolidate and make them available for use. Tailoring a good PWS to a particular installation's workload saves time, and in most cases, allows the PWS team to complete a better product.

### *Statement of work*

The terms "statement of work (SOW)," PWS and statement of objectives (SOO) may have different meanings to those who develop and review them. We define a SOW as a description of the government's requirements.

You must be familiar with the SOW's primary and secondary requirements. Secondary requirements include things like records, equipment and automated data processing equipment (ADPE) management; facility management; operations security (OPSEC); and emission security (EMSEC).

While the SOW doesn't tell the contractor how to do the work, it does include a means to determine whether work has been performed at an acceptable standard. For example, a SOW requirement to cut grass would be expressed as "cut grass so as to meet the level of appearance and cleanliness as defined." The *how* would be left up to the contractor to determine.

### *Statement of objectives*

A SOO identifies the top-level program and contract purposes by stating, in broad terms, what the government needs and when the government needs it. This approach allows flexibility to develop cost-effective solutions, with opportunity to propose innovative alternatives to meet stated objectives. SOOs attempt to minimize use of military specifications and standards, and eliminate statutory, regulatory or management policy document citations. Contractor expertise and innovation is encouraged in their proposals. Government evaluators, therefore, must be flexible in their expectations of proposals received in response to an SOO.

### *Contracting officer representative*

As a contracting officer representative (COR), you are the qualified individual appointed by the contracting officer to assist in technical monitoring or administration of the contract. Fulfilling this duty requires you to understand the quality measurements for the contract and the "history" of performance.

Know which products and services the contractor is supposed to provide and make sure they are all, in fact, provided. Additional products and services allowed to be provided, but are not in the written performance work statement, may result in an additional bill from the contractor.

### *Program manager*

You should meet and develop a good working relationship with the service provider's program manager (PM). Be clear and share philosophy and reputation management goals to foster a team environment. All members of the contract deal directly with customers affecting both the PA's and service provider's mutual reputations. Establish a level of open feedback for process and product improvement. PMs can and should solicit inputs from their employees. Just like a military-run VI

center, the people on the frontline doing the daily tasks have the most valuable input on process improvement.

### *Quality assurance surveillance plan*

The quality assurance surveillance plan (QASP) provides the QAE with an effective tool to survey a contractor's performance. The QASP may use various surveillance techniques. One QASP key objective is to ensure the government receives acceptable contractor performance against contractual requirements in determining conformity with technical requirements of the contract. This objective is based on the premise the contractor bears responsibility for management and quality control (QC) of the contract, not the government. Therefore, minimum surveillance of the contractor is required only to make sure the contractor abides by contract terms and payment is authorized for services actually received. Remember the method of surveillance used for a particular contract must be determined in conjunction with PWS development. The organization receiving the service must understand which surveillance method will best fulfill its needs. Finally, you should have a plan in place to provide basic services if the contract is terminated for any reason.

### **Host-tenant support agreements**

As a leader in your PA unit, you may own responsibility for reviewing host-tenant support agreements. These agreements are typically drafted as a base-level agreement between the host wing and the tenant unit. For example, the host unit at Yokota Air Base (AB), Japan, is the 374th Airlift Wing (AW). It provides operational support and runs the base on a daily basis. The 5th Air Force is a tenant on Yokota AB. It receives support activities from the 374th AW, such as building maintenance and PA support. These support services have costs associated with them, which is where the support agreements come into play.

Knowing what services your section provides a tenant unit is vital for properly tracking service costs and possibly receiving reimbursements for those services. Additionally, you need to review these agreements annually to accurately reflect what services you can or do provide. Whatever level of support you provide to the host wing should also be extended to the tenant units on the base.

Most DMA affiliates and band units are assigned as tenant units to wing hosts. If you're the tenant unit, you review your unit's host-tenant support agreements to ensure your unit requests and receives all of the support your organization needs to operate.

### **004. Multimedia work orders**

As you learned in your 5-level lessons, when customers come into the PA office, they may know exactly what it is they want or they may just have a general idea of what they need. It's imperative PA Airmen develop strong customer service skills for many reasons, starting with helping customers translate their wants and needs into a request everyone understands. The tool we use for this is the AF IMT 833, Multimedia Work Order. Once you translate the customer's requirements to the work request, you must not only accomplish the task, but also track the request to its completion.

Customers describe their requirement for PA services on the AF IMT 833 (figs. 1-1 and 1-2). These work requests also help you manage and track the work load in your multimedia center. Without a tracking system, work requests can easily become misplaced or miscommunicated. Tracking also helps you prioritize tasks and complete old work requests before taking on newer ones.

| MULTIMEDIA WORK ORDER  |   |  |   | 1. Work Order No.<br>FEB2016-0001                  | 2. Priority<br>III                        | 3. Reimbursable<br>N/A   |                          |                          |                          |                                     |
|--|---|--|---|--|---|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|
| 7. Requester (Last Name, First Name)<br>McDonald, Euld   |   | 8. Grade<br>GS-12  | 9. Telephone No.<br>555-5555                                      | 4. Date/Time Received (YYYYMMDD)<br>20160214 0900  | 5. Logged in By<br>Hubbard                |                          |                          |                          |                          |                                     |
| 10. Organization<br>123 Fighter Wing   | 11. Office Symbol<br>CCP  | 12. E-mail Address<br>euld.mcdonald@official.mil         |   | 6. Projected Completion Date/Time<br>20160228 1630 |   |                          |                          |                          |                          |                                     |
| 13. Classification<br>UNCLASS  | 14. Classified By<br>N/A  |  | 15. Downgrade Schedule<br>N/A                                     |  |   |                          |                          |                          |                          |                                     |
| 16. Support Required   | <input type="checkbox"/> Graphics   | <input checked="" type="checkbox"/> Photo                | <input type="checkbox"/> Video                                    | <input type="checkbox"/> Presentations             |   |                          |                          |                          |                          |                                     |
|  | <input type="checkbox"/> VTC/DL   | <input type="checkbox"/> Self Help                       | <input type="checkbox"/> Other (Specify)                          |  |   |                          |                          |                          |                          |                                     |
| 17. Function Supported   | <input type="checkbox"/> Training   | <input type="checkbox"/> Recruiting                      | <input type="checkbox"/> Public Information                       |  | <input type="checkbox"/> Combat Readiness |                          |                          |                          |                          |                                     |
|  | <input checked="" type="checkbox"/> Medical/Dental                            | <input checked="" type="checkbox"/> Installation Support | <input type="checkbox"/> Research, Development, Test & Evaluation |  |   |                          |                          |                          |                          |                                     |
|  | <input type="checkbox"/> Intelligence, Reconnaissance, Criminal Investigation |  | <input type="checkbox"/> Other (Specify)                          |  |   |                          |                          |                          |                          |                                     |
| 18. Purpose and Justification (Describe who, what, when, where and how the product will be used.)<br>Photographs will be distributed electronically to each graduate and a group photo of all graduates will accompany a news article on the wing's public website.  |   |  |   |  |   |                          |                          |                          |                          |                                     |
| 19. Project Title<br>Community College of the Air Force Graduation   |   |  | 20. Date/Time Event (YYYYMMDD)<br>20160218 1400                   |  | 21. Location<br>Base Community Center     |                          |                          |                          |                          |                                     |
| 22. Description and Special Instructions (Include coordination required, location, time/date, transportation, etc.)<br>Photography support requested for the Spring CCAF graduation ceremony. Photograph each graduate with the unit commander in front of the flags. All graduates will assemble on the community center steps for a group photo.<br><br>Email all images to euld.mcdonald@official.mil. Provide (1) 8x10 print of the group photo.<br><br>Direct all questions to the primary POC: TSgt Mykee Mowse (123) 111-1111 |   |  |   |  |   |                          |                          |                          |                          |                                     |
| 23. Disposition of Materials Furnished   |   | <input checked="" type="checkbox"/> Return to Requester  | <input type="checkbox"/> Destroy                                  | <input type="checkbox"/> Retain                    |   |                          |                          |                          |                          |                                     |
| 24. I certify the products and services received from this request are for official government use only.   |   |  |   |  |   |                          |                          |                          |                          |                                     |
| Signature of Requester<br>  |   |  |   | Date (YYYYMMDD)<br>20160214                        |   |                          |                          |                          |                          |                                     |
| 25. CUSTOMER CRITIQUE  |   |  |   |  |   |                          |                          |                          |                          |                                     |
| Customer Service (Please "X" one)  | 1   | Poor 2   | 3   | 4  | Average 5                                 | 6                        | 7                        | 8                        | Excellent 9              | 10                                  |
| Response Time  | <input type="checkbox"/>  | <input type="checkbox"/>                                 | <input type="checkbox"/>  | <input type="checkbox"/>                           | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Product Satisfaction   | <input type="checkbox"/>  | <input type="checkbox"/>                                 | <input type="checkbox"/>  | <input type="checkbox"/>                           | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Customer Service   | <input type="checkbox"/>  | <input type="checkbox"/>                                 | <input type="checkbox"/>  | <input type="checkbox"/>                           | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Customer Comments<br>The photographer did an outstanding job during the ceremony! We appreciate the great support from your team!  |   |  |   |  |   |                          |                          |                          |                          |                                     |
| 26. ACCEPTER INFORMATION   |   |  |   |  |   |                          |                          |                          |                          |                                     |
| 27. Signature<br>   |   | 28. Acceptor (Last Name, First Name)<br>McDonald, Euld   |   |  |   | 29. Grade<br>GS-12       |                          |                          |                          |                                     |
| 30. Organization<br>123 Fighter Wing   | 31. Office Symbol<br>CCP  | 32. Telephone No.<br>555-5555                            | 33. Date/Time Accepted (YYYYMMDD)<br>20160224 1500                | 34. Total Reimbursable Cost<br>\$0.00              |   |                          |                          |                          |                          |                                     |

AF IMT 833, 20031001 (V1)

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Figure 1-1. Sample, AF IMT 833, Front.

| 35. PHOTO          |        |  |             |  |             |  |       |  |  |  |  |  |  |
|--------------------|--------|--|-------------|--|-------------|--|-------|--|--|--|--|--|--|
| Assignments        | Studio |  | Copy        |  | Location    |  | Alert |  |  |  |  |  |  |
| Number of Images   |        |  |             |  | 55          |  |       |  |  |  |  |  |  |
| Process            | Roll   |  | Sheet       |  | Electronic  |  |       |  |  |  |  |  |  |
|                    |        |  |             |  | 55          |  |       |  |  |  |  |  |  |
| Products Delivered | Prints |  | Proof Sheet |  | Accessioned |  | Total |  |  |  |  |  |  |
| Electronic         | 55     |  |             |  |             |  | 55    |  |  |  |  |  |  |
| Manual             | 1      |  |             |  |             |  | 1     |  |  |  |  |  |  |

  

| 36. VIDEO SERVICES |             |             |         |                       |           |                         |       |
|--------------------|-------------|-------------|---------|-----------------------|-----------|-------------------------|-------|
| Assignments        | CAC         | Duplication | Editing | Off-Air/<br>Satellite | Recording | Standards<br>Conversion | Total |
| Video Minutes      |             |             |         |                       |           |                         | 0     |
| Products Delivered | Raw Footage |             | Edited  | Duplicated            |           | Accessioned             |       |
| Quantity of Media  |             |             |         |                       |           |                         |       |

  

| 37. GRAPHICS          |              |           |                |              |        |                             |                |         |              |       |        |                    |     |             |       |
|-----------------------|--------------|-----------|----------------|--------------|--------|-----------------------------|----------------|---------|--------------|-------|--------|--------------------|-----|-------------|-------|
| Products<br>Delivered | 2D/3D<br>Art | Animation | Book<br>Covers | Certificates | Charts | Multimedia<br>Presentations | Name<br>Plates | Posters | Pub<br>Pages | Signs | Slides | Web Page<br>Design | WSV | Accessioned | Other |
| Electronic            |              |           |                |              |        |                             |                |         |              |       |        |                    |     |             |       |
| Manual                |              |           |                |              |        |                             |                |         |              |       |        |                    |     |             |       |

  

| 38. PRESENTATIONS AND VTC |                                |                            |                         |                     |
|---------------------------|--------------------------------|----------------------------|-------------------------|---------------------|
| Tasks                     | Conference<br>Set Up/Tear Down | Conference<br>Facilitation | VTC<br>Set Up/Tear Down | VTC<br>Facilitation |
| Hours                     |                                |                            |                         |                     |

  

| 39. TASKS AND MATERIALS |                                       |       |                     |       |           |            |
|-------------------------|---------------------------------------|-------|---------------------|-------|-----------|------------|
| Task Description        | Performed By<br>(Grade and Last Name) | Hours | Materials Used      | Units | Cost Each | Total Cost |
| Location                | SrA DeVille                           | 2     | Digital Images      | 60    | \$0.50    | \$30.00    |
| Process                 | SrA DeVille                           | 1.5   | Work Station        |       |           |            |
| Print                   | SrA DeVille                           | .15   | Photo Printer       | 1     | \$5.00    | \$5.00     |
|                         |                                       |       |                     |       |           |            |
|                         |                                       |       |                     |       |           |            |
|                         |                                       |       |                     |       |           |            |
|                         |                                       |       |                     |       |           | \$0.00     |
| Total Hours             |                                       | 3.65  | Total Material Cost |       |           | \$35.00    |

  

| 40. PRODUCTS DELIVERED |  | 41. QTY | PRODUCTS DELIVERED |  | QTY |
|------------------------|--|---------|--------------------|--|-----|
| Electronic Images      |  | 55      | 8x10 Print         |  | 1   |
|                        |  |         |                    |  |     |
|                        |  |         |                    |  |     |

  

| 42. QUALITY CONTROL               |               |   |
|-----------------------------------|---------------|---|
| Date/Time Completed<br>(YYYYMMDD) | 20160223 1430 | QC Performed by (Grade and Last Name) MSgt Marvin |

  

| 43. CUSTOMER NOTIFICATION        |                            |                                 |
|----------------------------------|----------------------------|---------------------------------|
| Date/Time Notified<br>(YYYYMMDD) | Person Notified/Remarks    | Notified By (Grade & Last Name) |
| 20160223 1500                    | Mr. McDonald via Telephone | SrA DeVille                     |
|                                  |                            |                                 |
|                                  |                            |                                 |

AF IMT 833, 20031001 (V1) (REVERSE)

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Figure 1-2. Sample AF IMT 833, Back.

After your customer fills out the appropriate areas of the AF IMT 833, the project is assigned a work request number. The work request number provides a method to track the product from the time it arrives in the section until the customer picks it up.

When submitting a work request, the customer must sign block 24 of the form, certifying the request is for official use only. The intent of the certification is to minimize Air Force expenditures. By accepting only official work, we can eliminate nonessential tasks. Unofficial use of PA resources or its products and services is illegal.

The description and special instructions block of the AF IMT 833 has space for the customer to describe special requirements for the work requested, such as custom print sizes, specific composition requirements or any other directions the photographer needs to know. You, as a PA professional, are responsible for ensuring customers correctly complete work requests and Airmen have ample information to do a job that meets or exceeds the customer's need.

Block 25 provides the customer with an opportunity to critique your unit's customer service and product quality. As a leader, you should encourage customers to provide this valuable feedback. It can help you improve both the products you deliver and the processes you use to complete the work.

On the back of the form, you document materials provided to the customer and the man-hours used to fill the work request. Your duty section should have the information on material costs to accurately calculate the numbers. The back of the form also has an area to document QC, which we will discuss in more detail later. This form not only documents the process but also shows customers you have a quality control system in place, demonstrating the importance of QC in the production process.

### **005. Automated Information Multimedia Manager**

AIM2 (located at <https://aim2.acc.af.mil/>) is a web-based system designed for users to both provide input to and query from a database. This database contains current unit information, equipment requirements and inventory status at each unit, and production reporting data for each DVIAN-authorized VI activity. AIM2 contains five modules to assist PA multimedia managers at all levels in tracking and controlling resources:

1. The *unit information* module maintains basic information about all multimedia units, including contact information, shipping addresses and other pertinent administrative data. You can query unit information to build custom tables of particular information from one or more units.
2. The *VI employment plan (VIEP)* module allows units to request equipment items to establish a capability or replace equipment that has reached the end of its lifecycle or been damaged beyond serviceability. Unit, MAJCOM and Air Staff managers can then make decisions about expending funds to fulfill these requests. If you approve the VIEP request but do not have funds at your level, click the "approve" button. This will change the VIEP request's status to "MAJCOM decision" and forward your request to your owning MAJCOM for its funding consideration.
3. The *inventory* module tracks VI/multimedia equipment. The data compiled in this module is critical to maintaining healthy lifecycle management of equipment to support the unit mission.
4. The *production* module tracks unit resources and production on a monthly basis. The data tracked here contributes significantly to budget justifications by demonstrating the activity and impact of multimedia units.
5. The *user tools* module is the final one. Here, you can modify your account, change your password and access the user directory.

AIM2 assists AFPAA and MAJCOM leadership with decision making analysis for the VIEP and production reporting throughout the Air Force VI community. It offers a common sense approach toward defining requirements, identifying shortfalls, and proposing solutions and their costs. The PA chief or delegated representative at the unit level will access AIM2 and update the unit information module. Once all unit information is updated, MAJCOM leadership will review it to ensure all units are properly reporting their information.

### Manage VIEP

A VIEP is a management tool you can use to plan for the purchase or replacement of equipment in a PA office. The VIEP establishes an annual, realistic basis for programming both new and replacement equipment requirements. The equipment purchase and replacement plan is typically programmed to cover five-year cycles but should be updated as requirements change.

When a new mission is assigned to your office, the new requirements can be used to justify planning for and acquiring new equipment. The new requirement must be approved by the MAJCOM PA office and AFPAA.

Replacement equipment requirements are programmed based on current lifecycle equipment standards, typically 3–5 years. The section NCOICs should track their individual equipment needs and forward the requirements to their MAJCOM annually, preferably using the 5-year plan. This will provide the basis for establishing annual funding increments for replacing equipment.

As stated earlier, your office should distribute the equipment replacement plan evenly over a 5-year period. This is a good place to begin building your annual office budget and helps to justify your spending requirements. Your forecasted upgrade/replacement plan should be included in the annual budget cycle. Any PA equipment requirements submitted directly to your MAJCOM should also be entered in the VIEP section of AIM2. In the VIEP module, you can manage your equipment plan with these simple steps:

1. To begin a VIEP request, mouse-over the “VIEP” tab on the menu bar and click on “new request” in the expanded menu list. See AFI 35–109, section 5, for more information.
2. You will be directed to the add VIEP page. Select the appropriate “fiscal year (FY)” and “category” values from the corresponding drop-down menus, then click the “next” button.
3. On the next page, complete all mandatory fields.
4. After entering all of the VIEP information, click the “submit” button to complete the request. If you want to abandon your request and remain logged on to AIM2, click “cancel.”

After your VIEP request has been submitted, you are presented with options to determine how to handle the VIEP request. To exercise these options, use the VIEP manager function.

Other things to consider when planning equipment replacement is the cost of maintenance and equipment usage. The cost of maintenance performed on a piece of equipment should not exceed three quarters of the purchase price. If it does, the equipment should be replaced. Also consider equipment use frequency and location. For example, non-professionals frequently use self-help equipment, thus requiring replacement sooner than equipment sitting in a mobility kit.

**NOTE:** Linking spending to mobility requirements increases the priority of the purchases.

### Manage production reports

When entering production into AIM2, as directed by AFI 35–109, DVIAN-authorized VI managers log and track all resources, man-hours and activities, and populate the production report monthly for their activity, using the production reporting module. PA uses the data to brief the commander and demonstrate VI contributions and efforts. This data contributes significantly to budget justifications by demonstrating the activity and impact of multimedia units. You may also export and review spread sheets for previous months. The production module is designed to easily and efficiently track these areas:

1. Completed monthly.
2. Unit resources and production expended monthly.
3. Number of work orders. (**NOTE:** Allows number of work orders per section, such as still photo, graphics, video, video teleconference (VTC) and presentations.)
4. Man-hours used.



Local VI managers will also review their unit information to ensure it's accurate. MAJCOM VI managers export production reports from units under their command and make the data available to brief their commander and demonstrate VI contributions and efforts.

AFPAA exports the global production numbers and briefs Secretary of the Air Force/Office of Public Affairs (SAF/PA) on VI contributions and efforts to support the war fighter. AFPAA also uses the production data to help justify funds as part of Air Force VI planning, programming and budgeting functions.

**NOTE:** While ANG is not required to complete this tasking, its use of AIM2 provides justification for budget estimates for future years based upon past years activities.

### **Tracking multimedia work requests**

In addition to managing work requests, local databases can track the total materials used, calculate the material costs and account for manpower used to produce products. Some tracking systems go further, tabulating the monthly, quarterly and annual consumption of materials and total PA production.

Tracking this information provides your PA office with data to justify manpower and budgets. If it looks like your unit is only doing the work of one photographer because your office doesn't properly track work requests, you may lose authorizations. If your office can show the services it provides the base exceeds its budget, your unit may have justification for more money.

## **QC**

QC is one of the most important processes in a unit's production system. An effective QC program is the best way to ensure the creation of customer products that fulfill a unit's mission. A product created by your unit has little value unless it meets the customer's requirements. Two major QC processes help us ensure standards—quality standards and productions controls.

### *Quality standards*

By establishing standards and educating customers, your products will improve and be completed more quickly. You need your client's cooperation in meeting standards and deadlines. This requires good, consistent communication with the customer.

Adhering to the established quality standards will reduce the possibility of reworking finished projects, thus saving money, man-hours and resources. PA offices can facilitate quality products by standardizing certain aspects of the process like formatting and duty/personnel functional alignment. It's also a good practice to educate customers about your capabilities and standards before they file their work request. Finally, implement QC procedures and a work priority system at your customer service counter because it is the first and last step in the QC process.

### *Production controls*

Another area under QC is production controls. Production controls are tools used to ensure the optimum output for the lowest cost using the appropriate personnel. Establish production controls to ensure jobs are being completed in a timely manner and the customer is getting the best possible product. In other words, whereas QC ensures proper product accomplishment, production controls are intended to ensure you are not wasting a lot of time and money while producing the product.

Throughout the production process, supervisors must get involved with QC by periodically spot-checking production to identify and fix any problems. Once problems are identified, supervisors must fix them immediately and follow-up when necessary to ensure they don't arise again. Toward completion, have someone other than the producer conduct a final review the product.

## 006. Accessioning

As PA officials, we create records of history, which can be requested at any time via the Freedom of Information Act (FOIA). This includes imagery captured with a government camera, categorized as visual information. For sensitive material, such as investigations, imagery storage is handled by the requesting agency. For most everything else, you are responsible for sending the imagery to a DOD warehouse. This is called *accessioning*.

The accessioning process is directed by a combination of official publications. The DOD Visual Information Schedule provides specific guidelines as to what needs to be accessioned and the time frame for doing so based on each product's content. DODI 5040.02, *Visual Information*, Enclosure 5 dictates the use of captions with official DOD imagery and names the DOD Captioning Style Guide as the reference to follow for captioning material. AFI 35-109 provides the latest guidance on Air Force specific policies regarding accessioning. Those references in conjunction with the Defense Imagery Management Operations Center (DIMOC) customer service and how-to guides can help you ensure your official visual records will be stored and tracked correctly.

The ability to track and identify visual records begins with the Visual Information Record Identification Number (VIRIN). A VIRIN incorporates a combination of date, service component, vision ID, and file number to identify when the image was captured and by whom. For example, 160125-F-XX123-001 refers to imagery shot on Jan. 25, 2015, by an Air Force cameraman with the Vision ID of XX123. 001 denoting the image is the first file captured that day. Per DODI 5040.02, each image or motion imagery segment created by persons acting for or on behalf of DOD activities, functions or missions that satisfies the definition of official DOD imagery must be assigned a VIRIN as a filename.

Regardless of whether you're shooting video or stills, every file you record must be labeled with a VIRIN. It's common practice to program your camera with that day's VIRIN before arriving on a shoot. This enables the equipment to automatically label your still or video files properly and saves a step in the accessioning process. VIRINs are an absolute necessity for both video and still imagery. Also, they both require metadata, but that is where the accessioning of video and still photography begins to differ.

### Photo accessioning

Photo Mechanic, Adobe Bridge and Media Grid are just a few of the programs you can use to batch VIRIN and populate the International Press Telecommunications Council (IPTC) fields of all imagery. The IPTC format is a recognized standard throughout the photographic industry and contains the metadata which makes your product more identifiable, searchable and proprietary.

All images to be accessioned will include IPTC metadata embedded in all required fields (fig. 1-3). This includes the following:

- Location.
- VIRIN.
- Classification.
- Photographer's contact information and unit.
- Operation/exercise name or headline.
- Caption. A brief description of what the image is about.
- Keywords. This enhances the searchability of your imagery.
- Release authority information. This identifies that the image has been cleared for release and provides a point of contact (POC) should the picture come into question.
- Time/date taken.



When metadata information is available, it allows a customer to locate an image based upon a variety of search parameters. Also, the data enables programs like the American Forces Public Information Management System (AFPIMS) to automatically make your imagery Section 508 compliant and ensures you, as the photographer, are given proper credit for your work. The requirements as outlined above provide a standard for all imagery downloaded/stored on a local drive, DOD computers and squadron-issued external hard drives.

Figure 1-3. Photo accessioning.

Photos also need to be captioned properly before accessioning. This is a process you or your photojournalist Airmen learn as a 5-level, but it's essential as you progress up the chain of command for you to remain familiar with the standard and enforce it for those who work with you. The following caption example was taken from the DOD Captioning Style Guide:

| Sample Caption   |
|--|
| U.S. Air Force Tech. Sgt. Juan Martinez, left, assigned to the 50th Aerial Port Squadron (APS), and Staff Sgt. Oscar Cortes, with the 56th APS, secure a truck aboard a C-17 Globemaster III aircraft Nov. 1, 2012, at March Air Reserve Base, Calif. The aircraft flew vehicles and repair crews to Stewart Air National Guard Base in Newburgh, N.Y., to support recovery efforts after Hurricane Sandy struck New Jersey and New York City Oct. 29, 2012. (U.S. Air Force photo by Staff Sgt. Jacquelyn Estrada/Released) |
| <b>Keywords:</b> USAF; Airman; C-17 Globemaster III; Aircraft; 50th APS; 56th APS  |

The basics of a caption incorporate the ABCs of writing (accuracy, brevity and clarity) and include the 5 Ws (who, what, where, when and why) of the scene. The DOD Style Guide, Chapter 5, provides detailed instructions on writing an effective, standardized caption.

### Video accessioning

Video accessioning is governed by the same instructions; however, video uses a different metadata platform and includes files other than just the media. The Form 2357, Caption Sheet is required for accessioned material and includes nearly the same information as the photography slate and metadata.

The Form 2357 provides details on who shot the imagery, who released the imagery, and descriptions of both the overall event and the imagery sequences. The DOD Style Guide provides detailed guidance and examples of the contents of this form.

Much of this information is also embedded in the clip metadata using editing software, the Defense Video and Imagery Distribution System (DVIDS) upload tool or a third-party plug-in. Video doesn't use the IPTC format. When accessioning video through DVIDS (fig. 1–4), use the Extensible Metadata Platform (XMP) model for your metadata. The XMP includes the following:

1. Title.
2. Description (or caption).
3. Keywords.
4. Date taken.
5. VIRIN.
6. Your name, unit and location.

The screenshot displays the DVIDS 360° 'Edit Metadata' web interface. The browser address bar shows the URL 'https://cms.dvidshub.net/direct/index/newbatch/1'. The interface is divided into three main sections:

- Left Sidebar:** Contains navigation links for 'DVIDS 360°' features (e.g., 360 Reports, Closed Captions, Direct, Distribution Control, Hometown News, Listserv, Media Playlists, Priority Of Effort, Subscriptions, System Tracking, Training, Unit Contacts, Unit Dashboard, Unit Media Control, Unit Page Control, URL Shrink, Video Scheduler) and 'Special Permissions' (Ticket System, Web Mail).
- Central Form:** Titled 'Edit Metadata', it includes a 'Your Batch #' field, a 'Web Upload' section with a 'Click to' button, and a 'Files' section with 'Files Queued:', 'Files Uploaded:', and 'Errors:' labels. Below these are 'Filename Review' and 'Add News Story' links. The 'FTP Submission' section lists 'Hostname altftp.dvidshub.net', 'Path /uploads', 'Port 21', 'Username christopher', and 'Password DVIDS a'. The form also has 'Headline', 'Introduction', and 'Body' text input areas.
- Right Panel:** Contains a 'Log Out | DVIDS Main Site' link and text indicating that content is 'in the Public Domain' and that 'DVIDS metadata' is available.

Figure 1–4. Video accessioning.

While individual, raw digital video clips require the caption sheet and metadata, complete video sequences require all that plus a slate at the beginning of the material. The slate includes the following:

1. VIRIN.
2. Videographer name and rank.
3. Videographer contact information.
4. The release status of the video (Unclassified, Classified, Released, FOUO).
5. The name, rank and contact information of the releasing authority.
6. A brief description or caption.
7. Runtime and shoot dates.

**NOTE:** Slate examples are also available in the *DOD Style Guide*.

If you are accessioning finished products like news stories or mission videos, it's a good idea to include your final script as well. This improves the closed caption of a product and, therefore, makes it Section 508 compliant.

### **Releasable and unreleasable**

It's important to distinguish whether the imagery you are accessioning has been cleared for public release. DIMOC recognizes two options for unclassified imagery: released and FOUO. DIMOC can also handle unreleased or sensitive information to include classified if the transfer has been coordinated ahead of time. Classified imagery must be transferred over a Secret Internet Protocol Router Network (SIPRNet) connection.

The most current contact information can be found on their website at [www.dimoc.mil](http://www.dimoc.mil). If your imagery is intended for public release, ensure it has undergone the process outlined in AFI 35-102, *Security and Policy Review*.

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## **Self-Test Questions**

**After you complete these questions, you may check your answers at the end of the unit.**

### **001. Defense visual information activity number**

1. What is a VI activity?
2. Which Air Force organization grants authority to operate VI activities and assigns DVIANs?
3. Who is responsible for managing all VI assets on an installation?
4. How often are DVIANs revalidated?
5. What must be included with a request for DVIAN revalidation?

### **002. Historical documentation**

1. What AFI do MAJCOM VI managers abide by to submit historical documentation?
2. Which document provides an extensive list of combat and non-combat items to accession to the national archives?

### **003. Support agreements**

1. Who should you seek guidance from concerning the management of an existing contract operation?

2. What defines the work to be completed in a contract?
3. Define a statement of work.
4. List some things that may be included in an SOW's secondary requirements.
5. What is the benefit of *not* defining how to complete the task in a SOO?
6. What is a COR qualified to do?
7. What is the *primary* objective of the QSAP?
8. Who bears responsibility for the management and QC of the contract?
9. How often should you review a host-tenant support agreement, and why?
10. Which PA organizations are often the tenants in a host-tenant support agreement?

#### **004. Multimedia work orders**

1. What do customers use the AF IMT 833 for?
2. What function does the work request number provide?
3. Can PA resources be used for *unofficial* purposes?
4. What does Block 25 of the AF IMT 833 provide the customer?
5. What is documented on the back of the AF IMT 833?

**005. AIM2**

1. Match the AIM2 module in the column B with its respective function in column A. Each item in column B is used once.

*Column A**Column B*

- |  |  |
|--|--|
| <p>____ (1) Allows units to request equipment items to establish a capability or replace equipment that has reached the end of its lifecycle or has become damaged beyond serviceability.</p> <p>____ (2) Allows you to modify your account, change your password, and use the user directory.</p> <p>____ (3) Maintains basic information about all multimedia units, including contact information, shipping addresses, and other pertinent administrative data.</p> <p>____ (4) Tracks unit resources and production on a monthly basis. The data tracked here contributes significantly to budget justifications by demonstrating activity and impact of multimedia units.</p> <p>____ (5) Tracks visual information and multimedia equipment. The data compiled in this module is critical to maintaining healthy lifecycle management of equipment that supports the unit mission.</p> | <p>a. Unit information.</p> <p>b. VIEP.</p> <p>c. Inventory.</p> <p>d. Production.</p> <p>e. User tools.</p> |
|--|--|

2. What are the five modules contained in the AIM2 system designed to do?
3. Define the “Visual Information Equipment Plan (VIEP).”
4. How long is a typical equipment lifecycle?
5. Where should you annotate the equipment requirements you submit to your MAJCOM?
6. Beside the specific type of equipment, what two things should you consider when planning equipment replacement?
7. What role do VI managers play in managing production reports?
8. At a minimum, how often should a production report be completed?
9. What *ultimately* defines a product’s quality?
10. Name the two major QC processes.

11. How can you help ensure that product deadlines and standards are met?
12. What is the *first* and *last* step of the QC process?
13. What are production controls?
14. What is the difference between *quality standards* and *production controls*?

#### 006. Accessioning

1. How is imagery captured with a government camera categorized?
2. Match the publication or acronym in the column B with its respective guidance or function in column A. Each item in column B is used once.

##### Column A

- \_\_\_\_ (1) Specifies what needs to be accessioned and the time frame for doing so.
- \_\_\_\_ (2) Dictates the use of captions with official DOD imagery. Latest guidance on Air Force specific policies regarding material.
- \_\_\_\_ (3) Is the reference to follow for captioning material.
- \_\_\_\_ (4) Ensures visual records are stored and tracked correctly.
- \_\_\_\_ (5) Identifies when the image was captured and by whom.

##### Column B

- a. DIMOC.
- b. DOD Visual Information Schedule.
- c. VIRIN.
- d. DODI 5040.02.
- e. DOD Style Guide.

3. How does DOD 5040.02 mandate the usage of VIRINs?
4. What's a simple way to ensure your media has a VIRIN in the file name?
5. What format is used for embedding metadata into Air Force *still* imagery?
6. List nine *required* fields for embedding metadata?
7. What are the benefits of proper metadata in an image?

8. Which document is required for accessioned video material?
9. What format is used for embedding metadata into Air Force *motion* imagery?
10. When do you use a slate for accessioned video?
11. What information is included on the slate?
12. What are the two DIMOC categories for unclassified imagery?
13. How *must* classified imagery be transmitted?

## 1-2. Documentation and Broadcasting Programs

Our VI mission crosses a wide range of PA responsibilities, but in the end it boils down to two essential tasks. We document Air Force activities for historical, investigative and mission enhancing purposes, and we broadcast, or disseminate, media to inform, influence, and entertain our command and external audiences. This section deals with unique programs within our career field that accomplish those VI tasks.

### 007. Alert documentation

Crisis, disasters and traumatic events are all possible aspects of your job. From a typhoon tearing up the base, to a shooting in the local community, to the possibility of a government shutdown, every PA office must be prepared to respond. This includes having people and equipment ready to answer the phone and visually document at a moment's notice. We call it *alert*. In this lesson, we will discuss the PA alert documentation position and how to deal with the stress factors that could result from a crisis or disaster.

#### Alert rosters and kits

The first step in responding to an event is to make sure your people and your equipment are already prepped to go.

#### Alert roster

An alert roster identifies who will be the first responders for PA in a given time period. Eventually, the entire office may be involved in the situation, but the ability to respond quickly, at all hours, when time is of the essence is a key operational capability for any PA shop.

Many locations will operate with separate PA and photo or “doc” alert rosters. A PA alert roster handles traditional PA duties like media queries and information dissemination. The photo alert roster takes care of the visual documentation mission. Every base is different and manning may limit your options, but here are a few examples of things to consider when structuring your alert roster:

1. Skillsets. Are all the Airmen on your alert doc roster competent with the required equipment? Will video cameras suffice or does your wing insist on photographs?

2. Experience. Do you want an airman 1<sup>st</sup> class with only a year in the Air Force manning the phones when a jet crashes?
3. Equipment. Do you pack and set aside equipment reserved only for alert purposes or is everyone on the roster required to use their day-to-day gear?

The construction of your alert will depend greatly upon the composition of your unit manning. An “everyone takes a turn” philosophy may be fair in terms of work hours, but will it degrade the mission? Careful coordination and training can improve the issue.

### *Rotations*

When you are ready to assemble the roster, go to everyone authorized to pull alert or on-call and find out about any leave, temporary duty (TDY) or training already scheduled. This prevents questions concerning the dates someone was selected to pull alert. How long an individual remains on alert is also dependent largely upon manning—the more people available for the roster, the better. If four Airmen are available, you could rotate once a week, allowing shorter time, but less time in between rotations. Rotating every two weeks means Airmen would be on call longer, but this would allow more time in between each rotation. There is no set PA rule on how long or how often, just as long as someone is on call. A good rule of thumb for the roster duration is on average about every three to four months. Too many outside influences could affect the roster and you have to switch personnel who might have already made plans based upon the first roster. Once the roster is assembled, send everyone on the roster a draft with a reply no later than time frame. This keeps your roster on track for submission to other agencies and confirms the dates those pulling alert said they were available.

### *Routing the roster*

Once the alert roster is complete, you’re responsible to route it to all appropriate base personnel. Security forces and the command post are the two most important organizations outside of PA that should have a copy. Having one good POC or email address to send the roster to every time it is updated is important, especially if there are any last-minute changes after a roster is sent.

### *Alert kits*

In addition to the alert roster, you also need to ensure alert equipment is ready. For the shooter on call, the alert kit should include the following items, at a minimum:

1. Camera and appropriate lenses. Macro capability is a must.
2. Spare media cards.
3. Tripod.
4. Electronic flash, video camera mounted light or other lighting devices appropriate for the scene.
5. Spare batteries.
6. Tape measure or ruler.
7. Notebook and writing utensils.
8. Gray or white balance cards.

Each time the alert kit changes possession, all of the equipment should be checked, a new hand-receipt signed and the alert phone cleared of any previous messages. It is the responsibility of both the previous and current on-call individuals to make sure this changeover is done. If equipment was damaged or batteries were used, the previous on-call person is responsible to ensure any and all equipment is replaced. The current on-call person is responsible for making sure the equipment is clean, batteries are charged or replaced, the recall roster is current and items in the bag are ready to use at a moment’s notice.

If you are at a base where your regular equipment doubles as the alert kit, the same procedures should apply. You already know what has been used and what needs to be replaced. Check, double check



and triple check each time you rotate on alert. Most of the problems occurring on an alert job can be traced back to the individual on call.

### *Personal kit*

In addition to the alert kit, it's a good idea to have a personal kit in case long hours become a factor. Comfort is the only requirement when building a personal kit. While these items are merely a suggestion, they will certainly help you in unavoidable situations. This kit could be kept at home, in your car or at your desk; therefore, unless you check it daily, perishable items are not suggested. Here are some suggestions for your personal kit; however, the options are limitless since it's specifically for you:

1. Documentation – The accident site may be several miles off base. It's a good idea to have the travel documents readily available just in case. Your passport, a copy of your orders, and of course your military ID or common access card (CAC) are all good to have on-hand. A copy of your immunizations record may be beneficial for sites involving human remains.
2. Funds – You may be gone a while or required to travel to the scene. It's to your benefit to carry cash and credit cards to the investigation. You should also track any expenses you incur on-site for possible reimbursement.
3. Food – Something for you to eat like peanut butter or prepackaged cheese and crackers, pop-tarts, cereal bars, bottled water, instant coffee or hot chocolate, or even meals ready-to-eat (MRE). Having some food in the kit would help if you get called before dinner and need to work through the night.
4. Hygiene items – Baby wipes, deodorant, disposable tooth brush or mouthwash, gum or mints, hairbrush or comb and a mirror.
5. Safety and weather – Flash light, Gortex, and gloves or hand warmers if you live somewhere cold.
6. Entertainment and comfort items – You may need to “hurry up and wait” or catch transportation to a site. While this is an excellent time to ask questions and make on-site preparations for shooting, the wait time may drag on a bit. It's a good idea to pack a book or a tablet to help pass the time. You may also want a small pillow if you are being transported somewhere.

It's important both your alert and personal kits are ready to go at a moment's notice, flexible enough to meet a variety of shooting needs, and capable of sustaining you and the mission for a long day or two.

### **Document mishaps**

As a PA craftsman, you will gradually transition from the role of a camera operator in the field to a manager behind the desk. As a 5-level, you are taught to document the mishaps. As a 7-level, you need to prepare your Airmen to document them and have knowledge of what happens after shooting is completed. This includes making sure everyone on the on-call rosters is adequately trained in responding to mishaps. Simple things like answering the alert phone promptly and responding to the scene in an acceptable timeframe can set the tone of your alert operation. It only takes one individual's poor performance to develop a bad reputation for your entire office. Properly training every Airman on the roster ensures when the call comes, the response will be quick and professional.

Mishaps/crises are considered high priority, especially if safety is involved. Mishaps are not a 7:30–6:30 job. If your mishap has an immediate turnaround time, it needs to be completed before everyone goes home. The base safety office or the wing commander usually dictates the turnaround time. The work may require only one person to handle the job, but everyone in the office can help by making sure the individual does not get distracted by other PA tasks like answering the phone or dealing with customers. If more than one person is required or it appears the work will exceed 12 hours, you might consider establishing shifts.

With mishaps, adrenaline begins to pump and the office can become extremely chaotic. Keep calm and help keep those around you calm. When people get emotional or upset, mistakes come easier. Make sure everyone follows proper procedures. Ensure unauthorized individuals do not have access to any of the images. The images should *never* be placed on the network unless cleared for release. Any image of an accident or mishap that has not been cleared is considered FOUO. FOUO also extends to discussions about any part of the mishap outside official channels. While family and friends might be curious, we need to ensure the integrity of the investigation stays intact until it's completed. Our job is to focus on providing documentation of the mishap.

Some mishaps may require PA to document accidents or incidents off base. The purpose of this is to decide on the degree of fault of the government and possibly the claimant on the basis of facts. You are providing documentation to preserve the facts. This helps the government piece together and reconcile the facts to determine the cause of the mishap. Civilians have a right to seek compensation for property damage, personal injury or death caused by military personnel or civilian employees of the Air Force acting in the scope of their job. For example, a hypothetical jet crash occurred on a small farm just outside the base. The pilot ejected and nobody on the ground was injured; however, the crash inadvertently killed two of the farmer's chickens and damaged part of the fence and some of the land. The farmer can claim damages requesting repair of the fence and land, and compensation for the two dead chickens, including possible future profits the two chickens would have produced. (The chickens provided eggs and the farmer sold the eggs. No chickens, no future eggs, no future money.)

It is Air Force policy to investigate every accident or incident that may give rise to a claim, either for or against the Air Force. Your imagery is a part of that investigation. Make sure you take photos of all property involved, whether it's damaged or not. At a later date, you may be asked to go back to the scene and take additional documentation. If this happens, the original documenter should try to be available if possible.

All alert documentation PA does is property of the Air Force and cannot be given to any civilian for review or reproduction. Requests for copies of alert documentation outside official military channels must be filed through the legal office.

If classified information is exposed at the scene, it is usually covered or removed immediately before you are permitted to document. If it cannot be covered up and you are asked to document the mishap with the classified information in the image, try to notify the PAO before taking the imagery. It's common practice to consider the camera gear itself classified as soon as the first image is taken. Once the mission is completed, keep all the camera gear on you at all times until you can secure it. To store the gear properly, it needs to be secured in a safe until the senior officer on scene or Air Force Office of Special Investigations (AFOSI) provide you with further instructions. Do not put any of the images on computers or download them in any way. Any electronic devices with storage capability that come in contact with the image card may become classified as well. It's possible that once a camera and image card is used for classified documentation, it becomes permanently classified until destroyed. Most digital cameras are incapable of storing image data without a card. It would behoove you to acquire a manufacturer's letter stating the fact. This may allow you to recover your camera and only lose the card.

### **Document investigations**

In some cases, crime scenes will be documented by the investigating service. AFOSI Manual (AFOSIMAN) 71-124, *Crime Scene Manual*, states an alert photographer should only be requested when there is not an operational risk to involving non-law-enforcement personnel. The manual also states an agent must accompany the photographer throughout the scene. The agent will take your name in the event you are needed to testify the photos accurately and fairly depict the scene.

Your 5-level CDCs provide a general game plan on how to shoot a scene for alert doc, but AFOSI Manuals 71-103, *Technical Services*, and 71-124 provide detailed guidance on acquiring imagery at a crime scene. The guidance includes the following:

1. Use the best image quality available. AFOSIMAN 71–103 recommends at least 18 megapixels – the digital equivalent of 35mm color film.
2. Verify time/date settings, ensure the memory card is empty and format media prior to shooting.
3. Ensure the first image on each card or location is a gray scale or white paper with gray scale ruler listing the date, case number, location and photographer's name. Rephotograph with the gray scale under new lighting conditions. The gray scale will be used to reproduce accurate colors if hardcopy prints are required.
4. Do *not* delete **any** images (including duplicates or accidental snapshots.) This ensures the number sequence integrity. Instead, maintain a photo log during the shoot to indicate accidental or poor quality images.
5. Do *not* use the black and white setting of your camera unless the on-scene agents request it.
6. Capture the scene before entering it. Photograph entry and exit points, the crime scene and evidentiary items within the scene.
7. Keep the camera parallel (normal angle/natural perspective) to the subject. Capture the scene using overall, midrange, and close-up coverage and incorporate a scale, ruler or directional marker if necessary.
8. Use video as a supplement, not substitute, to still photographs and disable the audio.

By documenting a scene, the investigator has a permanent record of its appearance and any items found at the location. Evidence can be easily overlooked during an investigation and not seem relevant. However, as the case develops, an item may take on a new meaning. Your photographs or video allow the investigators to review a crime scene which may no longer exist.

The administrative chain of custody for your pictures can be just as important as the images themselves. Paperwork and process establish the credibility of your material. Law enforcement (LE) may incorporate an AFOSI Form 117E, Crime Scene Notes Photographer, to catalog the images and actions you take on scene, but the AF IMT 833 is a document you should already be familiar with and will more likely use on-scene. You need to ensure everything is filled out properly. The AF IMT 833 might be introduced into evidence, and it is important the shooter's name, how many images were taken and even how long the photojournalist was on location are documented. It's also important to annotate everyone who might have come in contact with the images (i.e., another Airman may have copied the images to disk or the NCOIC might have quality checked them.) This accounts for chain of custody and all of the images that might have been taken. In many cases, a photograph will substitute for the actual evidence during the proceedings when items like bullets, weapons or impressions cannot be brought into the court room. When a photograph is introduced into court as evidence, the photograph alone cannot serve as evidence. The photos must be authenticated by someone who was actually at the scene as they observed it. This is where the shooter's statement might come into play. If the information on the AF IMT 833 is left off or lacking, it could affect the credibility of the evidence.

The process for maintaining the image chain of custody throughout the export and archival process is also described in AFOSI 71–103 and 71–124. This process also includes how to transplant the material from your media card to a more permanent archival medium like DVD. In some cases, investigators may take your card and perform this step in the process themselves. If the material transfer falls to you, there are three important guidelines to follow:

1. Document every action you take to transfer the media. You need to include details like the time, software and equipment used.
2. If possible, use a standalone CD/DVD writer to ensure the imagery isn't copied to a hard drive or altered in any way. If you perform the transfer on a work computer, download the files directly from the card to a DVD.

3. The archive media will most likely be a CD/DVD. You need to finalize the session after transfer to ensure the data cannot be altered in any way. You should *not* use a DVD burn that creates a USB profile with the ability to add and delete files at a later date.

These are the general guidelines for media archival that will apply to most situations. If your office does not already have a detailed process for capturing and transferring investigative imagery, ask the investigative office. It's better to reveal your lack of knowledge and do the job right than assume an air of false confidence and mishandle visual evidence.

### **Apply critical incident stress management**

The more prepared you are for a situation, the better you will perform under pressure. The alert position could expose you to disturbing scenes, major injury or the loss of life. Regardless of the situation, it will probably be stressful. Individuals have their own unique reactions to dealing with stress. For some, stress is debilitating and distracting. For others, stress motivates and enhances performance. It's important you learn how to deal with stress to both accomplish your assigned task and take care of your own mental well-being.

### **Typical and normal stress responses**

It is not abnormal to experience some of the following symptoms when experiencing stress: feeling keyed up, on edge and restless; hyper-vigilance; exaggerated startle response; irritability or outbursts of anger; sadness and crying; fatigue; difficulty concentrating; preoccupation with the traumatic event; muscle tension; sleep disturbances (difficulty falling or staying asleep, or restless unsatisfying sleep); and appetite disturbances (forgetting to eat or drink). There are many strategies for helping an individual to cope with stress. As non-medical professionals we are limited in our abilities, but there are a few things we can do that may assist someone if the need arises.

### **Effective coping strategies for stress**

Some people who experience stress may just want to grit their teeth and wait for the stressor to pass. That doesn't always work. There are proven methods of dealing with stress. Simply talking about stress with others (like a trusted friend, family member or counselor) can help reduce it. Besides just getting it "off your chest," verbalizing the issues can help you develop a plan for dealing with them. Attention to basic needs such as getting enough sleep, eating well-balanced meals, exercising on a regular basis, interacting socially and attending to spiritual needs are all important aspects of stress management.

### **Seeking assistance from professionals**

According to the Air Force's Traumatic Stress Response guidelines, you should seek *immediate medical attention* when the following symptoms are present: suicidal or homicidal ideation, intention or plans; hallucinations or delusions; severe depression and alcohol or drug abuse.

You should also seek medical assistance when the following symptoms *last for over a month and/or impact work or social functioning*: persistent avoidance of reminders of the trauma and emotional numbing; persistent loss of interest in friends, family and activities; feelings of detachment from others; restricted range of affection (e.g., unable to have loving feelings); flashbacks; feeling as if the traumatic event were recurring; feelings of worthlessness or excessive guilt; depressed mood most of the day, nearly every day, with persistent crying, feelings of emptiness and sadness.

You also need to monitor your colleagues for those warning signs. Look for *changes* in your fellow Airmen's work performance as well. Issues like unfinished assignments or missing deadlines, forgetting to show up for an interview, increased errors in writing a story when previously needed very little editing, trouble concentrating, irritable with customers, decrease in the quality of their images, even sluggish behavior could all be symptoms of a more serious issue. Remember your job as the supervisor is to make sure the Airman is safe and receives the care or possible treatment that he or she may need.

As a supervisor, knowing your Airmen will help you identify those changes in behavior and in turn enable you to make sure they receive the proper medical attention in a timely fashion. Your knowledge of the Airmen you work with or supervise can also help mitigate the stress of an alert event. If your alert Airman is already dealing with intense personal issues and then gets the call for a traumatic crime scene, you may want to consider replacing him or her for the alert event. If no one else is available, keep in contact with your alert Airman, remind the individual to stay focused and instill a sense of confidence. If your Airman breaks down on scene, ask him or her to pair up with someone on the location until assistance can arrive.

If you believe someone in your office is showing signs of critical incident stress, inform your chain of command immediately. If you're not sure someone is experiencing critical incident stress, but know he or she has experienced an incident recently, some signs you should look for are described in the table below:

| Signs of Critical Incident Stress |   |
|-----------------------------------|---|
| Type of Reaction                  | Signs/Description   |
| Normal                            | An individual might perspire, tremble, and become nauseated or confused. Usually no help is needed if the individual regains control quickly since this is a reaction most individuals will have. |
| Depressed                         | An individual with this type of reaction might carry a vacant expression, seem to be without emotion or stand/sit without moving.   |
| Overactive                        | An individual might become argumentative, begin to talk rapidly, joke inappropriately and make endless suggestions.   |
| Physical                          | An individual with this type of reaction will show signs of nausea and vomiting, and might lose use of some part of the body.   |
| Individual panic                  | This individual might lose judgment, have uncontrollable weeping and may seem to want to leave the area.  |

## 008. Aerial program

The term “aerial photographer” (AP) is an industry accepted term referring to both still photography and digital video documentation. The overall objective of the AP program is to develop and maintain a high state of mission readiness for immediate and effective employment of APs in support of host base missions, weapons test and evaluation, worldwide crisis contingencies, exercises and wartime operations. Mission readiness and effective employment of APs are achieved through the development and mastery of core competencies for APs. These competencies include the ability to independently conduct photographic operations inflight without jeopardizing the aircraft and crew members aboard. APs must be able to document all phases of flight, highlighting special interest items of national significance to include air refueling, tactical ingress and egress, airdrops and night vision goggle operations as required. SAF/PA manages this program for all Combat Camera (COMCAM) personnel in the Air Force. These duties are to perform documentation inflight as part of an authorized aircrew complement, according to AFI 65-503, *U.S. Air Force Cost and Planning Factors*; AFI 11-402, *Aviation and Parachutist Service, Aeronautical Ratings and Badges*; AFI 11-202, volume 1, *Aircrew Training*; and AFI 11-401, *Aviation Management*.

### Program management

The expense of initially and continually qualifying APs mandates cost-effective program management. As an Aerial Program Manager assigned to a COMCAM Squadron, Test and Evaluation mission or a wing PA office, you must have a firm grasp on historical flying requirements to best know how many personnel will be required to execute your unit's mission. The local experts on all flying related issues are your local Host Aviation Resource Management (HARM) office. They can help provide any information on previous flying missions and the local rules of engagement for properly adding personnel to the flight authorization order or passenger manifest. The HARM office

also helps establish your flying status based upon mission needs. The following are ways PA personnel can be placed on the aircraft:

1. Non-Career Enlisted Aircrew (NON-CEA) or 9D: The purpose of aircrew-qualified positions is to provide APs and broadcasters qualified at the same level as aircrew members. Two factors drive the authorization: frequency and nature of duties. Individuals should be trained and qualified when they perform aerial duties at least once a month and those duties expose them to extreme danger (i.e., high altitude events, ejection seat aircraft and open door operations). In the absence of a formal training course, 9D aircrew will complete initial qualification requirements through in-unit training. Personnel must meet flying requirements according to AFI 11-202, volume 1.
2. Operational Support Flying (OSF) or 9C: This program provides leadership with minimal aerial photographic or video mission capability for infrequent, noncombat or nonhazardous missions when an aircrew-qualified individual is unavailable due to cost or time factors. This program uses man-month authorizations provided by HQ USAF to the MAJCOMs and distributed to HARM offices.
3. Noninterference Flying: Status is meant for non-aircrew members who are properly qualified and directed to perform specific inflight noninterference duties. Individuals will be placed on aeronautical orders (AO) and the flight authorization, but will not be placed on the AFTO Form 781, ARMS Aircrew/Mission Flight Data Document. This status is similar to OSF, but the flyer does not get hazardous duty incentive pay (HDIP). PA should never fly as non-interference because according to AFI 11-401, it is intended for those not authorized operational support. Para. 2.10.4 states, "Other non-rated/non-CEA personnel who fly occasionally to perform specific tasks (e.g., administrative duties, evaluation of equipment, maintenance, passenger escort, security for classified documents, crew chiefs who perform duties on the ground at the final destination or points enroute and other duties not authorized as operational support in accordance with [IAW] AFI 11-402) may have aeronautical orders (AO) published according to this instruction and MAJCOM directives. Individuals in these categories will fly on a non-interference basis." PA, in accordance with AFI 11-402, *Aviation and Parachutist Service, Aeronautical Ratings and Badges*, and AFI 65-503, *U.S. Air Force Cost and Planning Factors*, is authorized operational support designation and, therefore, must pursue operational support.
4. Mission Essential Personnel (MEP): Personnel who are required for the execution of the aircraft or unit mission and personnel who are not authorized AOs tasked to perform unique ground support duties at an enroute location or destination point directly related and essential to accomplishment of the aircraft or unit mission. This is another form of passenger status and although this is an easy way to get a person loaded on the flight manifest, it is not meant for a PA to get out of the seat to document air operations. MEP is not an authorized designation to perform aerial documentation.

**NOTE:** For aerial requests your unit is unable to support, direct the requestor to the SAF/PAI workflow by calling 703-545-9836 or via email at [usaf.pentagon.saf-pa.mbx.saf-pai-workflow@mail.mil](mailto:usaf.pentagon.saf-pa.mbx.saf-pai-workflow@mail.mil).

### **Training**

To fly as Non-CEA or OSF or non-interference, all APs must complete a flight physical. Flight physicals are essential to mission execution by requiring APs to maintain a high state of medical readiness at all times. Flight physical examinations are completed according to AFI 48-123, *Medical Examinations and Standards*. Aircrew members who fail to successfully complete a flight physical may not perform in-flight duties until they successfully complete the examination. Once the flight physical comes back approved (usually it takes 60 days) the interested AP is then required to attend a physiological training class at one of the various altitude chambers geographically located across the Air Force. The squadron or aircraft the AP is flying with will dictate any additional training classes.



The base HARM or squadron aviation resource management office (SARM) will make sure you are aware of such training requirements and enter the AP into Aviation Records Management System (ARMS) to monitor and track currency requirements if required.

Examples of classes that may be required are Water Survival; Survival, Evasion, Resistance and Escape (SERE); local area survival; hanging harness; and aircraft specific egress to name a few. Training requirements are different depending on the mission you support. Speak to the flying squadron aviation resource manager about mission specific training. AFI 11-202, volume 1, is the main reference that explains all required training. Your local Aircrew Flight Equipment (AFE) shop is also a great resource for all base training needs. For Air Force-level SERE course information and class reporting instructions, visit <https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=-1618289>.

### **Mission execution**

To be an effective AP, the flier must be reliable and self-motivated. The job requires hours of pre-planning and coordination since most times you will only have one opportunity to get the “shot.” To make sure you are ready for that moment, you must be prepared for any scenario. For example, you could be tasked to travel to an austere location while supporting a combat camera or humanitarian mission. You also might be provided with limited information before you leave, but you are still required to get the mission done. In scenarios like this, you should consider the following items before leaving home station:

1. **Equipment:** The key reason to have trained APs is to ensure the safe execution of aerial documentation aboard any aircraft. To do this, the AP must make sure they have all required equipment. Important equipment items include the aircrew helmet, gloves and eye protection. Make sure before any mission, you discuss with the aircraft commander what the mission profile is and what safety equipment you will be required to bring. This list is not all inclusive, but you should check with the local AFE shop for aircraft specific requirements.
2. **PA/VI equipment:** This equipment must also be preapproved for use. All equipment taken aboard an aircraft and operated during flight must be on the approved electromagnetic interference (EMI) list which can be found on the following website: <https://afkm.wpafb.af.mil/ASPs/docman/DOCMain.asp?Tab=0&FolderID=OO-EN-AS-14-2&Filter=OO-EN-AS-14>
3. **Documentation:** Before leaving to fly any mission, you need to make sure you have all pertinent documents so you are able to prove your status to any flying crew. Some of the documents you will need are your AOs, individual data summary (IDS) and individual training summary (ITS) if you are aircrew. Other documents that are also good to have are your proof of flight physical (1042), altitude chamber card and EMI certificate. The AFTO 781 logs hours flown and is a document that can provide data about who was on the crew and the type of mission flown. Having knowledge of such form will make recording your units flying history easier.
4. **Crew Communication:** After the aerial mission is planned, you need to attend what is known as a crew brief prior to flying. This crew brief is usually your last chance to make sure you know exactly what will occur and at what time the photographic mission will take place. Never leave the crew brief until you have discussed the photographic mission requirements with the aircraft commander. Be sure you are clear as to the tasks that must be accomplished during the flight and what shots you will need to thoroughly document the mission. For example, if you need to shoot on the flight deck, don’t wait until you are already in the air to ask. Crew communication is not limited to pre-mission briefings. It is also important to be an active member of the crew while flying. You should always be aware of your surroundings. If you see something that does not seem right or spot a leak inside the aircraft, report it immediately to the nearest crew member. You also need to ask permission any time you plan to move around the aircraft.

## **Safety**

Aircraft safety and emergency procedures are the most important aspects of any flight. Flying safety is not as simple as falling out of the aircraft when the doors are open. There are so many scenarios that pose a threat to untrained passengers. To mitigate the risks associated with flying, it is best to have knowledge of the various emergency systems on the aircraft. Some of the systems are as follows: oxygen, egress, and emergency equipment.

### ***Oxygen***

Anytime an aircraft has open door operations above 10K feet, AFIs mandate all personnel must have supplemental oxygen (O2). Each aircraft has multiple systems onboard to ensure there are redundant systems available in the event of an emergency.

### ***Egress***

Each airframe has at least one exit and/or hatch that allow fliers to quickly egress the aircraft in any scenario. Ensure you are aware of the specific egress point for the airframe and how to exit from it.

### ***Emergency equipment***

Familiarize yourself with the emergency equipment. Equipment like life rafts, parachutes and survival supplies are located at different places depending on the aircraft. Your local AFE shop or authorized aircrew can answer any questions on how to use the equipment.

Any project requiring aerial photography should be given to the experts in the field. However, sometimes a short notice requirement may come for a mission aboard an aircraft. If you receive such a request, the photojournalist or broadcast journalist should be completely aware performing duties aboard any aircraft is hazardous duty and is strictly voluntary. Only the most qualified ground photojournalists/broadcast journalists should be recommended for aerial assignments. The reason for picking the best because thousands of dollars will be expended for each mission and rarely is there a second chance to reshoot an aerial documentation.

For answers to additional questions not addressed in this unit, you can contact the PA aerial program manager located at by calling 703-545-9836 or via email at [usaf.pentagon.saf-pa.mbx.saf-pai-workflow@mail.mil](mailto:usaf.pentagon.saf-pa.mbx.saf-pai-workflow@mail.mil).

## **009. American Forces Radio and Television Service**

The American Forces Radio and Television Service (AFRTS) is the radio and television broadcasting component operated by the DOD under the DMA. It is the headquarters element for the American Forces Network (AFN). AFRTS is made up of field networks and outlets around the world and the AFN Broadcast Center (AFN-BC) in California. AFRTS acquires and delivers stateside broadcast services to U.S. military members, DOD civilians and their families stationed overseas.

### **Programming**

Tight control is necessary to ensure contractual agreements with program distributors are met. In addition, the host nation is sovereign over broadcast frequencies in its country. The host nation gives AFRTS permission to broadcast radio and may have restrictions for the use of its airwaves. For these and other reasons, guidelines are provided for handling AFRTS materials that are consistent from location to location in order to standardize the process as much as possible.

### ***Program material policies and procedures***

DMA issues publications that establish procedures for handling and controlling program materials. Proper handling of AFRTS materials is critical. AFRTS negotiates with commercial program distributors to receive radio and television programming for free, or at minimal cost, as long as they meet certain criteria. These criteria are designed to ensure AFRTS does not interfere with the distributor's potential earnings from markets where AFRTS outlets may be located.



### *Authorization and ownership*

All AFRTS program materials are considered to be under the custodianship of the DOD at all times. In other words, they cannot be used in any way other than originally intended and are restricted for AFRTS outlet use only. This means compact discs and digital media cannot be taken home or loaned out to other military organizations or friends for personal use. The director of AFRTS prohibits the use or reproduction of any AFRTS program material in whole or in part, for any purpose other than official AFRTS outlet programming. There are two exceptions: excerpts for promotional use and copying or holding unauthorized media.

Short excerpts may be electronically edited (copied or dubbed) out of programming for the sole purpose of promoting and informing viewers of upcoming programs. The use of these “promotional” excerpts must meet specific criteria delineated by the *AFRTS Standard Operating Procedures* document.

### *Restrictions*

Due to the financial nature of civilian program distribution, AFRTS program materials cannot be used in ways that might jeopardize AFRTS access to commercial programs. Here are the rules applying to the use of AFRTS materials:

- AFRTS materials cannot be used on foreign or domestic commercial, private or government-owned broadcasting stations or cable systems without specific authorization from the director of AFRTS.
- AFRTS materials cannot be used in any manner that constitutes competition with, or is detrimental to, commercial artists, copyright owners or other private interests.
- It's illegal to use AFRTS material for direct projection exhibitions on a military installation or facility where a specific fee is collected for entrance or viewing of the AFRTS material.
- Program materials (news, sports, etc.) produced by manned AFRTS outlets must not be made available to commercial, private, or government-owned radio or television stations or networks, or their representatives, without prior approval by the director of AFRTS.
- Except for programs authorized by AFN-BC, those produced by military sources other than AFN-BC, or certain foreign programming of cultural or informational value, no AFRTS outlet may broadcast any program material produced by private or commercial interests or foreign governments without the approval of the director of AFRTS.

### *Use of program materials*

Just as there are restrictions preventing use of AFRTS materials, there are also guidelines for how the material can be used.

#### *Editing AFRTS program materials*

AFRTS program materials must be broadcast as received from AFN-BC. Editing, for any purpose, is prohibited without prior approval of AFN-BC, except as we previously mentioned.

Manned outlets may excerpt individual musical recordings from AFRTS radio programs, including from satellite music channels, for continuing local use.

#### *Radiothons and telethons*

Outlets are not allowed to conduct fund-raising radiothons or telethons in support of the Overseas Combined Federal Campaign (OCFC). Manned outlets may conduct fund-raising programs in support of command relief, welfare and organizational activities within certain limits.

#### *Airing other than AFRTS-produced programs*

Programs of appropriate content and adequate technical quality produced by official U.S. military sources (e.g., the command information activities of the military departments like Around the Air

Force, iSolider and Navy/Marine Corps News) are authorized for use by AFRTS outlets and may be aired locally upon prior approval from HQ AFRTS.

In certain instances, programs, events or ceremonies broadcast by a foreign government or agency may be considered of sufficient cultural or informational value to warrant broadcast by AFRTS outlets. No broadcast of this nature can be made without the expressed permission of the originating or controlling foreign government or agency. Concurrence of the host-country team is also required before such programs are used. Additionally, the director of AFRTS notified before airing such a program.

### *Remote location broadcasts*

Manned outlets are allowed to use program materials from AFN-BC for broadcasts originating from remote locations (e.g., picnics, sport fields, etc.) providing the following criteria are met:

- Adequate justification must exist to show broadcast of the program material from the local AFRTS studio is not possible.
- The primary purpose of the remote broadcast must *not* be to provide entertainment to the audience at the remote location. The majority of the audience at the remote location must *not* be comprised of foreign nationals. Remote broadcasts at command-sponsored community engagement events are exceptions to this restriction. Once the remote broadcast ends, AFRTS program materials must *not* continue to be used at the remote location.

### *Foreign language broadcasts*

Broadcasts in other than the English language may not be made without obtaining approval from the director of AFRTS, except as outlined below:

- Programs or announcements in the language of the host country are permitted, where there is adequate English translation. The program or announcement must also be addressed specifically to DOD personnel for the purpose of increasing their knowledge of the language and appreciation of the host country, its customs, background and people.
- Broadcasts in other than English may be made if the AFRTS outlet receives official requests from the host government to alert its civilian population to emergency conditions, such as storms, floods and earthquakes. Such announcements must be confirmed and approved for broadcast by the U.S. Country Team or senior host command. The appropriate combatant command, regional HQ and the director of AFRTS must be advised of the circumstances and actions taken.

### *News programs*

Guidelines are established for news programs aired at the AFRTS outlet.

#### *Ensuring integrity of commercial news programs*

The DOD assures U.S. commercial and public networks that it will protect the integrity of all news programs and materials in its possession and control. No changes can be made in the editorial content of any news program or material broadcast.

Radio news actualities and correspondents' reports may be excerpted from network newscasts, but they must be excerpted in their entirety. Radio or television actualities, soundbites or segments presented within correspondents' reports within a newscast may not be excerpted.

#### *Principle of "fairness"*

AFN-BC and AFRTS outlets' news policy must be guided by the principle of fairness. This principle applies to "issues" rather than persons and does not require "equal opportunities." It does require outlets to provide "reasonable opportunities" for the presentation of conflicting views on important controversial public issues. All AFRTS news programming must be characterized by its fairness.

### *Political programming*

AFRTS political broadcasting policy is based on the Federal Communications Commission's (FCC) policy on political broadcasting and cablecasting and requires "equal opportunities" for political candidates. For example, a U.S. broadcast station may grant "equal opportunities" to a candidate to compensate for a speech or other appearance by a rival candidate. Accordingly, if AFN-BC carries an original speech (or appearance), it is required to broadcast the answering response. Outlets airing the original speech are required to also carry the response. Note the requirement for "equal opportunities" does not apply to four kinds of news programs: newscasts, news interviews, news documentaries and spot coverage of news events. All AFRTS political programming must be characterized by fairness and balance.

AFN outlets will not originate any political programming. The FCC requires equal opportunities for political candidates, except in newscasts, news interviews, news documentaries and spot coverage of news events. Since AFN will not accept nor originate programs from political candidates and only carries FCC-exempted programming, equal opportunity is not an issue.

### *Unauthorized programs and program material*

While AFRTS tries to procure and supply a wide variety of programs and program types, some material is not allowed to be broadcast from AFRTS outlets such as pornographic, demeaning audio or video, and lyrics alert labeled materials. Be sure you take these guidelines very seriously.

#### *Pornographic materials*

The airing, reproduction or mere existence of audio and/or video pornographic materials within the premises of any AFRTS facility is prohibited. The airing, reproduction or exhibition of any such materials within an AFRTS facility is punishable under provisions of the Uniform Code of Military Justice (UCMJ).

#### *Demeaning audio or video materials*

The airing or reproduction of any unauthorized audio or video program materials within an AFRTS facility constitutes a violation of DOD regulations. Examples of such materials are racist propaganda; audio/video materials whose sole purpose is to demean any race, gender, nationality, sexual orientation or religion; materials promoting the use of drugs or alcohol or promoting deviant or socially unacceptable behavior; material promoting religious cults; and material promoting the overthrow of governments.

#### *Lyrics alert labeled materials*

Outlets must not air any song labeled with a "lyrics alert," "very explicit lyrics," or similar notice. These music industry alerts are used to label songs containing lyrics that may violate existing U.S. broadcast law and/or relevant community standards of good taste. Outlets must report to AFN-BC songs without alerts that include offensive swear words, racially demeaning language or lyrics encouraging drug use, sexual abuse or harassment.

### *Locally produced spots*

Spots, locally produced commercials, must not be used to solicit funds directly or indirectly unless the director of AFRTS specifically approves their use. Exceptions are spot announcements produced for the annual Overseas Combined Federal Campaign if they are general in nature and do not highlight a single agency.

AFRTS outlets may also produce spots supporting fund drives sanctioned by the military departments and their MAJCOMs, such as Army Emergency Relief, Navy Relief Society, Air Force Aid Society and similar campaigns. Spot announcements *cannot* do the following:

- Publicize gambling or games of chance, unless such activities are organized within the U.S. military communities and authorized by local commanders for purposes of charity or morale and welfare.

- Promote membership drives for organizations requiring dues or a monetary fee for joining.
- Mention the brand name of any product. Exceptions to this rule include “swap shop” or “trading post” programs, special events like an morale, welfare and recreation (MWR) concert with a commercial sponsor or specific prizes in contests sponsored by military command activities.

Any spot announcement aired on AFRTS, regardless of where produced, must comply with DOD policies and be in concert with other spots released by the Radio and Television Production Office (RTPO). For example, spots promoting the sale of alcoholic beverages at the Class VI or similar store would not be approved, since DOD continually attempts to reduce the use of alcohol. This also applies to tobacco use, since it is DOD’s policy to reduce tobacco use by military members.

### ***Religious program material***

Your local station is allowed to produce spot announcements informing the audience of dates and times of authorized local military religious services and events. Such announcements must not promote participation or membership in one religious group over another, nor can local spot announcements espouse the doctrine of any specific religion.

Religious spot announcements not produced locally must be received *only* from AFRTS-BC. These announcements must have been reviewed and approved by the Armed Forces Chaplains Board (AFCB) religious programming coordinator at AFN-BC. Spots received from other sources may be forwarded to AFN-BC or AFCB for a determination on their use.

With the exception of locally produced announcements mentioned above, no religious material may be used without prior AFCB’s review and approval.

### ***Local news***

The content, format and presentation of local news programs must be factual, fair, unbiased and in compliance with all the applicable provisions of Department of Defense Manual (DODM) 5120.20-M, *Management of American Forces Radio and Television Service (AFRTS)*.

AFRTS outlets are not allowed to conduct “investigative reporting.” Stations are encouraged to produce local news programs on subjects of interest and concern within the communities and commands served. Local news reports must be fully attributed regarding the sources of information as well as fully coordinated, if appropriate, with installation PA offices to ensure accuracy and balanced reporting. AFRTS outlets cannot function as news-gathering or news-support bureaus for civilian news organizations.

AFRTS outlets must, on a regular basis, coordinate with all local commands, PA offices and command-sponsored organizations to ensure all segments of their authorized audience are given an opportunity to provide news and information items on local AFRTS programs.

### ***Disinformation***

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

### ***Security and policy review***

Occasionally, you may cover a news event that may be of significant public interest but which contains classified material. Requests for information or your desire to broadcast the story may begin the process of security and policy review since the story may be released to civilian media or broadcast publicly by your outlet. DOD is not in the business of hiding public-interest information that will not harm national strategy or endanger members of the armed forces or their families.

Air Force material submitted for review may be released to the public domain only after you review it for security and policy consistency and a competent authority clears it. You or your facility must not release copies of the material outside official channels until the security review authority confirms clearance. Security review authorities consider requirements from DOD Regulation 5400.7/Air Force Supplement, *DOD Freedom of Information Act Program*, and AFI 33-332, *The Air Force Privacy and Civil Liberties Program*, in making final review decisions. Neither you nor anyone in your facility is to make any commitments, including date of delivery, to furnish products or manuscripts to non-DOD contacts until those products are cleared through security review channels.

#### *Censorship*

DOD 5120.20-M, *Management of American Forces Radio and Television Service*, says outlets are to disseminate DOD, service, command, local community and host-country news that may be of interest to major segments of their military and DOD civilian personnel audience and family members. Manipulation or censorship of any news content is expressly forbidden. Commanders or members of their staffs must not edit or delete portions of the contents of any international, national or local news program. A negative story regarding the military or community is not grounds for editing, manipulation or censorship.

#### *The Privacy Act*

Title 5, United States Code (USC), section 552a, *Records maintained on individuals*, demands releasers of information consider the rights of living relatives and associates of deceased Air Force personnel. See AFI 33-332 and the rules for public release below.

Under ordinary circumstances, a broadcaster must not release information that compromises the Privacy Act. This is because the local command PA office handles release of the names of persons who are injured or deceased pending notification of the next of kin.

#### *Use of non-AFRTS materials*

Any commander or commanding officer ashore or afloat must not use AFRTS outlets for the programming of any materials except command information and materials received from AFRTS-BC, as specified in DOD 5120.20-M, without expressed prior authorization from the director of AFRTS.

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## Self-Test Questions

After you complete these questions, you may check your answers at the end of the unit.

### **007. Alert documentation**

1. Which two non-PA organizations need a copy of the alert roster?
2. List the *minimum* items to include in your alert documentation kit.
3. What should the on-call person do every time the alert kit changes possession?
4. The previous on-call Airman is responsible for replacing damaged or missing equipment before alert kit turnover. What is the current on-call Airman responsible for at turnover?
5. List some suggested items for your personal kit.

6. Who dictates the turnaround time for mishap documentation?
7. Regarding mishap imagery, who should have access to it, and when should it be put on a network drive?
8. What security designation should any image or discussion of an accident or mishap be considered outside of official channels?
9. What is the purpose of documenting mishaps off-base?
10. Where should you direct requests for mishap imagery from outside the military?
11. What should you do if classified information is on-scene?
12. How does AFOSIMAN 71-124 apply to alert photographers?
13. Which documents can be referenced for additional guidance on how to acquire imagery at a crime scene?
14. What does AFOSI recommend as a *minimum* image quality?
15. Why should you *not* delete any images?
16. How should video be used in a crime scene investigation?
17. How does your imagery help investigators during the course of an investigation?
18. What does a proper administrative chain-of-custody do for your imagery?

19. How is the AFIMT 833, Multimedia Work Order, used in the investigative documentation process?
20. List the three guidelines of the material transfer process.
21. List some symptoms a person with stress might experience.
22. What are a few proven ways that can be helpful when dealing with stress?
23. For which symptoms should an individual seek immediate medical attention?
24. An individual should seek medical assistance for which symptoms when they last over a month and impact his or her work or social functioning?
25. Match the sign of critical incident stress provided in the first column with its respective reaction in the second column.

*Column A*

- \_\_\_\_ (1) Loss of judgment and uncontrollable weeping.
- \_\_\_\_ (2) Nausea, vomiting, and possible loss of body functions.
- \_\_\_\_ (3) Perspiration, trembling, and possibly nausea, but no help is needed.
- \_\_\_\_ (4) Argumentative, rapid talking, and endless suggestions.
- \_\_\_\_ (5) Vacant expression or emotionless.

*Column B*

- a. Normal.
- b. Depressed.
- c. Overactive.
- d. Physical.
- e. Individual panic.

**008. Aerial program**

1. What is the overall objective of the aerial program?
2. Who manages the aerial program for all 3N0X2's and 3N0X5's assigned to combat camera?
3. Who can help provide any information on previous flying missions and the local rules of engagement for properly adding personnel to the flight authorization order or passenger manifest?

4. Match the flying status in column B with its respective definition in column A. Each item in column B is used once.

| <i>Column A</i>   | <i>Column B</i>            |
|---|----------------------------|
| ____ (1) Provides non-aircrew members who are properly qualified and directed to perform specific inflight noninterference duties.  | a. NON-CEA or 9D.          |
| ____ (2) Provides personnel who are not authorized AOs tasked to perform unique ground support duties at an enroute location or destination point directly related and essential to accomplishment of the aircraft or unit mission. | b. OSF or 9C.              |
| ____ (3) Provides APs and broadcasters qualified at the same level as aircrew members.  | c. Noninterference flying. |
| ____ (4) Provides leadership with minimal aerial photographic or video mission capability for infrequent, noncombat or nonhazardous missions when an aircrew-qualified individual is unavailable.                                   | d. MEP.                    |

5. List some examples of the classes that may be required to become aerial qualified.
6. What is the key reason to have trained APs?
7. As an AP, what are some of the safety and emergency systems you should have knowledge of on the aircraft?

### **009. American Forces Radio and Television Service**

1. The Department of Defense is the custodian of AFRTS materials. How does this impact how AFRTS personnel can use those materials?
2. What can excerpts from program material be used for?
3. List the restrictions of AFRTS program materials?
4. How must AFRTS program materials be broadcast?
5. What two forms of broadcast in other-than-English languages may be made without approval from director of AFRTS?
6. If a civilian news program regularly carried on AFRTS makes inflammatory remarks about the U.S. Air Force, can the negative portion be edited out before broadcasting it over-air?



7. Which principle guides AFRTS news policy?
8. What is the AFRTS political broadcasting policy?
9. What types of program materials are not allowed to be broadcast from AFRTS outlets?
10. Local spot productions cannot be used to solicit funds without the director of AFRTS' approval with the exception of which program?
11. AFRTS does not hide information from the public; however, what should you do with every story before release?
12. According to DOD 5120.20-M, where does AFRTS stand on censorship of the news?

## **Answers to Self-Test Questions**

### **001**

1. Any unit or portion of a unit that performs the visual information mission, creates VI products or provides VI services.
2. AFPAA.
3. The host PA office.
4. Every five years or whenever the DVIAN's unit designated VI manager changes.
5. (1) Copies of previous and current mission/function statements, AFSC/series of UMD positions and UTC supported; (2) a list of authorized functions performed; (3) a list of supported units, agencies, activities or locations, including a list of units currently supported by host tenant and inter-service support agreements; and Wing commander certification the function is still needed.

### **002**

1. AFI 35-109, *Visual Information*.
2. The DOD Visual Information Schedule

### **003**

1. The wing contracting office.
2. The PWS.
3. The SOW is a description of the government's requirements.
4. Records, equipment and ADPE management; facility management, if applicable; OPSEC; EMSEC.
5. This approach allows the flexibility to develop cost effective solutions, with the opportunity to propose innovative alternatives to meet those objectives.
6. Assist in the technical monitoring or administration of the contract.
7. To ensure the government receives acceptable contractor performance against contractual requirements in determining conformity with technical requirements of the contract.

8. The contractor.
9. Annually; to ensure the agreement still accurately reflects the service you can provide.
10. DMA affiliates and band units.

**004**

1. To describe their requirements for PA services.
2. A method to track the product.
3. No; the unofficial use of PA resources or its products and services is illegal.
4. An opportunity to critique the product and process.
5. Materials provided to the customer and the man-hours used to fill the work request.

**005**

1. (1) b.  
(2) e.  
(3) a.  
(4) d.  
(5) c.
2. Assist PA multimedia managers at all levels in tracking and controlling resources.
3. A management tool used to plan for the purchase or replacement of equipment in a PA office.
4. 3–5 years.
5. The VIEP section of AIM2.
6. The cost of maintenance and equipment usage.
7. They log and track all resources, man-hours, and activities and populate the production report monthly for their activity through the production reporting module in AIM2, as well as make the data available to brief their commander and demonstrate VI contributions and efforts.
8. Monthly.
9. Its meeting the customer's requirements.
10. Quality standards and productions controls.
11. Maintaining good communication with your customers.
12. A QC and work priority system at your customer service counter.
13. Tools used to ensure optimum output for the lowest cost using the appropriate personnel.
14. QC ensures the product meets standards and goals while production controls monitor the time and money spent on a product.

**006**

1. As visual information.
2. (1) b.  
(2) d.  
(3) e.  
(4) f.  
(5) c.
3. Each image or motion imagery segment created by persons acting for or on behalf of DOD must be assigned a VIRIN as a file name.
4. To program your camera with the day's VIRIN *before* shooting.
5. IPTC.
6. Location, VIRIN, classification, photographer's contact info, the operation/exercise name or headline, the caption, keywords, release authority, and the time/date the image was taken.
7. It allows a customer to locate an image based upon a variety of search parameter, enables programs to automatically make your imagery Section 508 compliant, and ensures the photographer receives proper credit for the work.

8. The Form 2357 (caption sheet).
9. XMP.
10. With complete video sequences.
11. VIRIN; videographer name, rank, and contact information; release status of the video, caption, run time, and shoot dates.
12. Released and FOUO.
13. Over a SIPRNet connection.

### 007

1. Security forces and the command post.
2. Camera and lenses, media cards, tripod, camera mounted lights or flash, spare batteries, tape measure or ruler, notebook with writing utensils, and gray or white balance cards.
3. Check all the equipment, issue a new hand receipt and clear all old messages from the alert phone.
4. Making sure the equipment is clean, the recall roster is up-to-date, the batteries are charged and the gear is ready to go at a moment's notice.
5. (1) Documentation (CAC, orders, passport, immunizations record, etc.); (2) funds (money or credit cards); (3) food and water; (4) hygiene items; (5) safety and weather gear (flashlight, Gortex, gloves, etc.) and (6) entertainment items.
6. The base safety office or wing commander.
7. Only authorized personnel. The imagery should *never* be placed on a network drive unless cleared for release.
8. FOUO.
9. To decide on the degree of fault of the government and possibly the claimant on the basis of facts and preserve the facts allowing the government to piece together and reconcile the facts to determine the cause of the mishap.
10. The legal office.
11. If possible, cover it up or remove it. If not, contact your PAO before shooting because the camera gear itself can be considered classified if it houses classified imagery.
12. It dictates that an alert photographer will only be requested when it does not pose an operational risk and that an agent must accompany the photographer throughout the scene.
13. AFOSI Manuals 71-103 and 71-124.
14. At least 18 megapixels.
15. It maintains the integrity of the number sequence. Poor or accidental images should be annotated on a log.
16. As a supplement, not a substitute, for still imagery. The audio should be disabled.
17. It allows investigators to review a crime scene which may no longer exist.
18. It establishes the credibility of the material.
19. It accounts for the chain of custody, the number of images taken, the shooter's information, and how long the shooter was on-scene. This document can be introduced as evidence.
20. Document every action you take, use a standalone media writer or download the files directly from the card to the media without copying onto the hard drive, and finalize the session after the transfer to prevent any alteration of the media.
21. Feeling keyed up, on edge and restless; hyper-vigilance; exaggerated startle response; irritability or outbursts of anger; sadness and crying; fatigue; difficulty concentrating; preoccupation with the traumatic event; muscle tension; and sleep or appetite disturbances.
22. Talking about it and paying attention to basic need like getting enough sleep, eating well-balanced meals, exercising on a regular basis, interacting socially and attending to spiritual needs. You can also seek assistance from professionals.
23. Suicidal or homicidal ideation, intention or plans; hallucinations or delusions; severe depression and alcohol or drug abuse.
24. Persistent avoidance of reminders of the trauma and emotional numbing; persistent loss of interest in friends, family and activities; feelings of detachment from others; restricted range of affection (e.g., unable

to have loving feelings); flashbacks; feeling as if the traumatic event were recurring; feelings of worthlessness or excessive guilt; depressed mood most of the day, nearly every day, with persistent crying, feelings of emptiness and sadness.

- 25. (1) e.
- (2) d.
- (3) a.
- (4) c.
- (5) b.

### 008

- 1. To develop and maintain a high state of mission readiness for immediate and effective employment of AP's in support of host base missions, weapons test and evaluation, worldwide crisis contingencies, exercises and wartime operations.
- 2. SAF/PA.
- 3. HARM office.
- 4. (1) c.
- (2) d.
- (3) a.
- (4) b.
- 5. Water survival, SERE, local area survival, hanging harness and aircraft specific egress.
- 6. To ensure the safe execution of aerial documentation aboard any aircraft.
- 7. O<sub>2</sub>, egress and emergency equipment.

### 009

- 1. Those materials cannot be used in any way other than originally intended and are restricted for AFRTS outlet use only. This means compact discs and digital media cannot be taken home or loaned out to other military organizations or friends for personal use.
- 2. For the sole purpose of promoting and informing viewers of upcoming programs.
- 3. AFRTS materials cannot be used on foreign or domestic commercial, private or government-owned broadcasting stations or cable systems without specific authorization from the director of AFRTS; AFRTS materials cannot be used in any manner that constitutes competition with, or is detrimental to, commercial artists, copyright owners or other private interests; it's illegal to use AFRTS material for direct projection exhibitions on a military installation or facility where a specific fee is collected for entrance or viewing of the AFRTS material; program materials produced by manned AFRTS outlets must not be made available to commercial, private, or government-owned radio or television stations or networks, or their representatives, without prior approval by the director of AFRTS; and no AFRTS outlet may broadcast any program material produced by private or commercial interests or foreign governments without the approval of the director of AFRTS.
- 4. AFRTS program materials must be broadcast as received from AFN-BC.
- 5. (1) The programs or announcements provide adequate English translation and are addressed specifically to DOD personnel for the purpose of increasing their knowledge of the language and appreciation of the host country, its customs, background and people. (2) The AFRTS outlet receives official requests from the host government to alert its civilian population to emergency conditions, such as storms, floods and earthquakes.
- 6. No. The DOD assures U.S. commercial and public networks that it will protect the integrity of all news programs and materials in its possession and control. No changes can be made in the editorial content of any news program or material broadcast.
- 7. AFN-BC and AFRTS outlets' news policy must be guided by the principle of fairness.
- 8. AFRTS political broadcasting policy is based on the FCC's policy on political broadcasting and cablecasting and requires "equal opportunities" for political candidates.
- 9. Pornographic materials, demeaning audio and video, or lyrics-alert labeled music.
- 10. Spot announcements produced for the annual Overseas Combined Federal Campaign if they are general in nature and do not highlight a single agency.

11. Carefully review it for security and policy consistency and have a competent authority clear it.
12. Manipulation or censorship of any news content is expressly forbidden.

**Complete the unit review exercises before going to the next unit.**

## Unit Review Exercises

**Note to Student:** Consider all choices carefully, select the *best* answer to each question, and *circle* the corresponding letter. When you have completed all unit review exercises, transfer your answers to the Field-Scoring Answer Sheet.

**Do not return your answer sheet to the Air Force Career Development Academy (AFCDA).**

1. (001) A defense visual information activity number (DVIAN) authorizes visual information (VI) activity
  - a. consolidation by major command (MAJCOM) Public Affairs (PA) offices.
  - b. operations by an organization on an installation.
  - c. for each service component.
  - d. at host PA offices.
2. (001) Responsibility for managing all visual information (VI) assets on an installation belongs to
  - a. wing automated data processing equipment (ADPE) manager.
  - b. major command (MAJCOM) Public Affairs (PA) offices.
  - c. the Air Force Public Affairs Agency (AFPAA).
  - d. host PA offices.
3. (002) Documentation with historical value must be accessioned to the national archives according to
  - a. the Defense Media Activity (DMA).
  - b. Department of Defense Instruction (DODI) 5040.01.
  - c. the Decision Logic Table.
  - d. federal and DOD laws.
4. (003) In contract operations, a performance work statement
  - a. details how the task will be accomplished.
  - b. defines the work to be completed in the contract.
  - c. is a description of the government's fiduciary responsibilities.
  - d. cements the obligations of the quality assurance evaluators (QAE) from the wing contracting office.
5. (003) In contract operations, which statement is a description of the government's requirements for a contract operation?
  - a. Objectives performance statement.
  - b. Performance work statement.
  - c. Statement of objectives.
  - d. Statement of work.
6. (004) What document provides camera operators with general instructions on the type of imagery to capture and what to do with that imagery?
  - a. DD Form 2537, Visual Information Caption Sheet.
  - b. AF IMT 833, Multimedia Work Order.
  - c. DOD Captioning Style Guide.
  - d. Decision Logic Table.
7. (004) In order to certify that the AF IMT 833, Multimedia Work Order, work request is For Official Use Only, the requester must sign which block?
  - a. Block 27.
  - b. Block 24.
  - c. Block 26.
  - d. Block 42.

8. (004) Who can help you improve visual information (VI) products and the processes you use to complete them by providing data in block 25 of the AF IMT 833, Multimedia Work Order?
  - a. VI personnel performing the work.
  - b. The base VI manager (BVIM).
  - c. Your office superintendent.
  - d. Customers.
9. (005) Which is *not* an Automated Information Multimedia Manager (AIM2) module?
  - a. Defense visual information activity number (DIVIAN).
  - b. Inventory.
  - c. Production.
  - d. VI Equipment Plan (VIEP).
10. (005) Which Automated Information Multimedia Manager (AIM2) system module tracks visual information (VI)/multimedia equipment?
  - a. Inventory.
  - b. User tools.
  - c. Production.
  - d. Unit information.
11. (005) What administrative tool assists AFPAA and MAJCOM leadership with decision making analysis for the VI Equipment Plan (VIEP) and production reporting throughout the Air Force visual information (VI) community?
  - a. Automated Information Multimedia Manager (AIM2).
  - b. Program objective memorandum (POM).
  - c. Management control program.
  - d. Statement of assurance.
12. (005) What management tool can you use to plan for purchase or replacement of visual information (VI) equipment in a public affairs (PA) office?
  - a. Production reports.
  - b. VI Equipment Plan (VIEP).
  - c. Program objective memorandum (POM).
  - d. Automated Information Multimedia Manager (AIM2)
13. (005) Any public affairs (PA) equipment requirements you submit directly to your MAJCOM must also be entered into the
  - a. open documents listing (ODL).
  - b. Automated Information Multimedia Manager (AIM2).
  - c. program objective memorandum (POM).
  - d. Five-year plan.
14. (005) In reference to the quality control, what helps ensure *optimum* output for the *lowest* cost using the appropriate personnel?
  - a. Five-year planning.
  - b. Outcome tools.
  - c. Quality standards.
  - d. Production controls.
15. (006) Which publication does *not* provide guidelines for accessioning imagery captured with a government camera?
  - a. Air Force Instruction (AFI) 35-109, *Visual Information*.
  - b. Department of Defense Instruction (DODI) 5040.02, *Visual Information*.
  - c. DODI 5040.07, *Visual Information Productions*.
  - d. DOD Visual Information Schedule.

16. (006) When preparing your material for accessioning, what would you include with a sequence that would *not* be provided with raw, individual video clips?
- DD Form 2357.
  - Metadata.
  - VIRIN.
  - Slate.
17. (006) You have timely imagery which needs to be transmitted to Defense Imagery Management Operations Center (DIMOC) as soon as possible (ASAP). The imagery does not contain any classified knowledge, but it has *not* been cleared for release yet. Which disclosure option needs to be included in the metadata?
- For Official Use Only.
  - Sensitive.
  - Uncleared.
  - Unreleased.
18. (007) You have assembled a new alert roster balancing the experience, skillsets and timetables of your personnel. Which two organizations are a “priority” to receive a new version of that alert roster?
- Base legal office and medical group.
  - Security forces and command post.
  - Security forces and medical group.
  - Command post and base legal.
19. (007) When operating as the alert photographer at a mishap scene, why should you avoid capturing images of classified information or notify the public affairs officer (PAO) of your need to take pictures of classified material *before* you snap the photo?
- Air Force Office of Special Investigations (AFOSI) 71-103 dictates imagery of sensitive material at investigative scenes must be pre-coordinated with the on-site commander and recorded on a device cleared through the host OSI office.
  - Capturing classified imagery with an unclassified camera is expressly forbidden by AFI 35-109.
  - Public affairs primary responsibility is to inform the command and external audience so all images taken with a government camera must be designed for public release.
  - The camera gear itself may be considered classified and need to be secured in the same manner as other classified information.
20. (007) When documenting a crime scene as an alert photographer, which guidance should you *not* follow?
- Ensure the first image on each card or location is a gray scale or white paper with gray scale ruler listing the date, case number, location and photographer’s name.
  - Delete duplicate or accidental snapshots to ensure the integrity of batch images fall within standards for admission as evidence in a court of law.
  - Capture the scene before entering it. Photograph entry and exit points, the crime scene and evidentiary items within the scene.
  - Use video as a supplement, not substitute, to still photographs and disable the audio.



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21. (007) You have documented an aircraft mishap on base, but the photos have *not* yet been cleared for release. The wing safety office has asked you to provide the imagery to aid in its investigation. Which is a *poor* choice for transferring and storing the mishap photos while they await review by the proper authorities?
- Transfer the files directly to a disk created using a standalone DVD writer and hand-deliver the disk.
  - Copy the files directly to the office network drive and provide the link to investigative authorities.
  - Burn the files directly to a DVD using a stand-alone laptop, finalize the session, and drop the disk off with the investigators.
  - Maintain the files on the original media card, deliver the card to the authorities, and use a different media card in the camera for any new projects.
22. (008) Which office or agency can help provide information on previous flying missions and the local rules of engagement for properly adding personnel to the flight authorization order or passenger manifest?
- Host Aviation Resource Management (HARM) office.
  - Base operations.
  - Passenger terminal.
  - Aviation administration.
23. (008) What two factors drive Non-Career Enlisted Aircrew (NON-CEA) designation?
- Frequency and training.
  - Frequency and nature of duties.
  - Unit location and training.
  - Unit location and nature of duties.
24. (008) While the *most common* status broadcast journalists and photojournalists will fly in their official capacity is mission-essential personnel (MEP), this status is *not* meant for
- getting out of the seat to document air operations.
  - escorting non-DOD individuals on a flight.
  - individuals required for the mission.
  - wing staff agency personnel.
25. (009) Which organization issues procedures for handling and controlling American Forces Radio and Television Service (AFTRS) program material?
- AFN.
  - AFN-BC.
  - DMA.
  - SAF/PA.
26. (009) Locally produced American Forces Radio and Television Service (AFRTS) spot announcements cannot
- publicize gambling or games of chance regardless of military affiliation or cause.
  - promote membership drives for organizations unless dues or a monetary fee is required for joining.
  - mention the brand name of any product with the exception of special events like an MWR concert with a commercial sponsor or specific prizes in contests sponsored by military command activities.
  - promote the sale of alcoholic beverages at any location other than Class VI or an AAFES affiliated outlet or activity.

27. (009) According to DOD 5120.20-M, *Management of American Forces Radio and Television Service*, manipulation and censorship of any news content is
- a. expressly forbidden.
  - b. condoned during times of war only.
  - c. accomplished in coordination with the host-base public affairs office.
  - d. limited to subjects annotated on the commander's exception list.

## Unit 2. Public Affairs Communication

|   |             |
|---|-------------|
| <b>2–1. Designing Public Affairs Communications .....</b> | <b>2–1</b>  |
| 010. Public affairs plans and annexes .....               | 2–1         |
| 011. Environmental protection communications .....        | 2–3         |
| 012. Public affairs guidance .....                        | 2–11        |
| 013. Communication planning.....                          | 2–13        |
| 014. Crisis communication .....                           | 2–15        |
| 015. Long-range planning calendar .....                   | 2–22        |
| <b>2–2. Public Affairs Communication Strategies.....</b>  | <b>2–31</b> |
| 016. Community engagement.....                            | 2–31        |
| 017. Media operations .....                               | 2–34        |
| 018. Official websites .....                              | 2–41        |

**W**HETHER PERFORMING our PA mission in a joint environment, a crisis situation or normal daily operations, every action we perform must fit within the overall design for PA communications that begins with the Office of the Secretary of Defense Public Affairs (OASD/PA) and reflects in every subordinate level of PA operations. In this unit, we'll look at how PA fits into military operation and emergency response plans. Then, we'll discuss PA communication programs, to include your roles and responsibilities in designing communications for your command and external audiences.

### 2–1. Designing Public Affairs Communications

PA professionals' charge to effectively and positively influence audiences using available communication methods is founded in planning. This section explains the foundation of PA's planning process. Whether determining PA requirements to support a wartime or humanitarian mission, regional or local emergency or a hot topic that has come up on your base, PA planning always takes into account commander priorities and audience needs.

#### 010. Public affairs plans and annexes

In a simple definition, a contingency plan is created to address an outcome other than the usual (expected) plan. It is often used for risk management when an exceptional, sometimes unlikely, risk would have catastrophic consequences. For example, suppose numerous Airmen and family members on base become sick. It's discovered the base's water source has been contaminated. The PA office would have an annex in the base's emergency management plan that would assign responsibilities and provide PA guidance for handling the situation.

The annex should contain, at a minimum, appendixes for media support; visual documentation; historical documentation; combat documentation (as appropriate); command information; community engagement (as appropriate); and an estimate of logistical, manpower and financial requirements.

As a PA professional, you have a mission during wartime and contingencies to collect and release information within set security guidelines. Most issues, plans and events contain elements of interest to the general public—you want the local community to know about the water contamination since they use water from the same source. You can also bet the media and the rest of base's employees and residents would want information about the who, what, when, where, why and how. This interest should be part of your PA planning process.

You need to be as proactive as you can and think about all the possible situations and questions that could come up during a crisis situation or operational mission. Remember, the accuracy and timeliness of the information you provide to the public is essential in maintaining your credibility and

ultimately, the Air Force's good reputation. You need to do as much prior planning as you can to help make your response to a contingency or a wartime operation maximally effective.

### **Annex F**

An annex is a document attached to a larger overall plan, such as an operational or contingency plan. It assigns responsibilities and identifies critical tasks like milestones to everyone working on a particular tasking. As stated earlier, we develop PA annexes to ensure that adequate PA support is available to meet command information and news media requirements. A good example of a PA annex is one traditionally known as Annex F. Some other annexes might include Annex B for Manpower and Organizations, Annex D for Comptroller Funding, Annex G for Logistics, and Annex L for Headquarters United States Air Force responsibilities.

Annex F is PA's document to operations plans (OPLAN) and stipulates the concept of the overall conduct of a PA program in support of an operation or exercise in development. Normally, the Air Force component command PA staff writes an annex in response to a tasking to a supporting plan. Included in the annex are several different sections. Some of those sections include DODI and AFI references, the situation, who the enemy and friendly forces are, requirements to support the task (logistics, manpower and finances), coordination instructions and many more. In other words, it helps to accomplish a major action.

**NOTE:** For greater detail, see appendix A, Annex F Sample, at the back of this CDC.

### **PA planning process**

Planning includes all activities that must be completed during an anticipated operation, contingency or other event. Proper planning translates strategic guidance and direction.

Your first considerations in PA planning are the commander's intent and desired end state. What is it the commander or unit is trying to do? PA planners consider how desired and undesired effects of PA activities influence the information environment and the completion of the mission. You must ask yourself, how will publishing a story's photos or sending out a news release affect the mission or event? Will it do so in a positive or negative way? Do you have the correct messaging aligned with the mission in order to help tell the story or reason behind the activity?

This is why PA requires a "seat at the table" during the planning phase of an operation. It's also why it's important to build and maintain relationships with decision makers in the organization. This allows you to be involved in the beginning stages as opinions are formed, decisions are made and details are developed. Therefore, your portion of the OPLAN should be developed simultaneously with the overall OPLAN so transportation, communications, billeting, equipment and personnel resources required to support the plan can be built into the total operational resource requirements.

Synchronization across the staff facilitates the availability of services and support required to execute PA activities. PA planning should also include coordination with installation support units, host nations, other government organizations, (*US Army Corps of Engineers*), intergovernmental organizations, (*NATO*) and non-government organizations, (*American Red Cross*) as appropriate.

### **Deliberate planning**

Deliberate planning is provided by a higher authority and occurs before a plan is needed for execution and is developed from assumptions or in anticipation of possible future events. The procedures are used to evaluate anticipated future situations where we need to be prepared to respond. The situations are hypothetical predictions of conditions and scenarios considered so critical that plans to respond to them must be prepared before they occur. Because they are hypothetical, not all conditions can be predicted. 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.

### ***Crisis action planning***

While deliberate planning is done in anticipation of an event, there may not always be a plan in place for every scenario. In crisis action planning, a deliberate plan is tailored to meet existing operational requirements or a new plan is developed based upon available resources. During a crisis, the situation can evolve hour by hour, with information changing continuously, so flexibility is important.

Effective crisis action planning is enabled through prior coordination, so it's important to build good relationships before a crisis occurs. You don't want to meet the other agency representatives for the first time at the scene of an emergency or during a crisis. A good relationship can't be formed on a whim. It's better to have those relationships already in place ahead of time. Also, it is important to understand what each agency contributes and its roles and responsibilities, as well as its rules and regulations that might be different from the Air Force.

### **Mission analysis**

PA planners focus on developing situational understanding of the operational environment to include media infrastructure, capability and bias, as well as the social and cultural characteristics of key areas. PA planners analyze the mission, the end state, and objectives, and review applicable strategic guidance to identify the PA tasks (specified, implied and essential) and develop initial PA staff estimates.

### **Security review**

Security begins at the source of the information, and as Air Force personnel, we are responsible for safeguarding sensitive information. PA reviews the release of unclassified information and products associated with any sensitive situation prior to public release to prevent compromising security, jeopardizing operations or threatening the safety of service members. Usually the PAO provide his assessment on the possible effects of media coverage during a crisis to the commander.

## **011. Environmental protection communications**

The DOD shares concern with the American public for safeguarding our environment. PA communicates the military's commitment to public involvement and environmental excellence. We must protect, preserve, restore, develop and sustain our nation's environmental and installation resources for our future. One of the major responsibilities of all DOD agencies is support of Environmental Protection Agency (EPA) programs in regard to cleanup of past practices at military installations and protecting the environment from future problems.

In your 5-level CDCs, you learned some basic information about the environmental program as it pertains to PA compliance with environmental law. This lesson builds upon that foundation. For additional guidance on environmental PA, see AFI 35-108, *Environmental Public Affairs*.

### **Purpose, policy and laws**

PA plays a crucial role in the environmental program, from community involvement and news media interests to promoting the program through various command communications channels. Let's look at the purpose, objectives and policies, and laws of environmental PA programs.

### ***Purpose***

It is important to note public participation and involvement are required for most environmental programs, not simply distributing public information. Public involvement (PI), also known as community involvement, is legally required for most environmental programs. The purpose of PI is to inform and involve a specific target audience during critical decision-making windows in various Air Force Environmental Safety and Occupational Health (ESOH) programs; this objective varies from the more traditional PA goal of program advocacy. The information here establishes guidance for Air Force environmental PA programs responsibilities, policies and procedures for organizing and administering an effective and legally sufficient PI program.

### *Objectives and policies*

The ESOH program objective is to develop and enact innovative, integrated and comprehensive solutions that enhance the Air Force's ability to project airpower globally. To support this key Air Force program, PA staff members at all levels must understand and plan for timely and consistent PI that complies with the letter and spirit of the environmental statutes. The primary Air Force ESOH messages are sustaining readiness, being a good neighbor and leveraging resources.

It is Air Force policy to keep the public fully informed and involved on past, present and proposed actions that potentially could affect the environment and public health. Air Force commanders and their staffs must adhere to the following principles:

- Air Force agencies at all levels must be prepared to grant public access to most draft and all final versions of unclassified documentation of environmental programs. Prompt, full and accurate disclosure of information conforms to DOD principles and legal requirements.
- Where the potential for public health issues exists, that information must be released in an expeditious and responsible manner.
- Air Force officials must be sensitive to civilian and military communities that may be affected by ongoing or proposed activities having possible environmental impacts.
- Air Force officials must comply with the spirit and intent of all federal, state and local environmental laws as they relate to public involvement.

### *Applicable laws*

You should recall, from your 5-level studies, the two categories of environmental laws: substantive and procedural. Substantive law applies to the entire American society. Procedural law, which was enacted via the National Environmental Policy Act (NEPA), applies only to the federal decision-making process.

### **General roles and responsibilities**

As a critical member of the ESOH management team, the PAO must ensure everyone on the PA staff receives appropriate training and is kept current on local and national Air Force ESOH issues. Also, the PAO advises the interdisciplinary team on PI requirements.

### *PA responsibilities*

Specific PA responsibilities as an ESOH management team member include the following:

- Preparing a comprehensive PA plan that may include both basic PI efforts and supporting traditional PA products.
- Coordinating and/or releasing all public announcements on ESOH issues. Coordination usually involves appropriate environmental, legal and health offices and commanders.
- Notifying local political, health and environmental leaders prior to public release of information, if appropriate.
- Providing PA counsel and guidance to commanders and those staff agencies involved in conducting environmental programs.
- Reviewing and ensuring all environmental documents, particularly the executive summaries, are written in nontechnical language that is understandable to the primary target audience, the commander and the public.
- Serving as the Air Force POC for public and media queries.
- Coordinating and/or being the POC for all public meetings on ESOH issues.
- Placing newspaper display ads (funded by proponent) and issuing news releases at decision points and other significant stages in ESOH projects.

- Keeping command audiences informed through command channels on environmental issues and community concerns.
- Ensuring compliance with required public involvement actions for each environmental program.
- Maintaining a complete record of all news releases made, public meetings held, queries answered and media clips gathered concerning environmental programs.
- Ensuring placement of public involvement information into the Administrative Record and/or the Information Repository.
- Informing Secretary of the Air Force Office of Public Affairs (SAF/PA) of key environmental activities and milestones.

### *General environmental program responsibilities*

PA achieves community engagement requirements by developing an environmental speakers program, facilitating environmental educational outreach to local schools and conducting tours focusing on the four pillars of the environmental program (cleanup, conservation, compliance and pollution prevention). PA also help plan and conduct other environmental awareness activities such as Earth Day, Pollution Prevention Week, America Recycles Day and many others.

PA coordinates and conducts media operations on emerging environmental issues and is the chain of review on all environmental documents that are releasable to the public. Furthermore, PA communicates environmental information to the command Air Force audience to inform and educate.

In addition to Restoration Advisory Board (RAB) participation, PA is a member of the Environmental Protection Committee (EPC) or ESOH council, which reviews policy and serves as a steering group to coordinate and monitor the overall environmental program.

PA promotes the environmental program by communicating success stories to external audiences. SAF/PA Media Operations Division (SAF/PAO) is the central point for coordinating and communicating environmental successes to national audiences. Installation and MAJCOM PAs communicate environmental success to local and regional audiences and forward local news releases and news clippings to SAF/PAO for consideration in the national program.

### **NEPA**

The NEPA of 1969 (Public Law 91–190) is a U.S. statute requiring all federal agencies to consider the potential effects of proposed actions on the human and natural environment. NEPA and the President’s Council on Environmental Quality (CEQ) regulations require federal agencies to analyze potential environmental impacts of major federal actions and alternatives that may significantly affect the environment and to use those analyses in making decisions or recommendations concerning those proposed actions. Let’s look at how NEPA governs some of the environmental PA programs.

### *NEPA requirements*

NEPA requires an analysis of proposed major federal actions and alternatives to identify potential environmental impacts. It does not require decision makers to use the impacts in making the decisions; it only requires decision makers to be aware of and consider the impacts.

One of the key features of NEPA is the requirement for public input and comment during the production of the NEPA document. Community involvement is central to the NEPA process. The Air Force fulfills this requirement through the EIAP; therefore, PA 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 Environmental Planning Function, such as public libraries and city halls. NEPA does not require public involvement in the decision-making process. It requires public input and comment during the production of the NEPA document. Therefore, anytime federal money is to be spent on a project, operation or activity,



environmental consideration must be given and these considerations must be well documented, analyzed and made available for public review and comment.

### ***PA responsibilities under NEPA***

PA has four inherent responsibilities under the NEPA process.

1. Be involved early and often.
2. Provide guidance and counsel.
3. Assist in materials planning and production.
4. Coordinate documents with various organizations.

#### ***Be involved early and often***

As public involvement is central to the NEPA process, it is critical you, as PA professional, be involved at the earliest stages of a proposed action or project. Early involvement can help decision makers identify issues and sensitivities that could surface later on and delay or completely stop the proposal. Failure to resolve any issues early in the planning stages of a proposal can lead to situations that fuel increased public scrutiny, suspicion, and eventually, animosity toward the Air Force. These negative public perceptions can ultimately erode the Air Force's credibility as a responsive and responsible partner in the community.

#### ***Provide guidance and counsel***

We provide guidance to commanders and environmental professionals on compliance issues, specifically as they relate to public involvement in environmental programs.

#### ***Materials planning and production***

We assist in all aspects of PA planning in support of the NEPA programs. Our responsibilities include developing and coordinating public or media informational materials, news releases, fact sheets, PA plans, community relations plans (CRP), public meetings and logistical support to local community briefings or meetings. Make sure you coordinate all public involvement and PA plans with your MAJCOM PA office. You should also maintain an information file on all public correspondence and news clips regarding environmental issues.

#### ***Coordination***

PA works closely with the environmental office, operations personnel, legal, bioenvironmental, and other wing and MAJCOM staff in preparing and reviewing all draft and final documents to ensure they are understandable and address any concerns raised by the public.

### **Environmental Impact Analysis Process**

AFI 32-7061, *The Environmental Impact Analysis Process*, implements NEPA of 1969, the President's CEQ regulations, and DODI 4715.9, *Environmental Planning and Analysis*. It adopts the current Title 32, Code of Federal Regulations, Part 989 (32 CFR Part 989), *Environmental Impact Analysis Process*, as the controlling document on the Air Force EIAP. The EIAP is the Air Force instruction describing the process we use to ensure NEPA requirements are met. It is an analysis of the potential environmental impact of proposed actions and alternatives and use of that analysis in making decisions or recommendations on whether or how to proceed with action. It applies to all Air Force, Air National Guard, Air Force Civil Engineer Center (AFCEC) and Air Force Reserve Command (AFRC) federally-funded activities.

The EIAP is designed to provide decision makers with all points of view that can be weighed in making the final decision. 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. For this reason, you must keep the public informed during the EIAP, environmental assessment (EA) and the environmental impact statement (EIS) processes.



### *Environmental assessment*

An EA is a concise public document that helps determine the extent of environmental impacts of a project and the decision on whether or not those impacts are significant. Every EA must lead to one of three decisions:

1. To issue a finding of no significant impact (FONSI).
2. To publish a notice of intent (NOI) to prepare an EIS.
3. To take no action on the proposal.

PA must stay engaged throughout the investigation and decision-making process. While a range of PA efforts may occur during an EA, usually PA efforts are limited to one public notice and a subsequent public comment period.

### *EIS*

The EIS is a detailed study analyzing all environmental impacts of a proposed action and its alternative 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. The SAF/PA Requirements and Development Division (SAF/PAR) is the primary contact for this type of advanced training.

### *EIAP responsibilities*

PA involvement in the community is central to the EIAP process and should take the actions described in the paragraphs below.

### *EIAP document reviews*

PA must participate in the review of EAs and EISs developed by the proponent and environment planning function (EPF) to ensure the executive summaries are written in layman's language and address the public's concerns. These developing documents about the project help PA to anticipate and prepare for public and media questions that may arise.

### *EIAP public notification*

Notifying the public on the availability of an EA/EIS decision document must be made via display advertisement (not a legal ad), one-sixteenth of a page (about 4 by 5 inches in size) in a local or regional general circulation newspaper. A news release may also be sent to the local media, but should not be the singular notification. The display ad is a paid newspaper advertisement funded by the project's proponent. It should appear in a prominent section of general circulation newspapers rather than legal columns or papers. If there is a specific state requirement to use a legal advertisement for public notification of NEPA activities, then use a legal advertisement 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), consider these three things:

1. The size of the proposal and the degree to which the public may be affected by the action.
2. The anticipated level of public interest or controversy—including any past controversy associated with similar activities.
3. Whether the imposed action is one of national concern, is unprecedented or normally requires an EIS.

You should ensure news releases, newspaper display ads and media queries are properly coordinated with the interdisciplinary team (environmental, operations, legal, medical, safety, etc.) and other appropriate agencies or organizations before releasing environmental information.

**NOTE:** For additional information, see AFI 35-108, figure 1, Public Affairs Actions for EIAP Actions.

### **Installation restoration program**

The Air Force, because of its primary mission, has dealt with toxic and hazardous materials associated with flying operations for many years.

The installation restoration program (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. AFCEC has centralized responsibility for executing the Air Force Environmental Restoration Program (ERP) in support of active installations. Working with ERP liaisons at the MAJCOM and installation levels, AFCEC provides direct installation support by planning and programming requirements and executing projects. Local installation PA offices clear information for public release and conduct security and policy reviews.

### ***EPA National Priorities List***

The EPA National Priorities List (NPL) serves to prioritize cleanup actions for sites under the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) of 1980. The Superfund Amendments and Reauthorization Act (SARA), also known as Superfund, amended the CERCLA in 1986. The NPL identifies the most significant targets for cleanup action and serves as an information and management tool allowing the EPA to decide which sites warrant detailed investigation to determine what response may be needed. Although DOD sites are ineligible for Superfund money by statute, SARA added an Environmental Restoration section to Title 10, US Code, titled "Armed Forces," that established the ERP and its funding, the Environmental Restoration Account (ERA). The ERA is the DOD's funding source for IRP and installations on the NPL.

### ***IRP responsibilities***

Installations must designate an ERP PA liaison to the community and in writing to AFCEC. In cases where there may be no PA assigned to an installation, such as a government-owned, contractor-operated (GOCO) facility, the responsible command provides and ensures a PA specialist or an appropriate on-site representative carries out PA responsibilities. MAJCOMs maintain copies of documents and materials the installation-level PA (or selected on-site representative) completes in support of the IRP, such as a CRP, environmental updates, mailing lists, information repository indexes, news releases and fact sheets.

PA functions as the focal point for PA and support program activities for community involvement aspects of proposed IRP actions. They provide guidance on PA support and assist program personnel in satisfying community involvement requirements. CFR 40, Part 300, *National Oil and Hazardous Substances Pollution Contingency Plan; National Priorities List*, requires CRPs, also known as community involvement plans. This is the national authority for many environmental processes and programs that require public notification. The CRP normally is 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.

PA also coordinates or assists in the coordination of RAB activities. 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. Every base is required to have a RAB if there is sufficient community interest in participating in the installation cleanup process. The board is comprised of representatives from the community; interested groups; local, state and federal regulatory agencies; and the Air Force. RAB meetings are open to the public.

PA assists restoration personnel in satisfying public involvement guidelines for removal actions. Removal actions may occur at any time during the normal process of the IRP. Removal actions can be performed in emergency, time-critical or non-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 PA requirements, depending on the length of time to plan and perform the action.

### **Hazardous materials incidents and pollution**

The Air Force takes a leadership role in preventing pollution by reducing the use of hazardous materials and the release of pollutants into the environment. Preventing pollution requires a proactive and dynamic management approach because prevention is done through source reduction. The following hierarchy of actions to prevent pollution is first and foremost:

1. Eliminate and reduce the use of hazardous substances.
2. Reuse or recycle hazardous materials whenever possible.
3. Treat hazardous substances, converting them into environmentally-friendly products.
4. As a last resort, dispose of wastes in an environmentally safe manner.

This hierarchy of actions must be fully integrated into day-to-day Air Force operations to build a strong pollution prevention program.

### ***Resource Conservation and Recovery Act***

The Resource Conservation and Recovery Act (RCRA) provides a “cradle-to-grave” system of rules regarding the generation, transportation, treatment, disposal and cleanup of hazardous wastes. RCRA cleanup actions occur at installations that still generate hazardous waste in the fulfillment of mission requirements. The main objectives of the RCRA are to protect human health and the environment, conserve energy and natural resources, and reduce or eliminate the generation of solid and hazardous wastes.

Under the RCRA, many installations request or renew permits authorizing them to treat, store or dispose of hazardous waste. Community involvement plays an important role in this permitting process, to include public comment periods and/or public hearings. The agency responsible for approving an installations permit request, normally the EPA or state environmental regulators, is typically responsible for all community involvement activities during the permitting process. However, some public hearing and public notification activities may be conducted at the installation.

### ***Emergency Planning and Community Right-to-Know Act and Toxic Release Authority***

The Emergency Planning and Community Right-to-Know Act and Toxic Release Authority (EPCRA) was enacted in 1986 to help protect public health, safety, and the environment from discharges of toxic substances and to increase community awareness of chemical hazards. Originally applied to private industry, EPCRA principles and guidelines were extended to the military by EO 12856, *Federal Compliance with Right-to-Know Laws and Pollution Prevention Requirements*.

Installations provide a toxic release inventory (TRI) report to the EPA each year that compiles information about toxic release to the environment and transfer of waste to off-site locations. The TRI is a database through which the public can access this information. Facilities representatives report the amounts of their listed toxic chemicals either released on-site directly to air, water, or land or injected in underground wells. In addition, they must report amounts of chemicals transported off-site to facilities that treat, store or dispose of the chemical wastes. Finally, the amount of chemicals recycled, burned for energy recovery, or treated is also reported. The EPA may distribute the TRI information as a lump-sum listing—usually without further information relating to chemical usage and pollution prevention measures implemented at the site. Without information at the local level, this general information could disturb the local community—especially if quantities are large.

### ***EPCRA responsibilities***

While there is no prescribed way to present information to the public about toxic releases to the environment, PA’s 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 the related risks and how the installation uses the hazardous substance. PA should work closely with bioenvironmental engineers, legal advisors and 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 vital to communicate to the public that the military has aggressively sought and implemented pollution prevention measures, reduced hazardous waste and is constantly seeking alternate, less hazardous chemicals.

### ***Environmental, Safety and Occupational Health Compliance Assessment and Management Program***

The Air Force's Environmental, Safety and Occupational Health Compliance Assessment and Management Program (ESOHCAMP) was designed in response to EO 12088, *Federal Compliance with Pollution Control Standards*, signed 13 October 1978, to ensure compliance with all applicable pollution control standards.

The environmental part of ESOHCAMP is the Air Force's internal, self-assessment program, administered under the Air Force Inspector General (IG), to help commanders assess the status of environmental compliance and occupational health and safety, and to identify discrepancies and track solutions.

PA must be aware of ongoing ESOHCAMP activities and ensure information is provided to the Air Force command audience. The final ESOHCAMP report is made available for release to the public, upon request, following MAJCOM approval.

### ***Air installation compatible use zones***

The goal of the air installation compatible use zones (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 sustain the operational capabilities of the installation. The program identifies runway clear zones, accident potential zones, and noise zones, and recommends land-use guidelines for achieving compatible land use in these areas.

Generally, the AICUZ program is managed by the base community planner who collects and revalidates data, and prepares an AICUZ report or amendment for public release. PA assists the base community planner and the base and/or MAJCOM environmental team to prepare for public meetings and acts as an information release liaison between the base and the community. Thus, PA is involved in the development and release of information and must ensure PA activities are met by the AICUZ report and any changes to it. Normally, the wing commander makes the decision to release the AICUZ report or amendment. Review AFI 32-7063, *Air Installation Compatible Use Zone Program*, to enhance your knowledge of the program and its requirements.

### ***Encroachment***

Encroachment is the expansion of man-made or controlled elements to such an extent the installation is no longer able to perform its primary mission. Traffic congestion, noise complaints and reduction of training operations are all signs an installation has encroachment problems. Below are several means of preventing encroachment:

- Zoning, which prevents residential and some commercial activities from being built around the installation and specifically in the flight paths is preferred.
- Purchase of air easements. The military sometimes pays residents in order to fly above their homes.
- Land purchase, which can be expensive and should be the last resort.
- Operational solutions, such as increasing the glide path of aircraft or insulating buildings through the modification of building codes.

AICUZ seeks to identify these zones to prevent civilians from moving into areas where they may experience noise or damage from aircraft.

### *Noise complaints*

PA also acts as an AICUZ information liaison between the base and community when handling noise complaints. Information gathered via noise complaints can help identify some areas for the civil engineer environmental flight to be aware of in regard to the AICUZ program.

As a PA supervisor, trainer and leader, you'll want to be sure your Airmen know how to properly address a noise complaint. They must handle it promptly, directly and as thoroughly as possible without referring the caller to another base or command and without dismissing a call when locally assigned aircraft are not involved. Ensure your Airmen understand the importance of handling complaints professionally with all involved agencies and community members. You'll also want to be sure your office has an established means of logging and tracking noise complaints and your Airmen know how to access and use it.

To help maintain good media and community relations, PA should provide timely, responsive and factual answers to aircraft noise complaints working in conjunction with the installation's aircraft operations and civil engineer offices. PA 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 Air Force Claims Service Center.

## **012. Public affairs guidance**

Public affairs guidance (PAG) is a source document PA uses when responding to the media and the public in discussion of a defense issue or operation. DOD or SAF/PA headquarters often issues PAG in advance of events expected to attract significant attention from the news media or the general public. PAG is important because it directs what actions to take in order to communicate about an event or issue. Although not all-inclusive, here are some examples where PAG may be issued:

- Military deployments, operations, exercises and competitions.
- Force structure changes and base closures.
- Military support and participation in documentaries, films and television projects.
- Military support and participation in international air shows and trade fairs.
- New aircraft and other weapons systems.
- High-interest vaccination and health issues (anthrax, smallpox, etc.).

### **Developing PAG**

PAG comes in many forms and from many levels of command, depending on the scope of the event and which organization has responsibility and authority for outlining PA actions. For example, SAF/PA may provide PAG when an issue affects units across the Air Force. Also, unified commands often publish PAG for exercises and operations within their theater. Finally, when an issue cuts across several unified commands or has national interest, OASD/PA is the authority to issue guidance. In any case, lower-level PA offices are often asked to provide input on PAG and coordinate before it is published.

### *General guidelines*

Normally, PAG includes the background on the situation, outlines the intent and communication objectives, identifies actions to be taken at each level, identifies key spokespersons, and directs what commanders and PA staffs can and cannot say or do. If appropriate, PAG also includes specific quotes by senior officials.

Subordinate organizations may be asked to prepare a proposed PAG or may be asked to provide input to a proposed PAG, but normally higher headquarters issues PA policy guidance and direct implementation. Staffs at lower levels can publish guidance directing subordinate units to comply, but they cannot direct PA activity beyond their commands; however, when active, guard or reserve units

join an operation and are operationally reassigned to one of the combatant commands or C-NAFs they are required to follow all PAG published by the combatant command. Prior to deployment, it is recommended these units reach out and request any applicable PAG from the appropriate headquarters.

If your organization wishes to publish PAG throughout the Air Force, submit the proposed PAG through the Secretary of the Air Force, Office of Public Affairs, Strategy and Assessment Division (SAF/PAX). Make sure you coordinate with them far enough in advance to accommodate your desired publication date. SAF/PA will review the PAG, obtain HQ USAF approval, and issue the PAG from Washington, DC. See Appendix B for a sample page from a PAG.

### ***Format and contents***

The following sections can be found in a typical PAG. For additional guidance see DODI 5405.3, *Development of Proposed Public Affairs Guidance (PPAG)*. For the purpose of this lesson, we will use the highly publicized government shutdown that occurred in October 2013 as an example.

### ***PURPOSE***

The purpose is a simple statement to explain what the PAG is about. For example: To support communication related to the potential government shutdown should there be no enactment of an appropriations bill or a Continuing Resolution (CR) by midnight Sep. 30, 2013.

### ***PA POSTURE***

The PA posture discusses the PA approach for the topic, exercise, or event—active or reply to query as described below:

- An *active* PA posture means the organization should use as many tools as possible to proactively communicate the issue with the public.
- A *reply to query* approach means the organization is prepared with statements and answers upon request. It can be broken down into command and external audiences. Command audience is all members of the Air Force (total force). External audience is anyone outside of the Air Force.

Also included in the posture section is contact information if there are questions outside the scope of the guidance. In the case of our shutdown guidance, it was to contact SAF/PAO.

### ***THEMES AND MESSAGES***

This section will have themes and messages to be used in answering media questions or to be used within stories about the topic. These should also be provided to commanders or other subject matter experts who will be speaking to the media. This way a “One voice, one message” theme is portrayed across the service. An example used in the government shutdown PAG is the questions and answers section.

### ***QUESTIONS AND ANSWERS***

This section lists proposed questions and answers (Q&A) to enable the PA and leadership to respond to any anticipated questions. This is for response to query (RTQ) only and is not given to the media as handouts. Below are some examples:

- Q.** Broadly speaking, how will a government shutdown affect the Air Force?
- A.** The absence of appropriations will be extremely disruptive to the Air Force. Functions essential to national security and public safety will continue. The Air Force is attempting to minimize negative impacts and is working with Office of the Secretary of Defense (OSD) to address the issue.
- Q.** What is a civilian furlough?
- A.** A furlough is placing an employee in a temporary non-duty, non-pay status because of lack of work or funds, or other non-disciplinary reasons.



**NOTE:** PAG can have other sections as well. Some could be information pertaining to media coverage, command and audiovisual coverage and media opportunities. Helpful resource links and points of contact should also be included in PAG. If in doubt about developing PAG, consult your higher headquarters for guidance.

### **Review PAG**

PAG is a living document that may have updates and changes to it as a situation evolves or new information becomes available.

Occasionally as PAs, we may be asked a question that is not within the Q&A's. In this case, your PAO will make a decision whether or not to contact SAF/PA for guidance. The Q&A section is designed to give you something to go on, not run back and forth through the chain of command every time you receive a new question. If your PAO can answer the question and if the information is fact-based and releasable, then the PAO usually will go ahead and answer the question. However, there may be a question your office is not comfortable in answering. In those cases, a new Q&A may be added to the PAG per the instruction of SAF/PA.

Guidance of implementation of PAG comes down from SAF/PA. It could be the PAG can be used instantly or after an event takes place. PAG has been known to be issued after a situation happens as well.

### **013. Communication planning**

Our core competency of public trust and support comes into play each time we respond to a media query, honor citizens' requests for base tours or accept a public speaking engagement. PA's goal is to strengthen the bonds between the Air Force and the public through open, timely and honest dialogue and programs focused on communities and opinion leaders. The American public provides the people who join the Air Force the funds that ensure readiness and quality of life and the support needed to conduct operations and training. It's our duty to assist leaders in developing themes and messages, identifying audiences and selecting methods of delivery to promote public understanding and support of the Air Force.

Communication means more than reacting to others. It involves taking the initiative to communicate the organization's key messages to audiences, as well as to educate and empower others to tell the Air Force's story (i.e., planning for a deployment of a fighter squadron, base open house, unit inspection or distinguished visitor to the base). It is important in all of these instances to have plans in place to show *how* and *why* communicating with the public is important. Also, just as important, a plan shows key commanders and other decision makers the impact of communication about the event.

### **Strategic and tactical communication planning**

The two types of communication planning common for PA activities are strategic and tactical planning. Strategic planning is broad in scope and focused on the future. How will we provide the right messaging to assure residents their water will be safe and those who are responsible are fixing the situation? How do we help gain back the public's trust? It's designed to enable PA craftsmen to analyze an organization's public relations problem, isolate its central core of difficulty, establish appropriate goals, develop objectives to achieve those goals, and finally, design a well-focused communication plan.

Tactical communication planning is the process of determining specific actions to achieve the broad objectives of the strategic. For example, you could publish photos and write several stories about the cleanup and the new safety measures put in place to prevent future situations. Tactical planning is more common and generally designed to deal with specific events outlining specific tactics to tell the story to an audience.

An effective communication program features elements of both strategic and tactical planning. It involves taking a long-term look at your program and deciding what you and your commander want

to accomplish. Then you can determine the general actions you should take and list specific tactics to achieve your goals.

### **Building a communication plan**

Like a good roadmap, a communication plan shows the commander and those throughout the organization how PA supports key long-range organizational objectives. The basic outline for a communication plan (strategic or tactical) can come in several forms. An example can be found in Appendix C, Communication Plan Sample.

#### ***Purpose and situation***

First you need to decide on the purpose, which is basically a short statement of what you want to accomplish. Ask yourself, why you are developing this plan. Then you need a summary of what led to the plan, called the situation, which includes the following:

1. The background, which may include, but is not limited to, summaries of baseline metrics, statistics, focus group results and research literature results. Both quantitative and qualitative research will enhance the communication effort here.
2. The current situation.
3. Assumptions, such events or opinions that could affect the plan's outcome.
4. Limiting factors, areas that will affect the plan such as time, money and resources.
5. Supporting interests, such as a description of supporting viewpoints. Which people or organizations will support this communication effort?
6. Alternative viewpoints, like what are potential opposing opinions to this communication effort? Why? Is the reason time, money, resources or a difference in opinion?
7. References, such as a list of governing directives, legal considerations and current PA guidance.

#### ***Objectives, audiences and communication channels***

As we stated earlier, the objective or goal is the outcome you are trying to achieve. Basically, what the commander wants to accomplish. The audience is the key group or groups you want to reach and the stakeholders, or process owners, are those who can help you reach these audiences. The communication channel is how PA can best reach the audience. How are you going to get your information to the audiences? There are command communication channels and external communication channels.

#### ***Themes and messages***

The theme is the overall idea you are trying to communicate and the messages are the statements supporting the theme. Talking points can be included here as well.

#### ***Spokesperson***

A person who your audiences would want to listen to is your spokesperson. Make sure the spokesperson is someone who has the right knowledge, authority and delivery style to effectively carry the message to your audiences.

#### ***Engagement strategy***

The engagement strategy is where you bring it all together: pairing of the communication channel, the spokesperson and the message for the desired effect. Provide a flow or timeline in general terms.

#### ***Tactics***

Tactics are the methods you will use to execute the strategy and expand the engagement strategy flow or timeline.



### *Assessment*

The assessment is the measurement of communication objectives and whether they were met. Assessments may be similar to research tools to provide before and after measurements.

### *Attachments*

You might have some essential supporting documents (attachments). Some examples include news releases, fact sheets, PA guidance or responses to queries.

## **014. Crisis communication**

Crisis communication usually goes hand-in-hand with damage control. While emergency responders go into rescue mode to provide aid at the crisis scene, PA goes into rescue mode to ensure the dissemination of timely, accurate, essential information to inform affected people about actions to ensure their safety and to minimize reputation damage to the Air Force. Understanding the purpose of crisis communication, planning for potential crisis situations and knowing what you need to do when a crisis does happen, is a preparedness requirement not only for you but also for every PA professional. This lesson provides information to help you take a leadership role in preparedness and supervision of PA team response in crisis—be it a deployed mission in defense of the United States or its allies, or a home-station crisis such as an aircraft accident, terrorist attack, natural disaster, public health emergency or other catastrophe.

### **Purpose**

The goal of PA crisis communication is to facilitate effective information flow during an emergency. Doing so requires you to know what courses of action to take and how and when to pursue them in order to satisfy the informational needs of command and external audiences, to include news media. People will rely on you and your Airmen for timely, accurate, essential information about the incident and the steps they should take to protect themselves if needed.

### *Crisis communication for leaders*

MAJCOMs and forward operating agencies (FOA) must prepare comprehensive PA accident plans for, or supplements to, AFI 35-104, *Media Operations*, for 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). These accident plans must comply with AFI 10-2501, *Air Force Emergency Management Program Planning and Operations*. If you need to activate these plans, you should coordinate with your MAJCOM/PA who, in turn, will notify SAF/PA.

Familiarize yourself with the Installation Emergency Management Plan (IEMP) 10-2, *Installation Defense Plan*, *Disease Containment Plan*, and any other plans involving PA response to a particular incident. You don't want to wait until a catastrophe happens to learn where they are. Each base is different, but they can typically be found at either the base logistics readiness squadron plans office or the wing plans and inspections office.

PA should be advised immediately of any anticipated or actual incident or situation that could result in adverse or unfavorable media coverage or community reaction. Once advised, PA should be fully briefed on these types of situations to provide quick and effective advice and counsel to the wing commander, emergency operations center (EOC) director, incident commander (IC) or anyone else in a leadership position, on how and what to communicate with command and external audiences.

### *Importance of crisis response*

Crises impact Airmen and their families, as well as the local community, so it's important PA responds appropriately with timely, relevant and accurate information. Quick and appropriate response actions help people learn if and what protective measures are necessary and prevent rumors and panic from starting. Remember, rumors and panic spread like wildfire. Once that happens, you may quickly become overwhelmed refuting misinformation instead of facilitating the flow of reliable, vital information. The key to getting it right is preparedness.

You must be ready at a moment's notice to provide trusted counsel to leaders, build and maintain Airman morale and readiness, and maintain public trust and support. The better prepared you and your Airmen are, the more timely your office will be providing vital information to the people needing it. In other words, the more dedicated you are to taking care of your communication mission on the front end (being proactive), the less time, extra work, frustration and potential reputation damage you'll face on the back end of the crisis situation (being reactive).

### **Proactive crisis preparation**

While your PA office may already have its crisis response plan and all associated PA actions documented, never take for granted it's ready for use. Proactive crisis preparation isn't only planning for something that doesn't already exist; it's also taking time to adapt what's in place when necessary to ensure it will work when it matters most. Remember, PA actions are one part of a plan that involves an entire installation where things change daily. Carefully examine every aspect of your PA crisis response plan to identify all opportunities for failure. Then, correct information or coordination support solutions to eliminate those risks. Let's look a few examples.

#### ***Contacts and facilities***

When is the last time someone in your PA office verified the key phone numbers list in your crash kit? Something as simple as a seating reorganization in the EOC could result in significant, yet unnecessary, delays in PA communications because no one thought to verify and update the phone numbers referenced in the crash kits.

Do you know how long ago your PA office set up its primary and alternate media operations center (MOC) locations? Imagine being tasked to set up a MOC to manage media arriving to cover the aircraft crash that just happened on your base. You open your crash kit, call the primary location and learn it's closed for renovations. You call your alternate location and learn its new manager was never told about an agreement for PA to bring media to his location, and he's not comfortable doing so until his boss authorizes it. Now what? How hard will it be to track down his boss during a crisis to confirm this is an authorized MOC location? What if his boss isn't aware of it either? Where else can you call that's appropriate and won't give you the same push-back as the manager of your presumed alternate MOC location?

Personnel changes occur on an installation about as frequently as phone number changes. Keeping your POC information updated and ensuring mutual understanding of how PA and other organizations will work together during a crisis can be the difference between mission success and mission failure.

#### ***Briefing requirements***

While we're on the topic of interagency cooperation during a crisis, don't forget to incorporate on- and off-base emergency responder crisis communication briefing requirements into your planning. Remember per Department of Defense Directive (DODD) 5230.16, *Nuclear Accident and Incident Public Affairs (PA) Guidance*, commanders and PA representatives must brief civil law enforcement and disaster response officials at least once a year to help them understand Air Force procedures for handling nuclear accidents and incidents. Likewise, at intervals not to exceed 12 months, a PA representative must brief base security forces, Air Force Office of Special Investigations agents, firefighters, explosive ordnance disposal, operations, legal, medical, disaster preparedness and any other Air Force personnel who respond to accidents.

#### ***Transportation***

You may need to coordinate transportation requirements with the base logistics readiness squadron in anticipation that PA representatives will require a bus with a driver to transport media to the scene of an incident, or possibly a 15-passenger van driven by a government-licensed PA Airman. If manning assistance is required to help the base handle the incident, transportation may be required for the people who come to provide support. Either way, it's important to determine what you need early and coordinate it with vehicle operations.

### *Manning*

When a crisis happens, the on call PA usually gets notified first, but if it is determined more manning is needed, your office may go to 24-hour shifts for the duration of the incident. It's important to have a good mix of skill levels and rank when scheduling for day and night shifts. Some crises may take a short period of time to support until the situation is resolved. Other crises could take days, weeks or even months to sort themselves out.

PA offices are not manned for continuous 24-hour shifts over an extended period of time. Should your office need more assistance, a manning assist can be submitted. The intent of manning assistance is to provide Air Force units with additional resources to complete their home station mission. The manning assist can come from a base within your MAJCOM (intracommand) or outside your MAJCOM (intercommand).

Manning assistance requests are initiated at the squadron commander level and routed through the chain of command for validation and recommendation. Short-notice requests require substantial justification. You can find the format for the TDY manning assistance requests in AFI 36-2110, *Assignments*, in Figure 4.1. Sample TDY Manning Assistance Request. As a wing staff agency, your office identifies the manning requirement, fills out the manning assist report and routes it through the PAO for approval.

### *Crash kits*

Similar to the alert photography kit, you need to make sure the crisis response crash kits are ready to go. However, unlike alert photo kits, where equipment is more standardized, crash kits contain supplies and equipment tailored to MAJCOM recommendations, the PA response location, the base and the mission. Your PA office should have a "crash" kit for each location a member of your staff will man during a response:

1. PA office.
2. Crisis action team (CAT).
3. EOC.
4. On-call/on-scene.

Make sure all of your office crash kits are checked on a regular basis for all required items. It can be weekly, monthly or quarterly since it is not used as often as the alert photo kits.

The best time to check the on-call/on-scene crash kit is when the on-call person changes out. Each time you change personnel, you want to know exactly what's in the kit, how much of a particular item is in it and do the items still work. It may sound like a waste of time, but checking to make sure simple items like ink pens still work can make a big difference when time is limited in a crisis. Once you take possession of that kit, you and only you are responsible for all of its contents, to include what works, what doesn't work and what is missing from the bag.

Crash kit contents must also be checked for accuracy and updated to ensure, when the time comes, response isn't delayed or inaccurate because of an avoidable issue like an outdated fact sheet, missing biography or wrong phone number.

Key crash kit items are shown in the table below:

| CRASH KIT ITEMS   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Step-by-step checklists for various situations— (natural disaster, bomb threat, fire, on- and off-base accidents).</li> <li>• “How-to” instructions for performing office duties such as updating the base marquee, commander’s access channel, website, social media platforms, etc.</li> </ul> <p><b>NOTE:</b> Be sure to update “how-to” documents, especially for posting to every social media platform you use. In a crisis it’s likely our usual routine will be turned upside-down. As beneficial to our communication mission as social media can be during a crisis, we cannot afford failure because “our social media person isn’t here.”</p> <ul style="list-style-type: none"> <li>• List of key base phone numbers.</li> <li>• Local media contact list.</li> </ul> | <ul style="list-style-type: none"> <li>• Blank event logs.</li> <li>• AF Forms 39, <i>Response to Query</i>.</li> <li>• News release templates.</li> <li>• Commander’s key messages.</li> <li>• Fact sheets.</li> <li>• Key biographies.</li> <li>• Pertinent AFI excerpts.</li> <li>• Local PA instructions.</li> <li>• Pens, paper, audio recorder.</li> <li>• PA office recall roster.</li> <li>• Other area military PA contact info.</li> <li>• Key community contacts’ info.</li> </ul> |

Other things to include in a location-specific crash kit, as appropriate, may be the following:

- PA office kit – Logistical preparation instructions and contact numbers, such as how to acquire radios or accommodate extended mobile communication needs, where to call for cold-weather gear, food and water sources, etc.
- PA office and (if authorized) EOC – An approved external hard drive to back-up information in case of relocation, etc.
- On-call/on-scene – Camera, camera card, charged batteries and charger.
- On-call/on-scene – Media badges.

Technology changes constantly. Some bases use electronic tablets in their crash kits. These can be pre-loaded with the required paperwork (including AFIs, AF forms and checklists). The following are some considerations when using tablets:

1. Since a tablet is basically a computer, a hand receipt will need to be completed each time the bag changes possession. Tablets can be expensive and accountability is important.
2. Make sure you have the latest versions of all references, forms, fact sheets, biographies, checklists and logs. It’s easy to forget to update information if you don’t have eyes on it regularly.
3. Will you need a wireless connection?
4. Are there restrictions for an electronic device in any of the areas you may go to that will not allow you to take it? (i.e., command post).
5. Software, applications and operating system will need to be checked. Who will be responsible for checking these items and what costs are involved?
6. A way to charge the battery.

### *Crisis response checklists*

The IEMP 10-2 has checklists containing every task required by all the Emergency Support Functions (ESF) and EOC staff during a variety of incidents. Items on the checklist are either assigned to a specific ESF required to complete the task or everyone in the EOC is required to complete the task.

To make things easier for the EOC representative, on-scene representative and those at the office, this checklist should be broken down to PA-specific checklists for each checklist contained in IEMP 10-2. It’s important to read the entire IEMP 10-2 checklist to ensure a task hasn’t been overlooked. Some

items in the IEMP 10-2 may identify the EOC director as the person responsible for a task, but if you read further, the checklist might say PA is responsible for providing something to the EOC director before the task can be closed out. Ensure these checklist items are also captured on the PA-specific crisis response checklist.

The PA EOC representative needs to call the base PA office and tell them which checklist is being used. This way the PA EOC representative and the base PA office can “run” the checklist simultaneously. Doing this helps alleviate confusion between the PA EOC representative and base PA office.

While using the PA crash kits or checklists during exercise or real-world crisis, you may have noticed incorrect, outdated or missing information in them. If you did, you know how frustrating it is to have something preventable like this hinder your ability to quickly communicate. Ensuring the accuracy of the information you access during an emergency is critical. Without actually going through your kits and checklists periodically “with a fine-tooth comb,” the best time to address discrepancies may be during or as soon as possible after an exercise.

### **PA roles and responsibilities**

While everyone in PA must work together to make sure the crises response is quick, efficient and effective, each responder has a different role. Whether a crisis occurs on or off base will dictate some of your response plans and actions. Given office manning, location of the incident and needs of the installation commander, you may find yourself responsible for reporting to one of several locations to assist in communicating the Air Force message. You must know exactly what to do at each of these locations as each location requires you to play a slightly different role. Let’s look at where you will find a PA Airman communicating during a crisis.

### ***PA office logistics, roles and rules of engagement***

When the crash phone rings and the command post (CP) notifies PA of a crisis, the PAO or superintendent will normally brief the office staff on the situation and assign reporting locations. When you find yourself in charge of PA office response actions, grab the crash kit, gather your Airmen and, taking into account considerations like logistics and the rules of engagement, decide how you’re going to set your tactical plans into action.

Even on a good day, available PA manning and the layout of our office environments can pose challenges to running our PA office effectively. Despite those hurdles, we accomplish the steady-state mission knowing what each player on our team contributes. However, a crisis situation will most likely bring with it significant disruption to our familiar, day-to-day roles. When that happens, it will be up to you to bring your team together, regroup and press on. The difference between being frantic or focused really boils down to one thing—organization. Here are some practical pointers to help keep you and your team productive and effective.

### ***Office logistics***

Constant back-and-forth communication among several people can quickly make keeping current on a constantly evolving situation seem impossible. This problem can only be worsened when those working the crisis from the PA office try to do it from individual offices or a similarly unaccommodating setup. To the greatest extent possible, facilitate communication among your team members by having them use work stations located as closely as possible to one another—and the crash phone, if there’s one in your office.

### ***Roles and rules of engagement***

Getting your team collected physically is a good start. Getting your team collected procedurally is next, which starts with establishing roles and rules of engagement. From there, regular communication and review will be necessary to your team’s success.

Let's break these three steps down to better illustrate what it means to get your team collected procedurally:

1. Establish a list of each office duty, such as the following:
  - a. Maintain activities log.
  - b. Maintain rumor control communication (usually social media Facebook, Twitter, etc.).
  - c. Maintain website.
  - d. Record media queries.
  - e. Log media queries.
  - f. Send EOC/PA media queries for coordination.
  - g. Contact media with coordinated query responses.
  - h. Receive and respond to community queries as appropriate.
  - i. File answered media/community queries.
  - j. Begin MOC set-up if directed (which encompasses its own task list).

(NOTE: A list, specific to your office communication needs, should exist in your PA office crash kit.)

2. Communicate in such a way to ensure everyone on your team is aware of who performs each of the listed office duties.
3. Review how you're going to track the status of your PA products and communications so everyone is aware and working at maximal effectiveness.

These all may sound like "no brainers," and they are, of course, until something "falls through the crack" because it was taken for granted someone else would do it.

Chances are, in your own crisis exercise or real-world experiences, you've experienced difficulty with these types of seemingly simple things. Now, as you advance as a leader and role model in your career field, you'll serve yourself and your Airmen well by taking the actions necessary to prevent your operations from getting derailed by things that could have been prevented by something as easy as applying the three simple steps listed above.

Step 3, reviewing how your office will track PA products and communications, is a critical point. Determining how to do this tracking is a proactive measure that should be thought out put to the test (during exercises) and documented long before an actual crisis hits.

Let's say, for example, you identify the tasks of electronically recording media queries and sending them to the EOC/PA rep. You designate those two tasks to two Airmen who just started their 5-level upgrade training. You then identify a seasoned 5-level senior airman to call reporters with coordinated query responses.

What are the procedural rules of engagement for these three team members? Will queries be recorded on an electronic AF Form 39 or is there another acceptable electronic recording method used in your office? Will query forms be filed in a "pending" folder while the EOC representative (rep) works them? Where is this folder located? Does the EOC rep know the two Airmen sending queries are not the same Airmen who will call the reporters back? Which PA office team member will delete queries out of the pending folder as the replies come back from the EOC/PA? Into what folder will coordinated/answered queries be filed? Who will maintain the query log and where is that located? How will you, the person in charge of all of this, make sure everyone performs their assigned duties properly and no queries get lost in the shuffle?

Leading a team during a crisis is challenging, but the more time you put into planning and organizing, the more effective you'll be.



### *Base logistics*

As discussed earlier, all of the coordination for logistics, such as facilities, transportation and manning support should be accomplished well in advance of a crisis. It should also have been verified for currency and properly documented in the PA office's crash kit response plan. When the crisis begins is when you or another Airman in your office put those logistics plans into action.

### *MOC support*

If your wing commander directs the standup of a MOC, your office's primary media operations liaison will most likely do the bulk of the coordination for it. It's possible PA office staff may assist. As MOC operations peak, that assistance may also entail members from the PA office reporting to the MOC to provide media escort assistance, serve as a "runner" between PA locations or perform another form of support necessary to accomplish the mission.

### *CAT*

The CAT focuses on strategic actions to continue the mission during and after contingencies, crises, natural/manmade disasters or wartime situations. The CAT director (usually the wing commander) activates the EOC and recalls other disaster response force (DRF) elements/members as necessary. The CAT develops courses of action and executes the commander's and higher headquarters directives. The purpose of the CAT is to provide intense management of "limited" crises and works collaboratively with the EOC.

The PAO is a member of the CAT staff. Upon recall, the PAO (or designee) reports to the CAT to provide trusted counsel to the CAT director. The PAO also maintains contact with MAJCOM/PA, funneling information and higher headquarters instruction, as needed, to PA staff members in the EOC, PA office and on the scene. All news releases regarding the incident must be cleared by the wing commander; therefore, the PAO works closely with the EOC/PA from preparation to approval of news releases.

### *EOC*

The EOC is the command and control element that coordinates information and resources to support the installation's actions before, during and after an incident, which can be on or off base. EOC space is normally limited, affording only one representative from each agency to be present. Because the EOC is essentially the "central hub" where key personnel collect and exchange information to provide the commander with an accurate picture of a crisis situation for decision-making purposes, you must handle this assignment with the utmost expertise.

Incidents can be natural or human in origin and require an emergency response to protect life or property. As information from the scene of a crisis comes in from each of these respective departments, their representatives at the EOC gather the information and provide it to the EOC director. If the director needs additional information, the respective EOC rep will contact his representatives at the scene.

PA personnel must receive proper training to serve as an EOC rep. The base civil engineer squadron emergency management (EM) flight provides training for all EOC rep. At a minimum, a primary and alternate PA EOC rep should be identified on the quarterly EM report to provide 24-hour coverage and the people identified should be prepared to respond to the designated EOC location when recalled. Keep in mind there is normally a primary location and at least one alternate for the EOC. The commander will determine which location to use. Because time is critical in this fast-paced world of communication, you don't want to waste any of it by showing up at the wrong location. Once you sign in at the EOC, you cannot leave until relieved by the next representative, so if allowed, the EOC rep should bring some food and beverage in anticipation of long hours.

Depending on the base, the response time from notification to sign in will be mandated by local policy and guidance. When the PA rep responds to the EOC recall, make sure the EOC crash kit goes also. Hopefully, it has been recently checked and everything is in there that will be needed. One thing that

should never go into the EOC is a cell phone. It needs to either be left in the office or in the car as cell phones are not allowed in the EOC. There is usually an entry guard or security person checking badges who will ask if you have a cell phone and require that it be left outside.

PA is considered an ESF capability and provides PA support, resources, program implementation and services most likely needed during an incident. People assigned to the PA ESF must be knowledgeable and have decision-making authority for their function. ESF reps must also meet the training requirements in AFI 10-2501, *Air Force Emergency Management Program Planning and Operations*, Table 6.1, Attachment 2.

The EOC director is usually the mission support group commander, but any properly trained senior representative designated by the wing commander may fill the position. The EOC director provides oversight for the wing commander to support and control the emergency response.

When you arrive at the EOC, you will need to check in and immediately call into the base PA office. Give the person answering the phone the arrival time at the EOC and a good contact telephone number. One of your primary responsibilities is to act as a liaison between the PA office and the EOC director and the PA office and the PA rep at the scene of the crisis. As soon as you get information from the PA rep at the scene, you need to pass this along to the other members of the EOC. You will not answer media queries directly; however, you may find the PA office will ask you for plenty of information so they can, in turn, respond to the media and the public. Keep in mind it is important to get accurate information. It is always advisable to verify the accuracy of any information you receive before releasing it to the PA office. By verifying the accuracy, you not only ensure correct information is released to the public, you also ensure decision makers have the critical information they need to make the right decisions.

You, as the EOC/PA, are responsible for writing all the news releases regarding the incident and clearing those releases through the EOC director and CAT director/wing commander. Information cleared for release by the commander can then be passed to your PA office who will then be allowed to release the information to the public. If the CAT has not been recalled, provide the releases to the base PA office to clear through the wing commander.

The PA office should record media queries on an AF Form 39 and provide it to the PA EOC rep to respond to. Be aware of the media outlets deadline and coordinate and vet the responses to the media with the EOC director and wing commander before providing the information back to the base PA office for release. The EOC is a busy place. Do not release the PA EOC's telephone number to the media. All contact with the media should be made via the PA office or the media center.

### **015. Long-range planning calendar**

As a PA craftsman, you must be prepared to help your PAO plan office operations to effectively meet the commander's communication goals and continue to professionally develop your staff. You've spent time honing your craft and now is the time to help others develop their skills as you help lead them through various tasks and projects throughout the year—a big part of this comes from your ability to develop solid plans for your people to follow. Effective planning encompasses seven elements; it

1. provides a visible roadmap,
2. results in reduced frustration,
3. builds a cohesive team,
4. focuses on the staff's strengths,
5. prepares for future products,
6. results in a better communication product and
7. helps avoid missed opportunities.



Because unexpected things happen, you should plan your regular day-to-day tasks. Long-range planning gives you the ability to plan for the regular information cycles that have a tendency to repeat year after year, which helps you with yearly communication plan development. Long-range planning will also help you more effectively plan and schedule resources for when they are needed to communicate the commander's messages. While a long-range planning calendar is essential to running PA's command information mission, it also serves as a list of potential advantageous community engagement and media operations opportunities, during which PA can highlight and share with the community numerous examples of Airmen living their core values.

Start by looking at big-picture, yearly campaigns the DOD and/or Air Force highlight such as suicide prevention, summer safety, breast cancer, military child and autism. Heritage months are also frequently listed in the long-range planning calendar to ensure unique products tied to those observations can be generated, rather than a snapshot of a heritage luncheon guest speaker which typically does not engage your readership. Good, free resources for observation/heritage months include contacting your local military equal opportunity office and searching online for a list of commemorative months.

Other items to include on the calendar are important events in your MAJCOM such as a year-long campaign focused on military children. A campaign like this will most likely have a project officer who can let you know about specific milestones or upcoming events that should be highlighted in command information products. Connecting with the base historian also provides good information on important historical milestones on the base that may be worthwhile topics for PA to highlight. Include holidays in your calendar and keep in mind these events are often highlighted by the safety office or other support agencies on base.

After consolidating all the events into one calendar, examine the events to see what aligns with the commander's priorities. If one of your commander's priorities is taking care of Airmen and their families, the month of the military child will likely provide opportunities for local PA story coverage, but perhaps also some media and community interest that can, in turn, increase public support.

Remember, the PA office priorities must align with the commander's priorities. Don't forget these resources for ideas, in addition to the big-picture view of yearly events:

- Staff meetings (where the commander shares current and upcoming priorities).
- Archives (show how events and topics were covered in the past).
- Civic organizations with military ties (they can provide future activities that may work well with the commander's communication priorities).
- Professional military organizations (they may have upcoming opportunities for Airman development and activities in local communities).

Forecasting large projects can help PA staff align their day-to-day priorities and schedule leave which can lead to a more organized workflow and open up regular opportunities for the development of your Airmen. A systematic approach to long-term planning for communication will allow you to more effectively streamline efforts across the PA office to support the commander's priorities.

## Self-Test Questions

After you complete these questions, you may check your answers at the end of the unit.

### 010. Public affairs annexes to contingency plans

1. List the *minimum* appendixes an annex should contain?
2. As a PA professional, why do you need to do as much prior planning as possible with annexes or communication plans?
3. What are your *first* considerations in PA planning for an anticipated operation, contingency, or other event?
4. Why is flexibility important when it comes to crisis action planning?
5. Why do PA personnel monitor the release of information?

### 011. Environmental protection communication

1. What is legally required for *most* environmental programs?
2. State the goal of PI.
3. What is the objective of the ESOH program?
4. Name the *primary* Air Force ESOH messages.
5. Name the two categories of environmental laws.
6. As a critical member of the ESOH management team, what must the PA officer ensure for everyone on the PA staff?

7. What is PA's responsibility concerning environmental documents?
8. At decision points and other significant stages in the ESOH projects, what is PA's responsibility concerning the release of information?
9. Who maintains a complete record of all news releases made, public meetings held, queries answered, and media clips gathered concerning environmental programs?
10. How does PA achieve community engagement requirements?
11. In addition to the RAB, PA is a member of what other environmental committee?
12. How does PA promote the Air Force environmental program?
13. What agency is the central point for coordinating and communicating environmental successes to national audiences?
14.
  - a. Why does NEPA and the President's CEQ regulations require analyses of proposed major federal actions and alternatives?
  - b. How are these analyses used?
15. What requirement is *central* to the NEPA process, and how does the Air Force fulfill this requirement?
16. Name the four inherent PA responsibilities under the NEPA process.
17. Why is it important for PA to be involved in the NEPA process at the earliest stages of a proposed action?

18. Why should the Air Force be concerned about *negative* public perceptions?
19. The EIAP is conducted according to what Air Force instruction?
20. Describe the EIAP.
21. What is the difference between an EA and an EIS?
22. State the PA responsibilities concerning the EIAP document review and EIAP notification.
23. What three things should PA consider when determining how much public involvement is appropriate?
24. What is the IRP?
25. What agency has centralized responsibility for executing the Air Force IRP in support of active installations?
26. What organization is responsible for clearing information for public release and conducting security and policy reviews?
27. State the purpose of the NPL.
28. What is PA's responsibility concerning the IRP process at the MAJCOM level?
29. What is the national authority for environmental processes and programs that require public notification?
30. State the purpose of the CRP.

31. What is the hierarchy of actions the Air Force takes on a daily basis to build a strong pollution prevention program?
32. What does the RCRA do?
33. Name the *main* objectives of RCRA.
34. When was EPCRA enacted, and what is its purpose?
35. Explain the purpose of the TRI.
36. What is PA's responsibility concerning the TRI?
37. Define ESOHCAMP.
38. What is the goal of the AICUZ program?
39. What is PA's role in the AICUZ program?
40. What things indicate an installation has encroachment problems?
41. How do noise complaints contribute to the AICUZ program?
42. How should noise complaints be handled?
43. What is recommended a PA office establish to track noise complaints?

**012. PAG**

1. What are the general guidelines of what should be included in PAG?
2. Who would you contact if your unit wishes to publish PAG or has a question concerning PAG?
3. When might a PAG be updated or changed?
4. What is the reason for the Q&A section?

**013. Communication planning**

1. What does communication involve?
2. What are the two types of communication planning that are common for PA activities?
3. Which element of building a communication plan is where you bring it all together?
4. What attributes should a spokesperson have?

**014. Crisis communication**

1. MAJCOMs and FOAs must write comprehensive PA accident plans or supplements to what AFI for nuclear and non-nuclear accidents?
2. What plan involving PA response to a particular incident should PA staffs familiarize themselves with?
3. What should PA Airmen be prepared to provide during a crisis response?
4. Why is it important to plan for crisis response actions that don't already exist, as well as take time to adapt what's already established to ensure it works when a crisis occurs?

5. When examining every aspect of your PA crisis response plans for effectiveness, what must you identify and eliminate?
6. Explain how keeping your crisis response POC information updated and ensuring mutual understanding of how PA and other organizations will work together during a crisis can make the difference between mission success and mission failure.
7. How often are commanders and PA representatives required to brief on- and off-base emergency responders so they understand how the Air Force handles nuclear accidents and incidents, and who attends those briefings?
8. In reference to manning, what should a PA office be prepared to do when a crisis happens?
9. What are manning assists from inside and outside your MAJCOM called?
10. When is the *best* time to check the on-call/on-scene crash kit for required items?
11. Where does the PA office get the information to create its crisis response checklists?
12. To alleviate confusion during a crisis, what should the PA EOC representative call and tell the base PA office?
13. How can you identify and address discrepancies in your crash kits and checklists?
14. When managing a PA office during a crisis, what does it mean to get your team collected *physically* and *procedurally*?
15. What must you do to ensure base logistics are properly *coordinated* for a crisis response?
16. What type of actions does the PA representative perform as a CAT member, and what are some of the duties this role entails?

17. Explain the Emergency Operations Center?
18. On what quarterly report must the PA EOC representative be identified?
19. What AFI training requirements should the PA EOC representatives meet?
20. Which commander is usually the EOC director?
21. What is your *primary* responsibility as the EOC/PA rep?
22. As the EOC/PA, with whom do you clear all news releases you write?

**015. Long-range planning calendar**

1. How many elements encompass effective planning? List them.
2. What does long-range planning allow you to plan for?
3. In addition to being essential to managing PA command information, what other uses exist for a long-range planning calendar?
4. What should you do after consolidating events in the long-range planning calendar? Why?
5. List four additional resources for command information product ideas.
6. How can forecasting large projects help your PA staff?
7. What does a systematic approach to long-term planning for communication allow you to do?



## 2-2. Public Affairs Communication Strategies

In the first volume of your 5-level core PA CDC lessons, we reviewed PA's five core competencies and how those guiding principles also serve as the marks we must hit as reputation managers. We hit those marks by employing the PA communication strategies of community engagement, media operations and disseminating command information over the Internet.

### 016. Community engagement

From your prior community engagement CDC studies and experience, you may have worked in a PA office environment. If so, you're already aware PA community liaisons use numerous engagement programs to deliver truthful, credible, accurate and timely information to key community audiences. Through these engagements, PA helps strengthen the Air Force's reputation through increasing public awareness, inspiring patriotism and demonstrating the Air Force is both a good neighbor and a professional force vital to national security.

This lesson focuses specifically on two aspects of community engagement: honorary commanders and open houses. However, every lesson in your 5-level community engagement unit pertains to and/or compliments the topics we'll cover here.

#### Honorary commanders program

Engaging local community leaders helps them understand Air Force missions and priorities through talking and interacting with Airmen. This interaction also helps key community leaders explain Air Force missions and priorities to a broader community audience. The honorary commanders program broadens awareness and support for the Air Force through pairing base leaders with local community leaders who have a similar background to their area of expertise. An example would be to assign a hospital administrator to the medical group commander or a medical squadron commander. The honorary commanders program is also another avenue to increase public awareness and understanding of the Air Force's mission, policies and programs and to build relationships with members of the local community and encourage them to share the Air Force story.

Developing an honorary commanders program operating instruction (OI) helps make sure the program operates appropriately for the wing and surrounding community. Implementation of the honorary commanders program is managed within the resources available at the installation. Assigning local civic leaders as an honorary commander to a particular unit will depend both on the size of the wing and the size of your local community.

Term limits are established for honorary commanders to serve no more than two to three years. This time limit allows your unit to increase the program's reach and effectiveness. It also helps prevent stagnation. However, commanders can decide longer term limits are required, and your PA office needs to take care to avoid the perception of a stagnant or closed group. Honorary commanders can resign their term early if they choose to and the commander can terminate any honorary commander who is not fulfilling his responsibilities.

Other requirements of the honorary commander program include the following:

- Honorary commanders and other civic leaders may not be given preferential treatment such as conferring authority or access to services on base they're not normally entitled to (i.e., allowing honorary commanders to eat in the dining facility at no charge). Commanders and your PA office should be made aware of any misuse of commander-granted access to the base including the use of services meant exclusively for Airmen, their families and DOD employees. Should the commander rescind base access or privileges given to honorary commanders and other civic leaders, keep in mind maintaining base security is the first priority to be considered as well as the potential impact on community ties and/or local factors.
- Granting base access for honorary commanders, or other civic leaders, is the commander's decision and should be worked per AFI 34-272, *Air Force Club Program*, and the local security forces squadron.

- Appropriated and non-appropriated funds are generally not available to fund honorary commander programs. Events like luncheons should be pay-as-you-go or funded with operations representation funds (ORF) per AFI 65-603, Official Representation Funds. Events like luncheons should be held once a year in the United States and its territories. Outside of the United States and its territories.

**NOTE:** The annual pay-as-you-go does not apply when the ORF approving official determines it would have a negative effect on international relations. ORF funds may be used to fund events that host distinguished foreign nationals according to AFI 65-603 in close coordination with the staff judge advocate's (SJA) office prior to the event.

- Units participating in honorary commanders and advisory group programs should ensure their participation doesn't violate DOD 5500.7-R, *Joint Ethics Regulation*. Ensure your unit avoids anything that could look like preferential treatment and fraud, waste or abuse.

Again, the honorary commanders program is used to educate or increase the knowledge key community leaders have about the Air Force and your installation. People chosen for the honorary commanders program are selected from among nonfederal elected or appointed officials, mayors, chamber of commerce-type group members, principals of local schools, military affairs committee members and others who, because of their position of influence in the community, can positively impact public support for the base. A cross-section from the community should be selected by your PA office to be honorary commanders. The nominees are then selected by wing leaders to fill honorary commander positions. Some guidelines nominees should meet include the following:

- Nominees should be selected from a broad cross-section of civic leaders. PA should minimize the number and overlap of participants from a particular group or organization at one time. A single representative from a particular group or organization also should serve at one time, but remember, some civic leaders are heavily involved in many different groups and organizations.
- Nominees should *not* be an immediate relative of a current or former honorary commander *unless* they are actually civic leaders in their own right. With that in mind, family members should *not* serve concurrent terms as honorary commanders.
- Nominees should *not* be military retirees. The honorary commanders program is used to educate civilians who have a limited knowledge of the Air Force.
- Nominees can work in media-related fields, but they *cannot* be newspaper, TV or radio reporters due to the potential conflict of interest if allowed unescorted access to the base and/or base leadership at events not intended to be public or publicized.
- Nominees must *not* be member of Congress or their staff.
- Nominees must *not* include any federally elected or appointed officials. Locally elected or appointed officials can be considered on a case-by-case basis.
- Nominees must *not* be employed by DOD contractors, *nor* may they otherwise occupy a position that creates the impression of a conflict of interest between their participation in the program and their private interests. If in doubt, call the local SJA office.
- Nominees should *not* include people whose membership would cast a negative light on the Air Force. For example, choosing someone from an organization with a closed membership.

### **Airshows and open houses**

DOD installations host open houses to enhance public awareness of the military's mission, equipment, facilities and personnel, and to promote positive relationships between the military and the public. Air Force airshow and open house aerial demonstrations, equipment and facility displays, and interactions with Airmen afford the public a chance to become better aware of our Air Force traditions and heritage, as well as our preparedness, capabilities and contributions to our nation's security.

A successful airshow and/or open house requires many months of behind-the-scenes collaboration and coordination on behalf of agencies base wide. All of these efforts fall under the airshow/open house project officer, who is a senior-ranking member familiar with aircraft and flight line operations.

The designated airshow/open house PA representative plays a vital communication role that enlists all aspects of the PA mission to reach command and external audiences. The level of success PA achieves in its airshow/open house communication depends entirely on how well the PA representative develops (or updates) and implements the airshow/open house communication plan.

The following are some points to help a PA airshow/open house rep effectively promote public awareness and attendance at the event:

- Work directly with the commander and open house project officer to develop messages that reflect the purpose and the designated theme and/or name of the event. Tailor messages to specific audiences and each venue you will use to reach them.
- Provide these messages to personnel in your PA office so they can incorporate them (not necessarily verbatim) into the open house products they develop.
- Develop a comprehensive PA communications timeline for distributing messages and information via all available means.
- Coordinate with your PA team to execute the communications timeline. Use the following as examples:
  1. Command information
    - a) MM/YY – Develop and populate airshow-dedicated webpage.
    - b) MM/YY – Develop social media communication plan, maximizing reach by tailoring information/messages to target audiences and the venues they use most. For help, refer to your 5-level core PA CDC, Volume 3, Unit 2 Social Media lesson on choosing platforms.
    - c) MM/YY – Develop broadcast and photojournalist production plans to publish information and messages.
    - d) MM/YY – Publish airshow web and social media pages upon official airshow announcement.
    - e) MM/YY – Publicize mass media training briefing dates for all personnel working airshow.
  2. Community engagement
    - a) MM/YY – Seek and coordinate local community engagement opportunities to increase support and knowledge of the event. This includes developing talking points for briefing the city council, coordinating with the local chamber of commerce and organizing speaking engagements at local schools, etc.
    - b) MM/YY – Begin coordination of special airshow community features such as Make-a-Wish Foundation, celebrity incentive flights, recruiter coordination for delayed entry program members to take the oath of enlistment, etc.
  3. Media operations
    - a) MM/YY – Launch media release announcing airshow dates and features, include website and social media platforms to get regular updates as show time nears and note after –30– to advise media interested in covering the airshow.
    - b) MM/YY – Organize local media engagement opportunities to disseminate information/messages and encourage maximum event participation.
    - c) MM/YY – Produce airshow-specific media cards for base personnel.

- d) MM/YY – Media train all subject-matter experts (SME) slated for pre-airshow media engagements.
- e) MM/YY – Organize mass media training briefings for all personnel working airshow in preparation for them to interact with media attending airshow. (Distribute media cards.)
- Attend all open house planning committee meetings to gather information to incorporate into/update the communication plan and offer PA trusted counsel, as needed.

For instance, while PA is responsible for command information, community engagement, media operations and social media products to dissemination airshow information, there are sometimes requests of PA to produce and distribute information that fall outside PA's scope. An example may be printing and distributing posters. Early identification of all the tools needed in the communication plan helps the airshow director, the PA airshow rep and the airshow planning committee as a whole properly budget for the additional expenses associated with a communication tool like this.

Additionally, while both appropriated and non-appropriated funds may provide financing for an airshow/open house, commercial sponsorship is also heavily relied upon to make the event a success. The bellybutton for all commercial sponsorship is the installation force support squadron marketing department. The airshow PA rep's knowledge of AFI 34-262, *Services Programs and Use Eligibility*, and a working relationship with the installations judge advocate team are crucial to deciding which services can legally be supported and advertised.

### **017. Media operations**

Your 5-level media training lesson explained that even though PA readiness may involve going on-camera for news media interviews, our higher priority should be finding the right spokesperson and getting that SME properly trained to engage the media. Training a SME to engage the media, like all things, becomes easier with experience. And, like all things in PA, worthwhile media training starts with a worthwhile plan.

#### **Media training**

To demonstrate the consequence of inadequately planning for our media operations mission, consider the opposite of planning—improvising, speaking off the cuff, winging it. The opposite of planning entails being disorganized and unprepared. In the PA line of work, more so than in most other military professions, disorganization and knee-jerk reactions to unexpected events can trigger worldwide criticism in the matter of minutes. It's our mission to anticipate, prepare in advance of, and when the time inevitably comes, be ready to address those criticisms with the public. The purpose of media training is to give other military professionals some basic "PA survival skills," mitigating communication risk when the reporter interviewing them presses the record button and starts asking questions no one saw coming.

#### **SME prep**

The extent of media training a SME requires depends on a few things—the SME's level of experience and confidence dealing with news media, the SME's attitude toward the media and the nature of the story. For instance, media training an Airman who won The Vans Triple Crown of Surfing for a sports feature in the local newspapers won't need the same extent of media training as the SJA will before telling reporters how 50 homeless families go about filing a claim against the Air Force after its plane crashed in the nearby pine barrens and burnt their homes to the ground.

The Airman is in for a low-demand interview about a pleasant experience and is more than happy to talk about it because this type of interview is far more apt to draw positive attention than negative. On the other hand, the SJA interview experience will be considerably more demanding. A crisis situation is never a pleasant topic. Also, being already exhausted from working around the clock since the crash, the SJA will most likely be pressed by multiple media reporters to give details outside his lane of expertise—from pilot training and aircraft maintenance standards, to aircraft accident investigations.

Whether your SME has the makings of a perfect spokesperson or dreads being interviewed more than going to the dentist, it is your job to help your SME understand the importance of what he is about to do. Help your SME understand the media's role isn't to attack but to gather information for the public. Make sure your SME understands going into the interview with a positive attitude and factual information will generate credibility and create a good working relationship with the media. An interview done right reflects in the story.

### *Interview mission plan*

As with any event, the better prepared the spokesperson, the better the interview results. What you do before you or the SME meet the media is as important as what you do *when* you meet them. Often the preparatory activities determine the success or failure of your media interview. By being prepared, you or the person you are coaching are not only more confident and comfortable, you are better able to get your message across to those who count the most—the audience. To get started, you must first develop your “mission plan,” described in the table below.

| INTERVIEW MISSION PLAN             |   |
|------------------------------------|---|
| Steps                              | Explanation                                     |
| 1. Define your communication goal. | What do you want to achieve?                    |
| 2. Define your audience.           | American citizens, scientists, decision makers? |
| 3. Build your message.             | Your sound bites of key information.            |
| 4. Know the issues.                | Keep up with what's happening in the world.     |

It also helps to gather some background information about the media you or your SME will engage, such as getting answers to the following questions:

1. Who is the reporter? How much reporting experience does he have? Is his writing fair and balanced? What does he know about covering the military?
2. What is the publication medium—print, radio, television, Internet?
3. Who is this media outlet's audience—local community, decision makers, Capitol Hill?

If your local PA office is unsure about an interview request, seek your MAJCOM's guidance and keep your MAJCOM informed.

### *Interview prep must-knows*

There is no magic formula for preparing yourself or someone else for a news media interview. Success during an interview is tied directly to the quality of the preparation. The following paragraphs cover some things you and your SME must know as you prepare for an interview.

### *Attribution*

The first topic you need to make sure your SME fully understands is the rules of attribution. Although there are several types of attribution options, per the table below, your SME should conduct the interview as if every word is on the record.

| MEDIA TERMS   |  |
|---------------|--|
| Terms         | Explanation  |
| On the record | Whenever possible, interviews should be on the record. Nothing should be discussed that would be embarrassing if it appeared in print. On-the-record remarks can be quoted verbatim and attributed directly to the identified source.  |
| Background    | Reporters may use background material, provided it is attributed to a general source such as, “an Air Force official” or “a high-ranking base official.” In some cases, interviewees may prefer no attribution at all. If the reporter agrees, this material can be used as if it were the result of independent research or personal knowledge. |

| MEDIA TERMS         |   |
|---------------------|---|
| Terms               | Explanation   |
| Deep background     | Information available for verbatim use, but it may not identify the individual, the source's title or place of duty. This is only general attribution such as, "sources said..."  |
| Not for attribution | Information that's not attributed to any individual or establishment. For example, "It was learned today that..."   |
| Off the record      | Information deemed off the record is information held in complete confidence and not used in any form, under any circumstances. This means it cannot even be discussed, except among those who received it. Statements off the record help orient reporters to future events that may require special handling. Anything off the record also helps reporters to avoid inaccurate statements, and recognize false or unfounded reports. A reporter is under no obligation to discount a fact or a statement not identified as "off the record" until it is spoken. Use off-the-record interviews with extreme discretion and rarity. |

### *Respond instead of just answer*

When someone asks us a question, we naturally want to just answer it. When it comes to media interviews, yes we answer the question, but not without adding a message to it. We call that a response, and our goal is to respond to every interview question as opposed to just answer it.

### *Messages, messages, messages*

"You're in good hands." "I'm lovin' it." "Just do it." These are messages—key bits of information audiences know and remember. Think about the commercials these three messages came from. Do you remember anything else said in the commercial other than the company name associated with them? Probably not; this demonstrates their importance. The concepts of your messages are just as, if not more, important than your answers during an interview. Given you can't directly control what answers a reporter will use in his finished story, it is essential each of your answers is a "home run." This means you need to develop some home run-quality messages. Here's how:

1. Imagine the headline you want on the story, and then write that headline down. Every message you build should support that headline.
2. Make sure your messages meet the following three criteria:
  - a. Short (one or two sentences/10- to 20-second sound bites).
  - b. Memorable.
  - c. Relevant to the interview topic.
3. Review your key messages. If a message isn't truthful, meaningful and to the point, change it.
4. Add your messages to your answers, or in other words, practice your responses. Follow these guidelines:
  - a. Try to get at least one message in each response. Applying the "message sandwich," format can make this easier.
  - b. Say your message + add facts + restate your message.

For example, "The Air Force takes care of its people. Last year, the Air Force reduced the backlog on training requirements by 11 percent and worked with Congress to increase pay by four percent. We know people are the key to the Air Force's success."

5. Practice making message sandwiches so you're comfortable doing it, but don't memorize statements. Memorized statements come across as stilted, pompous and insincere.



### *Interview techniques*

The following interview techniques help your SME draw extra emphasis on key points while talking to the reporter:

1. Hooking takes advantage of opportunities before and during the interview to help focus the reporter on what *you* want to talk about. Examples of hooks include, “And that’s just one possibility...” or “We did something no other organization has ever done.” Use hooks to get the reporter to follow your lead
2. Bridging is a smooth transition from a question to a message. An example of bridge includes, “... good point, but the real issue is ...” A bridge is actually a great way to entirely avoid answering a question, but it need not always be used in that context.
3. Flagging is a way to underscore, verbally and/or nonverbally, what’s important. Use voice inflection, appropriate hand gestures, eye contact or body language to emphasize a point..

### *Practice*

While this isn’t so much something you must know as it is something you must do, it’s listed here because practice will increase confidence and result in better messaging. Practice by doing a few mock interviews to give the interviewee a chance to recognize opportunities to bridge, when to say “I don’t know,” when to refer the reporter to PA for clarity on a question, and so forth.

### *Interview tips*

Treat news media as you would want others to treat you. People who are distant and hostile with the media will get what they give. A positive attitude always goes a long way, especially when delivering bad news to the media. Here are other key points to keep in mind when engaging news media.

### *Take your time*

Take one or two seconds to think about the answer. Not only do rapid responses appear rehearsed, but also many people regret an answer they didn’t think about. Remember these three things: (1) you are not obligated to tell everything you know, (2) your pauses always seem longer to you than they do to your audience, and (3) engage your brain before you engage your mouth.

### *Don’t lie or lose your temper*

The two sure-fire ways to make bad news worse are to lie or lose your temper with a reporter.

### *Don’t give simple “yes” or “no” answers*

Answer the question and add a message. For example, if a reporter asks, “Is it true recruiting is getting easier?” A good response would be, “There’s been a significant improvement in the recruiting areas. We continue to fill all our authorized positions with very qualified young people. Last year, the Air Force met 100 percent of its recruiting goal.”

### *Don’t miss your chance to tell your story*

Remember radio and television media look for a 15-second sound bite and scrap the remainder of the interview. This makes it especially important you don’t echo a negative comment made by a reporter during an interview. Be prepared with as many good sound bites as possible and practice bridging to them.

### *Never say “No comment”*

The phrase “no comment” tends to imply you’re trying to hide something. If you don’t know the answer, it’s okay to say “I don’t know.” Let the reporter know PA will get back to him with an answer. Likewise, if you can’t answer the question for security reasons, it’s perfectly acceptable to say so. Both of these situations give you a perfect opportunity to bridge to a message.

### *Give significant information first*

Put the important information at the beginning of the interview. That way, if you run out of time, you at least got to your key messages.



### *Stick to the facts and stay in your lane*

Always respond honestly and factually and reflect Air Force policy. Avoid the hypothetical and speculative. If a reporter asks you a “what if” question, simply say “I’m not in a position to speculate.” If a reporter asks a question about someone else’s area of expertise, you should refer him to PA. You need to get an answer to that particular question as soon as possible.

### *Keep your opinions to yourself*

During an interview you are an official spokesperson for your installation and the Air Force. For the sake of avoiding your personal opinions being mistakenly reported to the public as the Air Force’s official position, stick with honest, factual information that reflects Air Force policy.

### *Speak in “plain English”*

Speaking in “plain English” means you should avoid acronyms, jargon or technical terms.

### *Be personable but not too casual*

Present a positive attitude and talk from the perspective of the American public’s interest, not from the viewpoint of the military’s interest. Tell the audience how the nation benefits, not what the military stands to gain.

### *Establish personal credibility*

Use personal knowledge and experience to establish personal credibility. If you can say, “I’ve flown the plane,” “During my 15 years as a dedicated crew chief,” or “I’ve talked to the men and women using the technology,” then do so. Critics use their credentials and so should you.

### *Repeat your messages*

State your key messages and then restate them. Repetition is important to ensure messages are remembered.

### *Use non-verbals appropriately*

Ensure 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 fidget. Try videotaping your mock interviews and provide feedback to SMEs. Video recording a mock interview is probably one of the best ways to provide SMEs with direct, instantaneous and useful feedback for an on-camera interview. When SMEs see themselves on video, they become much more aware of what they are doing right and what they need to improve.

### *Be enthusiastic*

Research shows the average viewer remembers only 7 percent of the words they hear. This underscores how important it is to get those key messages out first. The balance of the audience’s impression depends on voice, face, uniform and the personal charm and credibility you bring to the interview.

### *Brevity, clarity and silence*

Once the SME answers a reporter’s question fully and accurately, it is alright for the SME to remain silent. It’s not the SME’s responsibility to “feed the microphone.”

### *Basic “on-the-air” tips*

Here is a common sense checklist to review as you or your SME plan to go “on-the-air.” These tips are aimed at a television interview but could also apply to photographs for a newspaper.

1. Uniform – Wear attire appropriate to the subject and the setting. Normally you would wear a freshly pressed service uniform although a uniform of the day is acceptable when the interview is conducted on base in a working area.
2. Eyewear – Do not wear sunglasses or tinted/ photo-gray glasses. If you wear glasses, wear rims that will allow viewers to see your eyes. If you decide not to wear your glasses during

the interview, remove them about 20 minutes prior to the interview to allow your eyes to adjust.

3. **Sitting** – Pick a non-swivel, stable, straight-back chair to avoid movement during the session. Do not sit back or let yourself get too comfortable. Don't slouch; a slight degree of discomfort will help you stay mentally and physically alert. It's also best to lean forward slightly and maintain eye contact with the interviewer.
4. **Standing** – Assume a stable, comfortable position at an angle to the camera, facing the interviewer. Stand tall with one foot slightly back, resting most of your weight on your back foot.
5. **Microphone (mic)** – Allow the camera crew to get you "wired." Avoid touching or breathing into the mic; keep the cord hidden. If they ask you for a "mic check," say your name, rank, duty title and your most important main point you want the audience to understand.
6. **Physical gestures** – Feel comfortable using natural hand gestures for emphasis, but don't overdo it. Avoid nervous habits such as tapping feet, drumming fingers, playing with pens, etc. Your most important gesture is always paying respectful attention to the interviewer and demonstrating your sincerity and honesty by maintaining appropriate eye contact. You don't have to be serious at all times, but be careful not to smile or nod at the wrong time when discussing an accident or serious incident—some people smile out of discomfort or nervousness.
7. **Personal issues** – If you have a hearing problem, a difficulty understanding, nervousness or a physical reason for desiring one profile over another, make this known to the producer of the program in advance.
8. **Relax** – After all, you are the expert and the person best able to deal with your subject.
9. **Conclusion** – Even when the interview is finished, continue to speak as though you're "on the record." This can potentially save you from an embarrassing situation should the camera happen to still be recording.

### *Pre-deployment media training*

You already fully understand the lives and missions of military members are topics of common interest to the public and media operations is our primary means of fulfilling the American people's right to know. Deployments are certainly no exception, and PA is available to support and prepare both Airmen and their families for media contact.

### *Service members*

PA should be included in base pre-deployment preparations to ensure deploying members know what topics they should and shouldn't discuss if unexpectedly approached by news media in their deployed environment. Be it a deployment line briefing or deploying members simply picking up a quick-reference media training card while out-processing, it's critical all deploying members know not to provide information that could compromise the safety or success of personnel or missions, and that they may contact the PA office in their deployed environment for additional training or information.

### *Families*

It is important to help the public understand what military families experience during deployments, and naturally no one can do that like family members. Reporters will want to know how spouses, children and other family members feel about their service member's deployment, what difficulties they experience and what kind of job their service member does while deployed. However, family member participation in media interviews is strictly voluntary. Regardless of how much a reporter

may persist, it's acceptable to politely decline and refer the reporter to PA for further assistance. Family members who do have interest in talking to media are highly encouraged to contact their base PA office. PA can provide guidance to help them feel more comfortable dealing with the media while also protecting OPSEC.

### **Analyze media coverage**

After an interview, ensure you get information from the media about when and where the piece is expected to be published/aired. You'll need to know where to go to save the media clips in order to determine how the information from the interview was used in the product and analyze it for some specific indicators.

PA professionals analyze media coverage when conducting research before an interview happens to assess whether the media generally covers stories in a positive, negative or neutral manner. This helps in the SME preparation process because PAs can anticipate the types of questions a reporter may ask to better prepare commanders and SMEs for interviews. Media products are also analyzed to determine if key information shared during the interview actually made it to publication or if facts and/or comments were presented out of context.

### ***Understand the media outlet's audience***

Understanding the media outlet's audience allows us to determine if we are providing material to outlets that reach our primary Air Force audience. The media is just one information source for our people and we should ensure we convey information to the right media outlets to reach our people, whether they are military members, civilian employees, family members or retirees. If we need to convey information to a specific segment of the civilian population outside the gates, local media audience demographics can help us determine the right media outlets to reach this specific group.

### ***News coverage***

If people or an event gets news media attention, it's usually because the media know their audience is interested in it, regardless of whether you or your commander think it's good news or bad news. When things happen, people want to know and the media will be there to tell the story. How they communicate that story is what we need our commanders to understand. A story about an aircraft crash that resulted in deaths can be presented in a negative, neutral or positive manner. It's important we understand why the story was presented in a certain manner so we can determine if we could have better communicated our information and message.

### ***Interviewee feedback***

Although the information provided to the media is important, in an earlier part of this unit you learned 55 percent of what viewers remember is nonverbal communication, 38 percent is the speaker's voice and only seven percent remember what was actually said. A review of media coverage allows us to provide constructive feedback to our commanders and SMEs for the next time they are interviewed. Uniform issues, inadvertent nonverbal cues, distracting verbal pauses (e.g., um, ah, er), and inaccurate information are all examples of things you should be looking for when reviewing recordings of interviews.

PA professionals traditionally put a lot of time and energy into preparing and participating in interviews as spokespersons or preparing SMEs to participate in interviews, but they should focus more on after-action reviews of interviews. This helps PA professionals determine whether the interview met defined goals and objectives, the media covered the news in the manner expected (positive, negative or neutral), the right medium was used to convey information to intended audiences, and future interview opportunities should be handled in the same way based on the data collected.

## 018. Official websites

Digital publishing technologies, including websites, social media and mobile applications, provide the Air Force with powerful tools to quickly and efficiently convey information on a wide range of topics about its people, missions and resources. These technologies keep PA professionals on their toes, striving to stay current on the most popular and effective communication tools to consistently promote Air Force awareness, understanding and support. This know-how is essential to promoting, monitoring, and when needed, rebuilding the Air Force's superior reputation. As a PA craftsman, you now bear a greater level of responsibility for your own proficiency, and the proficiency of the Airmen you train and supervise, to excel in this pivotal reputation management role. This unit focuses on PA roles and responsibilities and key policies that provide the foundation on which those responsibilities are established.

### Roles and responsibilities

Your 5-level CDCs focused on installation-level or equivalent Air Force Public Web (AFPW) responsibilities, duties you've likely fulfilled or had some level of responsibility for accomplishing by this point in your career. As new Airmen join your PA staff, you're accountable to ensure they receive proper training to perform their skill-level-appropriate AFPW tasks. You'll also need to teach, coach and, when needed, correct their performance. At the same time, your understanding of and involvement in the program must develop further. The following information increases your awareness of the tiers of AFPW responsibility within your career field.

### SAF/PA

SAF/PA directs the AFPAA policy and guidance development for the following:

- AFPW program websites.
- Public communication program.
- Public website waiver program to waiver sites hosted outside the scope of the American Forces Public Information Management System (AFPIMS).

### AFPAA

AFPAA manages and operates the AFPW program to ensure all websites comply with U.S. law, operational and financial planning, and implementation of the program, as well as developing and enhancing the content management system. AFPAA also fulfills the following AFPW responsibilities:

- Ensures all public websites are registered on [www.af.mil](http://www.af.mil).
- Approves/disapproves and manages the waiver process for AFPIMS migrations and renewal of waivers, along with any other waiver issues dealing with the AFPW program.
- Serve as POC for conducting periodic multidisciplinary reviews of public websites and chairs the board for the [www.af.mil](http://www.af.mil) website multidisciplinary review.
- Provides a U.S. Air Force technical SME for the DMA Public Web Steering Committee.

### DMA

DMA manages the official Air Force website ([www.af.mil](http://www.af.mil)), the Air Force biography and fact sheet program, and "Airman Magazine" online.

### MAJCOMs, FOAs and direct reporting units

MAJCOMs, FOAs and direct reporting units (DRU) assign an AFPIMS group manager to handle quality assurance for their websites. This manager is responsible for both the quality of sites' content and access control.

The following are other roles the MAJCOMS, FOAs and DRU group managers fulfill in the AFPW program:

- Ensure their websites conform to AFPW program standards.
- Confirm their websites receive initial security review for content and usability by authorized PA staff prior to site launch.
- Enforce AFPW program standards for websites, including those of subordinate organizations as required.

## **Policies**

The DOD and the Air Force use official websites to support their overall missions by providing timely and accurate information about policies, organizations, functions and operations. Our websites also serve as sources for people to find military information online. Let's look briefly at policies that support and direct our official website practices.

### *Federal support*

The Paperwork Reduction Act (PRA) and Paperwork Elimination Act direct U.S. government agencies having information that should be released to the public to use digital information platforms to minimize cost and maximize accessibility to public information. To comply, the Air Force must limit the publication and printing of hard copy documents, including command newspapers and magazines, and must convert existing products and/or publish/provide information in an electronic format, whenever practicable, permitted by law and consistent with applicable records retention requirements.

### *Air Force*

All official Air Force public websites must use the top level Internet domain "af.mil," which is the approved government domain for the Air Force. Approved exceptions to this policy include, but are not limited to, <http://www.airforce.com>, <http://www.afreserve.com>, <http://www.afrotc.com> and <http://www.goang.com>. Appropriate academic organizations must use the ".edu" domain under the guidance of Air Education and Training Command (for instance, <http://www.afit.edu>). Multiservice organizations will use the ".mil" domain.

Air Force Installation and Mission Support Center Services Directorate websites (i.e., "fss.com" sites) operate outside of the AFPW program as these websites are non-appropriated fund instrumentalities. In other words, these websites are instruments for making money primarily from the sale of goods and services to DOD personnel and their family members which are used to support or provide morale, welfare and recreation (MWR) programs. The Services Directorate has oversight of the Air Force Services public Web program.

Only post on the Air Force Portal website content targeting command Air Force audiences. If the content does not impact a broader spectrum other than a unit, or is not newsworthy, it should not be made public. Websites that fall outside of the scope of the AFPW program include specialty sites that require unique consideration or fail to meet criteria established in AFI 35-107. Unique considerations are explained in more details under the paragraph on policy.

Part of a website manager's job is to oversee all content released on the public web. Website managers are responsible for organizing and ensuring the public websites comply with the AFPW program. All personnel who maintain a public website require OPSEC 1500 and 3500, Air Force AFPIIMS site manager and live training, and Urchin metrics training. Urchin metrics training allows website managers to track web statistics and provide feedback on their audience reach.

### *Air Force Public Web program*

As you learned in your 5-level studies, all Air Force public websites are consolidated and centrally hosted as part of the AFPW program. The service-wide program saves the Air Force human, financial and technical resources while it establishes a standardized corporate image and content control for all websites. Digital information platform choices, to include interactive technologies (Air Force social

media), have a critical place in Air Force communication that commanders and PA should consider essential to telling the Air Force story.

The AFPIMS content management system, administered by the DMA and AFPAA with direction from SAF/PAI, is used by all AFPW websites unless the technical requirements for the site exceed the capabilities of AFPIMS. Waivers will be granted for sites that require specialized databases, excessive bandwidth demands or specialized software tools, provided such sites adhere to all U.S. laws and requirements on Internet-based capabilities, including Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended by the Workforce Investment Act of 1998 and restrictions on the protection of personally identifiable information (PII) and copyrights.

Units desiring a public-facing digital platform to include websites, social media and mobile applications must create a communication plan that identifies, at a minimum, the purpose and intended primary audience. Information for drafting a communication plan is available in AFI 35-101, *Public Affairs Responsibilities and Management*. The communications plan will include a site defacement plan for what to do if the site should be defaced or hacked. This response should include, at a minimum, a system to monitor the site so the unit will know as quickly as possible when there is a problem, a plan to remove the third-party content and response to query for media operations. MAJCOM/PA and AFPAA must be notified in any event of public site defacement, website or social media.

#### *Digital publishing options*

If the primary audience is Airmen, the digital platform must not be public facing, but rather hosted on a platform behind a digital firewall or in a closed group. Among the non-public options are closed portal pages, Wikis, SharePoint and WordPress on [www.Intelink.gov](http://www.Intelink.gov), and closed Facebook pages.

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### **Self-Test Questions**

#### **016. Community engagement**

1. What is the honorary commanders program?
2. Why should PA develop an OI for its honorary commanders program?
3. What sources should PA refer to regarding base access for honorary commanders?
4. How should honorary commanders programs be funded?
5. What should units avoid in order for their honorary commanders program to comply with DOD 5500.7-R, *Joint Ethics Regulation*?
6. What types of community members should *not* be nominees for honorary commanders under any circumstances?

7. What does a successful airshow and/or open house require?
8. What determines the level of success PA achieves in its airshow/open house communication?
9. List some duties an airshow/open house PA rep accomplishes in effectively promoting public awareness and attendance at events.
10. What installation resource handles commercial sponsorship for an airshow/open house?

#### **017. Media operations**

1. What determines the *extent* of media training a SME requires?
2. Describe the difference between a low-demand interview and one that will be considerably more demanding.
3. How can a SME generate credibility and create a good working relationship with the media?
4. What things should you try to learn about a reporter prior to an interview?
5. What is *directly* tied to the success of an interview?
6. Explain what “on the record” means.
7. Give an example of how to word information that is “not for attribution.”
8. What is a message?
9. Why are messages just as, or perhaps more, important as answers when giving an interview?



10. What should you look for when reviewing your *key* messages?
11. What is the message “sandwich” format?
12. Explain why a SME should *not* memorize statements for an interview?
13. Describe the benefits of hook, bridge and flag interview techniques.
14. What three things should you remember about taking your time to answer a reporter’s question?
15. Instead of answering a question with a simple “yes” or “no,” what should you do?
16. How can you avoid providing a reporter with a negative 15-second sound bite?
17. What is the danger of a reporter asking you a “what if” question?
18. What does it mean to speak in “plain English?”
19. List two reasons it is important to be enthusiastic during an interview.
20. What appearance points should you review before you or your SME do an on-camera interview?
21. What verbal/audio points should you review before you or your SME do an on-camera interview?
22. While the military is a topic of regular interest to the public, when does interest often peak regarding military members and their families?

23. How can PA brief deploying members, and what is important to ensure each deploying member knows *before* deploying?
24. Why should family members be encouraged to talk to media about deployments?
25. List three reasons you analyze media coverage.
26. How can understanding a media outlet's audience help you?
27. For what reason do you need to understand why media present information about the Air Force in a certain manner?

**018. Official websites**

1. SAF/PA directs policy and guidance development for which programs and websites?
2. What are AFPAA's AFPW program responsibilities?
3. What is the Defense Media Activity's role in the AFPW?
4. What roles do MAJCOMs, field operating agencies, and direct reporting units group managers fulfill in the AFPW program?
5. According to what federal acts must the Air Force limit the publication and printing of hard copy documents, including command newspapers and magazines, and convert existing products and, or publish/provide information in an electronic format, whenever practicable?
6. What is the *official* Air Force public website top level Internet domain, and what are some approved exception domains?
7. Why must your base's force support squadron MWR website *not* be linked to your official website without a disclaimer?

8. Who owns responsibility for organizing and ensuring the public websites comply with the AFPW Program?
9. What training are all personnel who maintain a public website required to accomplish?
10. What does Urchin metrics provide for website managers?
11. List the three types of public-facing digital platforms, and explain what a unit desiring one must accomplish before consideration for approval.

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### Answers to Self-Test Questions

#### 010

1. Appendixes for media support, visual documentation, historical documentation, combat documentation (as appropriate), command information, community engagement (as appropriate), and an estimate of logistical, manpower, and financial requirements.
2. To help make your response to a contingency or a wartime operation more effective.
3. The commander's intent and desired end state.
4. During a crisis, the situation can grow hour by hour, and information changes continuously.
5. To prevent compromising security, jeopardizing operations or threatening the safety of service members.

#### 011

1. Public involvement, also known as community involvement.
2. To inform and involve a specific target audience during critical decision-making windows in various ESOH programs.
3. To develop and enact innovative, integrated, and comprehensive solutions that enhance the Air Force's ability to project airpower globally.
4. Sustaining readiness, being a good neighbor and leveraging resources.
5. Substantive and procedural.
6. That all members of the PA staff have appropriate training and are kept current on local and national Air Force ESOH issues.
7. To ensure they are written in nontechnical language that is understandable to the primary target audience, the commander and the public.
8. To place newspaper display ads and issue news releases.
9. PA.
10. By developing an environmental speakers program, facilitating environmental educational outreach to local schools, and conducting tours focusing on the four pillars (cleanup, conservation, compliance and pollution prevention) of the environmental program.
11. EPC or ESOH council.
12. By communicating success stories to external audiences.
13. SAF/PAO.
14. a. To analyze potential environmental impacts.  
b. To make decisions or recommendations concerning those proposed actions.

15. Community involvement; through the EIAP.
16.
  - (1) Be involved early and often.
  - (2) Provide public affairs guidance and counsel.
  - (3) Assist in materials planning and production.
  - (4) Coordinate documents with various organizations.
17. To help decision makers identify issues and sensitivities that could surface later to delay or completely stop the proposal.
18. Because negative public perceptions can ultimately erode the Air Force's credibility as a responsive and responsible partner in the community.
19. AFI 32-7061.
20. It is the Air Force instruction that describes the process we use to ensure the requirements of NEPA are met.
21. 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. The EIS is a detailed study analyzing all environmental impacts of a proposed action and its alternative through an extensive public involvement process.
22. PA must participate in the review of EAs and EISs and ensure the executive summaries are written in layman's language and address concerns raised by the public. Also, PA must notify the public on the availability of an EA/EIS decision document made via a display ad in a local or regional general circulation newspaper. A news release may also be sent to the local media, but it should not be the singular notification.
23. (1) The size of the proposal and the degree to which the public may be affected by the action; (2) the anticipated level of public interest or controversy (including any past controversy associated with similar activities); and (3) whether the imposed action is one of national concern, is unprecedented, or normally requires an EIS.
24. 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.
25. AFCEC.
26. Local installation PA offices.
27. To prioritize cleanup action for sites under the CERCLA of 1980. It identifies the most significant targets for cleanup action and serves as an information and management tool, allowing the EPA to decide which sites warrant detailed investigation to determine what response may be needed.
28. To maintain copies of documents and materials the installation-level PA completes in support of the IRP, such as a CRP, environmental updates, mailing lists, information repository indexes, news releases, and fact sheets.
29. CRP, also known as community involvement plans.
30. 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.
31.
  - (1) Eliminate and reduce the use of hazardous substances.
  - (2) Reuse or recycle hazardous materials whenever possible.
  - (3) Treat hazardous substances, converting them into environmentally-friendly products.
  - (4) As a last resort, dispose of wastes in an environmentally safe manner.
32. Provides a "cradle-to-grave" system of rules regarding the generation, transportation, treatment, disposal, and cleanup of hazardous wastes.
33. Protect human health and the environment, conserve energy and natural resources, and reduce or eliminate the generation of solid and hazardous wastes.
34. In 1986; to help protect public health, safety, and the environment from discharges of toxic substances and to increase community awareness of chemical hazards.
35. Installations provide a TRI report to the EPA each year that compiles information about toxic release to the environment and transfer of waste to off-site locations. The TRI is a database through which the public can access this information.

36. To notify the public of TRI reports and to explain the significance of the data.
37. It is the Air Force's internal self-assessment program, administered under the Air Force IG, to help commanders assess the status of environmental compliance and to identify discrepancies and track solutions.
38. 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 sustain the operational capabilities of the installation. The program identifies runway clear zones, accident potential zones, and noise zones, and recommends land-use guidelines for achieving compatible land use in these areas.
39. PA assists the base community planner and the base and/or MAJCOM environmental team to prepare for public meetings and acts as an information release liaison between the base and the community. Thus, PA is involved in the development and release of information and must ensure PA activities are met by the AICUZ report and any changes to it.
40. Traffic congestion, noise complaints and reduction of training operations.
41. Information gathered via noise complaints can help identify some areas for the civil engineer environmental flight to be aware of in regard to the AICUZ program.
42. As directly and completely as possible without referring callers to other bases or commands and without dismissing calls when locally assigned aircraft are not involved.
43. A log.

## 012

1. It includes the background on the situation, outlines the intent and communication objectives, identifies actions to be taken at each level, identifies key spokespersons, and directs what commanders and PA staffs can and cannot say or do. If appropriate, PAG also includes quotes on the issue by senior officials.
2. The SAF/PAX.
3. When a situation evolves or new information becomes available.
4. It is designed to give you something to go on, not run back and forth through the chain of command every time you receive a new question.

## 013

1. Taking the initiative to communicate the organization's key messages to important audiences on the Air Force's terms, as well as to educate and empower others to tell the Air Force's story.
2. Strategic and tactical.
3. The engagement strategy.
4. Be someone who has the right knowledge, authority and delivery style to effectively carry the message to your audiences.

## 014

1. AFI 35-104.
2. IEMP 10-2.
3. Trusted counsel to leaders and to build and maintain Airman morale and readiness and maintain public trust and support.
4. Because PA actions are one part of a plan that involves an entire installation where things change daily.
5. All opportunities for failure, then correct information or coordinate support solutions to eliminate those risks.
6. Personnel changes occur on an installation about as frequently as phone number changes. Calling wrong phone numbers, looking up current phone numbers and not verifying POCs/agencies required to support the PA crisis mission in advance of a crisis result in unnecessary delays and potential failure in providing vital PA communications.
7. At least once a year. Off-base briefings include civil law enforcement and disaster response officials. On-base briefings include responders such as security forces, AFOSI, firefighters, EOD, operations, legal, medical, disaster preparedness and other accident responders.
8. Go to 24-hour shifts for the entire duration of the incident.
9. Intracommmand and intercommand, respectively.

10. When the on-call person changes out.
11. From the IEMP 10-2.
12. The checklist that is being used so they both can run the checklist simultaneously.
13. By periodically going through them with a fine-tooth comb and addressing identified discrepancies as soon as possible after an exercise.
14. To physically have your team collected means having the Airmen in your office use work stations located as closely as possible to one another—and the crash phone, if there's one in your office. Having them procedurally collected means ensuring everyone knows who performs what duties, follows the same product tracking processes and keeps one another updated so everyone is aware and working at maximal effectiveness.
15. Logistics, such as facilities, transportation and manning support must be coordinated, verified with the appropriate base contact, documented and placed in the crash kit for use well in advance of a crisis.
16. Strategic actions to continue the mission during and after contingencies, crises, natural/manmade disasters or wartime situations. Some of those duties include providing trusted counsel to the CAT director; maintaining contact with MAJCOM/PA; funneling information and higher headquarters instruction, as needed, to PA staff members in the EOC, PA office and on the scene; and working closely with the EOC/PA from preparation to approval of news releases.
17. The EOC is the command and control element that coordinates information and resources to support the installation's actions before, during, and after an incident.
18. Quarterly Emergency Management report.
19. AFI 10-2501.
20. The mission support group commander.
21. To act as a liaison between the PA office and the EOC director and the PA office and the PA rep at the scene of the crisis.
22. EOC director and CAT director/wing commander.

## 015

1. Seven.
  - (1) It provides a visible roadmap.
  - (2) It results in reduced frustration.
  - (3) It builds a cohesive team.
  - (4) It focuses on the staff's strengths.
  - (5) It prepares for future products.
  - (6) It results in a better communication product.
  - (7) It helps avoid missed opportunities.
2. Regular information cycles that tend to repeat year after year which helps with yearly communication plan development. It also helps you more effectively plan and schedule resources for when these resources are needed.
3. It also serves as a list of potential advantageous community engagement and media operations opportunities, during which PA can highlight and share with the community numerous examples of Airmen living their core values.
4. Examine the events to see what aligns with the commander's priorities; PA office priorities must align with the commander's priorities.
5.
  - (1) Staff meetings.
  - (2) Archives.
  - (3) Civic organizations with military ties.
  - (4) Professional military organizations.
6. By helping them align their day-to-day priorities and schedule leave which can lead to more organized workflow and open up regular opportunities for the development of your Airmen.
7. To more effectively streamline efforts across the PA office to support the commander's priorities.

**016**

1. A key reputation management strategy that broadens awareness and support for the Air Force through pairing base leaders with local community leaders who have a similar background to their area of expertise. The honorary commanders program is also another avenue to increase public awareness and understanding of the Air Force's mission, policies and programs and to build relationships with members of the local community and encourage them to share the Air Force story.
2. Developing an honorary commanders program OI helps the PA office ensure the program operates within the resources on base, the size of the wing and the size of the local community; and help establish term limits and guidelines appropriate for the wing's program.
3. The commander, AFI 34-272 and local security forces squadron.
4. Pay-as-you-go or with ORF as outlined in AFI 65-603.
5. Anything that could look like preferential treatment and fraud, waste or abuse.
6. Military retirees, news media reporters, Congressional members or staff, federally elected or appointed officials, DOD contractors or others whose position could be a conflict of interest, or people whose participation would cast the Air Force in a negative light.
7. Many months of behind-the-scenes collaboration and coordination on behalf of agencies base wide.
8. How well the airshow/open house PA rep develops (or updates) and implements the airshow/open house communication plan.
9. Airshow/open house PA rep duties include the following:
  - Developing and distributing messages for PA product development.
  - Developing a comprehensive PA communications timeline.
  - Coordinating with command information, media operations and community engagement PA personnel to carry out the communication timeline.
  - Attend all open house planning committee meetings to gather information to incorporate into/update the communication plan and offer PA trusted counsel, as needed.
10. The installation force support squadron marketing department.

**017**

1. The SME's level of experience and confidence dealing with news media, the SME's attitude toward the media and the nature of the story.
2. A SME giving an interview about a pleasant experience or topic which is apt to draw positive attention is a low-demand interview. A SME giving an interview about a crisis situation who will likely be pressed for answers he can't give about an unpleasant topic is a more demanding interview.
3. By going into the interview with a positive attitude and factual information
4. Who is the reporter? How much reporting experience does he have? Is his writing fair and balanced? What does he know about covering the military?
5. The quality of your preparation.
6. An on-the-record remark is one that can be quoted verbatim and attributed directly to the identified source.
7. An example is, "It was learned today that..."
8. Key bits of information audiences know and remember.
9. People remember good messages and the entity associated with them. Likewise, we don't know what answers reporters will use in their stories, so we need to be prepared with good messages that provide reporters with quotes/sound bites they'll want and be able to use.
10. Determine if they're truthful, meaningful and to the point.
11. Message + Facts + Restated Message.
12. Because memorized statements makes the SME come across as stilted, pompous and insincere.
13. A hook takes advantage of opportunities before and during the interview to help focus on what you want to talk about. A bridge is a smooth transition from the question to a message. A flag verbally and nonverbally draws attention to what's important.
14. You are not obligated to tell everything you know, (2) your pauses always seem longer to you than they do to your audience, and (3) engage your brain before you engage your mouth.



15. Answer the question and add a message.
16. Don't repeat a negative and provide as many good sound bites as possible by being prepared with messages.
17. The reporter is setting you up to speculate on a hypothetical situation. All responses must be honest and factual and reflect Air Force policy.
18. Avoid acronyms, jargon or technical terms.
19. The average viewer remembers only 7 percent of the words spoken and the balance of the audience's impression depends on voice, face, uniform and the personal charm and credibility you bring to the interview.
20. Uniform appearance and the uniform is appropriate for subject and setting; how glasses look to viewers; how you sit and act in a chair; how to stand; how the mic looks; physical gestures; if conscious about a "good" or "bad" side on camera; looking relaxed and confident but not too comfortable.
21. Is the mic wired correctly and the quality of sound when speaking; speaking as if everything is "on the record," especially if cameras are still rolling after the interview conclusion.
22. During deployments.
23. By being included in base pre-deployment preparations to ensure deploying members know what topics they should and should *not* discuss if unexpectedly approached by news media in their deployed environment. It's critical all deploying members know not to provide information that could compromise the safety or success of personnel or missions, and that they may contact the PA office in their deployed environment for additional training or information.
24. Because it is important to help the public understand what military families experience during deployments.
25.
  - (1) To assess whether the media generally covers stories in a positive, negative or neutral manner.
  - (2) To anticipate questions a reporter may ask to better prepare commanders and SMEs for interviews.
  - (3) To determine if key information shared during the interview actually made it to publication or if facts and/or comments were presented out of context.
26. It can help you determine if you are providing material to outlets that reach your primary Air Force audience.
27. To determine if there was a better way we could have communicated our information and message to get the type of coverage we anticipated.

## 018

1. The AFPW Program websites, the public communication program and the public website waiver program.
2. AFPAA fulfills the following AFPW responsibilities:
  - 1) Ensures all websites comply with U.S. law, operational and financial planning, and AFPW program implementation
  - 2) Develops and enhances the AFPIMS content management system.
  - 3) Ensures all public websites are registered on [www.af.mil](http://www.af.mil).
  - 4) Approves/disapproves and manages the waiver process for AFPIMS migrations and renewal of waivers, along with any other waiver issues dealing with the AFPW program.
  - 5) Serves as point of contact to conduct periodic multidisciplinary reviews of public websites, and chair the board for the [www.af.mil](http://www.af.mil) website multidisciplinary review.
  - 6) Provides a U.S. Air Force technical SME for the DMA Public Web Steering Committee.
3. DMA manages and operates the official Air Force website: [www.af.mil](http://www.af.mil); and manages the Air Force biography and fact sheet program, and the creation of "Airman Magazine" online.
4. MAJCOMs, FOAs and DRU group managers fulfill the following roles:
  - Ensure their websites conform to AFPW Program standards.
  - Confirm their websites receive initial security review for content and usability by authorized PA staff prior to site launch.
  - Enforce AFPW Program standards for websites, including those of subordinate organizations as required.
5. The Paperwork Reduction Act and the Paperwork Elimination Act.

6. [www.af.mil](http://www.af.mil); approved exceptions include, <http://www.airforce.com>, <http://www.afreserve.com>, <http://www.afrotc.com>, and <http://www.goang.com>.
7. An “fss.com” website operates outside of the AFPW program. They are non-appropriated fund instrumentalities that fall under the oversight of Air Force Installation and Mission Support Center Services Directorate.
8. Website managers.
9. OPSEC 1500 and 3500, Air Force AFPIMS site manager and live training, and Urchin metrics training.
10. The ability to track web statistics and provide feedback on their audience reach.
11. Websites, social media and mobile applications. Units wanting a public-facing platform must create a communication plan that identifies, at a minimum, the purpose and intended primary audience; includes a site defacement plan for what to do if the site should be defaced or hacked; a system to monitor the site so the unit will know as quickly as possible when there is a problem; a plan to remove the third-party content and response to query for media operations.

**Complete the unit review exercises before going to the next unit.**

## Unit Review Exercises

**Note to Student:** Consider all choices carefully, select the *best* answer to each question, and *circle* the corresponding letter.

28. (010) In reference to public affairs (PA) planning, the document PA creates to address an outcome other than the usual plan describes a/an
  - a. Communication plan (COMPLAN).
  - b. Operational plan (OPLAN).
  - c. Contingency plan.
  - d. PA annex.
29. (010) An Annex F, which assigns public affairs responsibilities and identifies critical tasks, would be co-located with which document?
  - a. Operational Plan.
  - b. County Emergency Response & Recovery Plan.
  - c. County Operational Area Emergency Operations Plan.
  - d. AFI 35-111, *Public Affairs Contingency Operations and Wartime Readiness*.
30. (010) The *first* considerations in public affairs (PA) planning process are the
  - a. public affairs guidance (PAG) and media interest.
  - b. commander's intent and desired end state.
  - c. situation and media interest.
  - d. PAG and commander's intent.
31. (010) In what type of planning is a plan tailored to meet existing operational public affairs (PA) requirements or a new plan developed based upon available PA resources?
  - a. Crisis action.
  - b. Deliberate.
  - c. Mission.
  - d. Future.
32. (011) What is the purpose of public involvement (PI) in environmental public affairs (PA)?
  - a. To care for and clean up the environment.
  - b. To protect the environment from future problems.
  - c. To inform a specific target audience about the policies, objectives, and laws of environmental PA.
  - d. To inform and involve a specific target audience during critical decision-making windows in various Air Force Environmental Safety and Occupational Health (ESOH) programs.
33. (011) As a critical member of the Environmental Safety and Occupational Health (ESOH) management team, public affairs' (PA) specific roles and responsibilities include all of the following *except*
  - a. being the Air Force point of contact for public and media queries.
  - b. preparing a comprehensive PA plan that may include public involvement (PI) efforts and supporting traditional products.
  - c. safeguarding pertinent information through command channels on environmental issues and community concerns.
  - d. keeping command audiences informed through command channels on environmental issues and community concerns.

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34. (011) Public affairs (PA) achieves environmental community relations requirements by
- coordinating and conducting emerging environmental issues.
  - participating on a Restoration Advisory Board and being a member of the Environmental Protection Committee or the Environmental Safety and Occupational Health (ESOH) committee.
  - developing an environmental speakers program, facilitating environmental educational outreach to local schools, and conducting tours focusing on the four pillars of the environmental program.
  - communicating success stories to external audiences, including the Defense Environmental Restoration Program Annual Report to Congress and the Secretary of the Air Force, Office of PA, and Environmental Programs Branch.
35. (011) Which is *not* one of public affairs' (PA) four inherent responsibilities under the National Environmental Policy Act (NEPA)?
- Be involved early and often.
  - Provide guidance and counsel.
  - Coordinate documents with various organizations.
  - Resolve PA issues during the post-planning stage.
36. (011) What is the Environmental Impact Analysis Process (EIAP)?
- A document that describes the four pillars of the Air Force environmental program and preserves and enhances the environment.
  - A federal law requiring agencies to analyze potential environmental impacts of major federal actions and alternatives.
  - A public document that helps determine the extent of environmental impacts of a project and the decision on whether or not those impacts are significant.
  - An analysis of the potential environmental impact of proposed actions and alternatives and use of that analysis in making decisions or recommendations on whether or how to proceed with action.
37. (011) Which option identifies the *most* significant targets for cleanup action and serves as an information and management tool allowing the Environmental Protection Agency (EPA) to decide which sites warrant detailed investigation to determine what response may be needed?
- National Priorities List (NPL).
  - National Environmental Policy Act (NEPA).
  - Installation Restoration Program (IRP).
  - Environmental Impact Analysis Process (EIAP).
38. (011) What is every base required to have if there is sufficient community interest in participating in the installation cleanup process?
- Community Relations Plan (CRP).
  - Restoration Advisory Board (RAB).
  - Installation Restoration Program (IRP).
  - Council on Environmental Quality (CEQ).
39. (011) The Resource Conservation and Recovery Act (RCRA) is a "cradle-to-grave" system of
- proactive and dynamic management approaches to preventing pollution.
  - rules for installations that generate hazardous wastes in the fulfillment of mission requirements.
  - rules regarding the generation, transportation, treatment, disposal and cleanup of hazardous wastes.
  - terms, stages, and requirements of corrective actions similar to the National Environmental Policy Act (NEPA), although specific requirements at each stage differ.

40. (011) What is public affairs' (PA) role to the public regarding the release of information about toxic releases to the environment?
- Notify the public of the Toxic Release Inventory (TRI) reports and explain the significance of the data.
  - Release nothing until a request for information is submitted to the PA office.
  - Place a public notice stating the TRI report is filed at the Information Repository.
  - Release the TRI report only.
41. (011) Promoting compatible land use development in high noise and accident potential zones and to promote public health and safety in areas adjacent to military installations is the purpose of the
- base civil engineers.
  - air installation compatible use zone.
  - federal executive audiology council.
  - occupational safety and health administration.
42. (011) To help maintain good media and community relations, public affairs (PA) answers to aircraft noise complaints should be
- timely, responsive and factual.
  - documented, logged and tracked.
  - referred to other bases or commands immediately.
  - dismissed when locally assigned aircraft are not involved.
43. (012) Which sections are the *most correct* examples of sections found in a typical Public Affairs Guidance (PAG)?
- Purpose, Public Affairs (PA) Posture, Themes and Messages, and Updates.
  - Background, PA Posture, Themes and Messages, and Questions and Answers.
  - Background, Themes and Messages, Media Opportunities, and Questions and Answers.
  - Purpose, PA Posture, Themes and Messages, and Questions and Answers.
44. (013) The two types of public affairs (PA) communication planning common for PA activities are
- strategic and tactical.
  - proactive and reactive.
  - offensive and defensive.
  - deliberate and crisis action.
45. (014) In a crisis, public affairs (PA) disseminates what kind of information? Accurate,
- timely and contingent.
  - timely and essential.
  - reasonable and essential.
  - reasonable and timely.
46. (014) Public affairs' (PA) quick and appropriate crisis response actions are important because they
- foster public support and trust.
  - test your readiness and skill level.
  - help prevent rumors and panic from starting.
  - maintain public support and ensure media queries are answered.
47. (014) What do you prevent by proactively preparing your team to perform the crisis communication mission?
- Extra work, frustration and potential reputation damage.
  - A backlog of media queries.
  - The need to use checklists.
  - 24-hour operations.

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48. (014) Reviewing your public affairs (PA) office crisis response plans can help you identify and correct all of the following opportunities for failure *except*
- a. *not* knowing how to reach higher headquarters.
  - b. setting up a media operations center (MOC).
  - c. securing transportation to an accident scene.
  - d. training inexperienced Airmen.
49. (014) Which public affairs (PA) crash kit is *most often* used at the scene of an accident?
- a. Crisis Action Team (CAT).
  - b. Emergency Operations Center (EOC).
  - c. Office.
  - d. On-call.
50. (014) In which publication will you find the checklists that contain every task required by all emergency support functions (ESF) during a base incident?
- a. Installation Emergency Management Plan (IEMP) 10-2.
  - b. Base Defense Operations Guide.
  - c. Air Force Pamphlet (AFPAM) 10-100.
  - d. National Incident Management Systems (NIMS).
51. (014) As the public affairs (PA) representative working in *this* location during a crisis, you are responsible for writing all the news releases regarding the incident and clearing those releases through the emergency operations center (EOC) director and crisis action team (CAT) director/wing commander.
- a. CAT.
  - b. EOC.
  - c. PA office.
  - d. On-scene.
52. (014) During a crisis, which action is not a responsibility of the emergency operations center/public affairs (EOC/PA) representative?
- a. Communicating with the EOC director.
  - b. Communicating with the PAO.
  - c. Talking to the on-scene PA.
  - d. Talking to news media.
53. (015) Proper long-range planning refers to an examination of
- a. cycles.
  - b. seasons.
  - c. current events.
  - d. Air Force priorities.
54. (016) What guidance helps public affairs (PA) offices manage their honorary commanders program appropriately for their wing and their community?
- a. Public Affairs Guidance (PAG).
  - b. Air Force Instruction (AFI) 35-105.
  - c. AFI 34-272.
  - d. An operating instruction (OI).
55. (016) Honorary commander terms of service are limited to
- a. one year.
  - b. one to two years.
  - c. two to three years.
  - d. three years.

56. (016) What source of money, if any, is *most appropriate* to use to pay for an honorary commander luncheon?
- The honorary commander should pay for his lunch.
  - Operations Representation Funds (ORF).
  - Nonappropriated funds.
  - Appropriated funds.
57. (016) Because of honorary commanders' position of influence in the community, the Air Force desires that they
- get to know Airmen and their families through consistent use of base provisions that would otherwise be unauthorized.
  - understand the base transition assistance program which helps integrate separating members into the local community.
  - team with their base counterparts on entrepreneurial initiatives.
  - positively impact public support for the base.
58. (016) Based on honorary commander nominee's guidelines, which community member is a *good* honorary commander candidate?
- A president of the local television cable company.
  - The public relations advisor to a local Congressman.
  - A local high school principal whose sister is a current honorary commander.
  - A federal judge.
59. (016) The project officer for a Department of Defense (DOD) installation's airshow/open house is a senior-ranking Air Force member familiar with
- the Federal Aviation Administration (FAA) and the local community.
  - base operations and mass communication.
  - aircraft and flight line operations.
  - project management.
60. (016) The designated Department of Defense (DOD) airshow/open house public affairs (PA) representative plays a vital communication role directed at
- all PA communication tools and venues.
  - MAJCOM and higher headquarters.
  - command and external audiences.
  - airshow participants.
61. (016) All of the following types of funding provide financing for an airshow/open house *except*
- morale welfare and recreation (MWR) funds.
  - commercial sponsorship.
  - nonappropriated funds.
  - appropriated funds.
62. (017) Why do public affairs (PA) personnel train subject-matter experts (SME) to do a media interview?
- Because SMEs need to know what questions will be asked, in advance of the interview.
  - To ensure the best spokesperson for the interview has been identified.
  - Because it enables a SME to speak to a reporter about ground rules.
  - To make an effort in mitigating communication risk.

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63. (017) How can you determine the extent of media training a subject-matter expert (SME) requires?
- The reporter's confidence level in writing military stories.
  - The reporter's attitude about the topic.
  - The SME's attitude about the topic.
  - The nature of the story.
64. (017) What can your subject-matter experts (SME) do during a news media interview to generate credibility and create a good working relationship with the media?
- Expect the reporter to ask questions that are outside of his lane of expertise.
  - Answer all the reporter's questions to include those that are speculative.
  - Go into the interview with a positive attitude and factual information.
  - Talk casually with the reporter about various unclassified topic.
65. (017) The four steps of developing your interview mission plan include defining your audience, defining what you want to achieve during the interview, building sound bites of key information and
- defining your communication goal.
  - communicating the ground rules.
  - building your message.
  - knowing the issues.
66. (017) In a media interview, a response to a question contains which elements?
- An answer and a message.
  - A hook and a message.
  - A flag and an answer.
  - A bridge and a hook.
67. (017) During a media interview, your message may be equally or more important than your answer because it
- is a relevant bite of information people will remember.
  - is easy for you to use if you need to flag a difficult question.
  - gives you direct control over the material will use in his finished story.
  - guarantees direct attribution; something consumers of news consider most credible.
68. (017) During a TV interview, you avoid *all* of the following *except*
- expressing the Air Force's interests and what it stands to gain.
  - using non-verbal gestures to quell your messages.
  - taking time to compose your response.
  - restating pessimistic messages.
69. (017) What may be one of the *best* ways to provide subject matter experts (SME) with direct, instantaneous and useful feedback in preparation for an on-camera interview?
- Audio record a practice interview.
  - Audio record an actual interview.
  - Video record a practice interview.
  - Video record an actual interview.
70. (017) When conducting research before an interview, public affairs (PA) professionals do *not* analyze media products to determine if
- a PA escort was at the interview.
  - facts and/or comments were presented out of context.
  - key information shared during the interview actually made it to publication.
  - the media generally covers stories in a positive, negative, or neutral manner.



71. (017) After a news media interview, public affairs (PA) professionals should focus more effort on
- a. preparing for the next interview.
  - b. participating in more interviews.
  - c. conducting an after-action review of the interview.
  - d. following up with news media about the publication date.
72. (018) What organization manages the Air Force Public Web (AFPW) program, ensures all websites comply with U.S. law and enhances the content management system?
- a. SAF/PA.
  - b. AFPAA.
  - c. MAJCOM/FOA/DRU.
  - d. Wing.
73. (018) Approved exceptions to the official Air Force public website domain policy include all of the following except
- a. <http://www.af.mil>.
  - b. <http://www.afrotc.com>.
  - c. <http://www.goang.com>.
  - d. <http://www.airforce.com>.
74. (018) Why should content targeting *command* Air Force audiences be posted *only* on the Air Force Portal website?
- a. The information is *not* normally timely and or subject to Associated Press style making it inappropriate for posting to an Air Force Public website.
  - b. If information does *not* impact a broader spectrum other than a unit, or is *not* newsworthy, it should *not* be made public.
  - c. It contains terminology unique to the unit it is intended to inform.
  - d. All information meeting these criteria must be encrypted.
75. (018) Who must be notified in the event of any public site defacement, website or social media?
- a. Staff Judge Advocate and Air Force Office of Special Investigations.
  - b. MAJCOM/PA and Air Force Public Affairs Agency.
  - c. Wing commander and MAJCOM/PA.
  - d. PAO and wing commander.

## Unit 3. Legal and Financial Accountability, and Deployments

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**T**HE LESSONS you studied thus far have focused on better understanding a PA leader's role in multimedia operations and various communication strategies we use to fulfill our core competencies and accomplish our mission. This unit focuses on ethical responsibilities associated with upholding laws that govern our acquisition, use and dissemination of information and PA resources.

### 3-1. Legal and Ethical Responsibilities of Communication

According to Aristotle, the most important element in ethical behavior is the knowledge that actions are accomplished for the betterment of the common good. As technology and society changes, new areas of concern continually open up. This section should help you in your daily responsibilities as a PA professional and provide you with some common legal issues you may come across in your job.

#### 019. Section 508 compliance

According to the U.S. Department of Health and Human Services, about 13.2 million Americans may have a visual, auditory, ambulatory or cognitive disability which interferes with their ability to access the vital information you and your PA colleagues work so hard to provide. Section 508 of the Rehabilitation Act of 1998 helps you reach those members of the audience.

#### Section 508 defined

Section 508 of the Rehabilitation Act requires accessibility to government facilities and government information for disabled employees and the public. It includes the use of electronic and information technology (E&IT). Section 508 requires agencies to provide employees with disabilities access to, and use of, information and data that is comparable to the access and use by employees who do not have disabilities. It also requires members of the public with disabilities seeking information or services from a federal agency to have the same level of access.

The E&IT covered by Section 508 includes software and operating systems; web-based intranet and Internet information and applications; telecommunications products; video and multimedia products; self-contained closed products like printers and computers. It does not apply to E&IT involving intelligence activities, cryptologic activities related to national security, command and control of military forces, equipment that is part of a weapons system or systems critical to the direct fulfillment of military or intelligence missions.

#### Requirements

Your website management programs may or may not provide for full Section 508 compliance; therefore, you should understand the areas you are most likely to be responsible for. The primary requirement PA professionals need to be concerned with is providing text for non-text elements

(videos, photos and graphics) posted online. Fortunately, DVIDS and AFPIMS do some of the work for you.

Any video or audio product starts out with a script. The production or news script can be double as a transcript for Section 508 compliance. The script should include the full quotes from any sound bites used in the project as well as the complete narration. Production notes like screen direction, camera movement and music cues can be eliminated from the transcript. Any changes made to the primary sound during the production process should be reflected in the final script.

When the video or audio product is posted, the final transcript should be uploaded along with the video and complete metadata. The posting software will display the metadata as alternative text while the transcript is incorporated into the closed captioning process. The alternative text appears when a user's mouse hovers over a thumbnail. That text can then be converted to speech or Braille for the sight-impaired.

The process for photography is similar, but simpler. A program like AFPIMS takes the metadata and full caption information required with every Air Force photograph and uses it as the alternative text. Graphic images, on the other hand, are often not posted with any kind of metadata information which makes them unreadable by assistive technology. This includes the buttons you created to take the user to another page. However, alternative text information can be attached to the graphics manually. In AFPIMS, data can be added by accessing the tab properties of the graphic in the site map.

While non-text elements may be our primary Section 508 issue, you need to ensure compliance with all your published products. For example, your office may post command sponsored event flyers or the base paper online as a PDF. Those PDFs can be made compliant using Adobe Acrobat Pro. Command biographies often have a photo associated with the text. Both the text and the image need to be compliant. It's your responsibility to correctly format the information you present to the public so the information is accessible to everyone.

## Resources

The rules for compliance with Section 508 are varied and can be difficult to navigate. This should, in no way, stop you or your team from attempting to be compliant in as many areas as possible. The Public Web section of the Air Force Public Affairs Community of Practice website provides the most up-to-date guidelines and helpful tips to assist you in this endeavor.

## 020. Copyright laws

*Copyright* is a form of legal protection for "original works of authorship fixed in any tangible medium of expression..." The courts have interpreted the law to include computer software and photographic, artistic, literary, dramatic, musical and other intellectual works. Copyright restrictions protect owners from having their work copied or reproduced without their permission.

Copyright law gives the owner of a copyright the exclusive right to reproduce the image, arrange *derivative* (not original) works, distribute copies, or perform and display the work in public. While there are legal exceptions, such as "fair use" and "compulsory license" clauses, original authors are extended considerable protection. The U.S. Copyright Office, part of the Library of Congress, oversees copyright law.

Many parts of the law actually evolved from state laws. International copyright is guaranteed through two treaties, the Berne Convention and the Universal Copyright Convention, which most nations have signed.

## Protected works

Copyright protects "original works of authorship" fixed in a tangible form of expression. Copyrightable works include the following categories:

- Literary works.
- Musical works.

- Dramatic works, including any accompanying words.
- Pantomimes and choreographic works.
- Pictorial, graphic and sculptural works.
- Motion pictures and other audiovisual works.
- Sound recordings.
- Architectural works.

### **Unprotected works**

There are several categories of material generally not eligible for statutory copyright protection. These include, among others, the following:

- Works *not* fixed in a tangible form of expression (i.e., choreographic works that have not been noted or recorded, or improvisational speeches or performances that have not been written or recorded).
- Titles, names, short phrases, slogans, familiar symbols or designs, variations of typographic ornamentation, lettering, coloring and listings of ingredients or contents.
- Ideas, procedures, methods, systems, processes, concepts, principles, discoveries, or devices as distinguished from a description, explanation or illustration.
- Works consisting entirely of information that is common property and contains no original authorship (i.e., standard calendars, height and weight charts, tape measures and rulers, and lists or tables taken from public documents or other common sources).

### **Works created prior to 1978**

Works created, but not published or registered for copyright before January 1, 1978, have been automatically brought under statute and are now given Federal copyright protection. The length of copyright in these works is computed in the same way as for the works created after January 1, 1978; the life plus 70- or 95/120-year terms applies to them as well. The Copyright Act also states in no case will the term of copyright for works published on or before Dec. 31, 2002, expire before Dec. 31, 2047.

### **The law for works created in 1978 or later**

A work created on or after January 1, 1978, is automatically protected from the moment of its creation and is ordinarily given a term enduring for the author's life, plus 70 years after the author's death. In the case of a "joint work prepared by two or more authors who did not work for hire," the term lasts for 70 years after the death of the last surviving author's death. For works made for hire, and for anonymous and pseudonymous works (unless the author's identity is revealed in copyright office records), the length of copyright will be 95 years from publication or 120 years from creation, whichever is shorter.

In one amendment to the law, the Visual Artists Rights Act of 1990 defined "work of visual art." It granted additional rights to visual artists. The act grants rights of "attribution" and "integrity" to the authors of singular works produced for exhibition, or for a limited edition—signed and numbered series—not greater than 200. One clause prevents the use of the artist's name in the depiction of his work in distorted or mutilated forms where the depiction would be detrimental to the artist's honor or reputation. Also, art incorporated into buildings, such as murals, is extended some protection under this amendment.

### **Key elements of the laws**

U.S. copyright law protects "original works of authorship fixed in any tangible medium of expression." This yields three key elements in determining whether the work may be protected.

Consider these three key elements of the laws when determining copyright ownership:

1. *Fixation* is the creation of a work in a tangible, lasting form and occurs at the moment of creation.
2. *Originality*, the conception in the author's mind, is also essential.
3. *Expression* is the final key. Expression of ideas can be copyrighted, but ideas themselves cannot.

### **Authorship**

Ownership is the part of copyright law mostly abused—and in the greatest need of protection. *Copyright infringement*, a legal term, is nothing more than theft of someone else's property. The copyright laws have determined authorship protection also extends to artists, writers, painters, sculptors, photographers and their employers. Trying to determine ownership is the first step in settling copyright disputes. There are no legal procedures involving computer retouching or computer photography established by the courts of law. Legal procedures do exist for photography, printing, video, painting and sculpture. You can be sure there will be an increase of copyright disputes resulting by retouching and enhancement of digital imaging.

### **Works made for hire**

Works made for hire are employer-employee relationships according to the copyright laws. So it can be said the "creator" has no copyright privileges. The employer is the "author" of the work. Two works-for-hire categories exist—those created by employees "that fall within the scope of his or her employment," and any specifically ordered or commissioned work that falls within one of nine categories. Newspapers, telephone books, magazines and movies are a few examples of "works made for hire." That is how publishers find the loophole to attempt to retain ownership and unlimited rights to photographs created by freelance photographers—the works-for-hire commissioning process. As VI documentation production personnel, you may sacrifice your blood, sweat, tears and creativity to create a project. But if you made it for government use with government resources, that work is also in the works-for-hire category.

### **Loss due to copyright infringement**

It is difficult to estimate profits lost due to copyright infringement. The Copyright Act outlines how monetary damages are determined. Each work must be registered before an infringement suit can be filed. If an infringement takes place before registration, only actual damages suffered or profits earned by the infringement can be recovered. Higher statutory damages and attorney's fees can be collected if a work is registered before infringement occurs. By law, copyright owners can elect to recover statutory damages any time before final judgment is completed; these can range from \$700 to \$30,000 and are awarded at the court's discretion. However, if the owner can prove the infringement was willful, the courts can increase statutory damages to any amount up to \$150,000 per infringement.

If the court finds the infringement is innocent, damages can be reduced to not less than \$200. Depending on the region of the country, taking infringement cases to court can be expensive, costing between \$100,000 and \$250,000. Many infringement cases settle before trial.

### **Permissible copying**

Title 17, USC, section 107 "*Limitations on Exclusive Rights: Fair Use*" defines permissible copying of copyrighted works. This "fair use" includes copying for limited private use in the quest for knowledge, if it is not distributed or displayed and if the interests of the copyright owner are not harmed. According to USC section 107, any of the following may be a fair use of a copyrighted work:

- Criticism.
- Comment.
- News reporting.
- Teaching (including multiple copies for classroom use).

- Scholarship.
- Research.

You must consider the following four factors when determining if a use of a work is fair use:

1. The purpose and character of the use, including whether use is of a commercial nature or is for nonprofit educational purposes.
2. The nature of the copyrighted work.
3. The amount and substantiality of the portion used in relation to the copyrighted work as a whole.
4. The effect of the use upon the potential market for or value of the copyrighted work. The fact that a work is unpublished must not itself bar a finding of fair use if such finding is made upon consideration of all the above factors.

For educational use, a *teacher* may make a single copy of short published works or periodicals if specific criteria are met. In other instances, multiple copies may be made for handouts in a classroom. However, not every educational use is automatically a fair use. While the education factor weighs strongly in favor of fair use, all four factors must be considered. The fourth factor, the effect on the market, is being given more weight in recent court cases.

Fair use is a complex issue that may involve large cash penalties if improperly applied. Get certification from your local SJA whenever you use a copyrighted work under the fair use designation.

### Requesting permission

You request permission directly from the copyright owner or the owner's agent. The copyright owner will often grant the military services permission to make limited use of the material without a charge. Unless you know there will be a fee, make your initial request for free permission. Include the following in your request:

- Complete identification of the material, including the title of the program, name of the author, exact copyright notice(s) appearing on the work and, when appropriate, date and time of use.
- Designation of the exact portion of the work to be used (e.g., amount, time or segments). Requests for blanket permission to use excerpts "as later determined" are not usually granted.
- Intended modifications of the work.

Your request must also include a statement of the material's intended uses. This statement must take into consideration the number of copies to be made and where (or who) is included in the distribution, as well as the length of time material will be used. Presentation dates, how presented (or presentation media) and intended audience (if public performances or displays are involved) must be incorporated into the request. Note whether material is to be sold, and list contemplated fees or charges in connection with use or distribution.

**NOTE:** Do *not* request greater rights than are actually needed.

If approval is granted, a copy of the approval must be maintained with the work request until the work request is destroyed and then it should be filed indefinitely. Your local SJA office must certify copyright licenses and release requests.

### Common copyright myths

In the PA world, copyright is a hot topic. And, while the Air Force prohibits the use of copyright material without permission, questions arise as to what is considered permission, who can grant permission and under what circumstances?

These questions have spawned many myths shown in the following table:

| <b>Common Copyright Myths</b>   |  |
|---|--|
| <b>Myth</b>   | <b>Explanation</b>   |
| DOD agencies are exempt from copyright laws.  | This myth propagates that governmental agencies are public, non-profit entities, hence exempt from copyright legislation. The fact is DOD is governed by federal law, which prohibits the illegal use of copyrighted material.   |
| Pleading ignorance is a defense.  | Recent court cases have upheld artists' rights. Users not knowing they were in copyright violation is a poor defense. Equate copyright ignorance to military members not knowing their actions were in violation of the UCMJ. Ignorance is no defense.   |
| As a military member, if ordered to use copyrighted material, I must obey.            | This too is false. If the material is copyrighted and permission from the legal office or publisher was not granted, the order is an unlawful one. Copyright use is federal law. Only Congress has the authority to change federal laws.   |
| The "fair use" doctrine allows for copyrighted material to be used.                   | Normally, under fair use, only small and attributed passages may be used. You can choose to quote selected paragraphs from an author without permission, but not whole chapters.   |
| Written or oral permission by an artist gives the user unlimited use of the material. | This is also untrue. First, permissive use of copyrighted works must be from the owner of the material, normally the publisher, not the artist. Second, permissive use is limited to that particular project. Permission for subsequent use of the same copyrighted material must be obtained for other projects.  |
| Public websites are fair use and not subject to copyright.                            | The Digital Millennium Copyright Act (DMCA) of 1998 introduced substantial changes as to what is considered copyright works. The DCMA basically extended copyright protection to websites the moment something is posted. This act also prohibits removal of identifying data that accompanies a work. How fair use comes into play for virtual works is still not clear, but the penalties for such indiscretion are steep. |

### Software piracy

One last copyright consideration is software piracy. While most people feel it is wrong to steal a computer or other piece of hardware from their workplace, it is common for employees to copy software onto their home computers. You must understand this is just as wrong. While software is not as tangible as hardware, it is just as valuable. Many hours of labor, research and development go into each software application. You must understand that to copy an application to an unauthorized computer is stealing it from the manufacturer.

Additionally, moving disks from computer to computer also increases the risks of transporting computer viruses. STQ12 Viruses are written to hurt computers and are usually copied along with software. By not illegally copying software, you also are reducing the chances of spreading computer viruses. The government has taken a firm stance on the illegal copying of software. There are many laws covering the subject and heavy (\$100,000 or more) fines and prison terms are the penalty for software piracy.

Bottom line—single user software should only be loaded on one computer system. Placing this software on multiple computer systems is illegal. If more than one copy is needed, then a multi-user site license may be a more cost effective way to purchase software.

### 021. Contracts

We touched on VI operations contracts in Unit 1 of this CDC. Here, we'll talk a bit more about these contracts as well as base newspaper contracts. You may also recall from your 5-level CDCs, or know from your experience in the PA career field, manning among PA offices can differ from one Air Force base to the next, as well as from one joint base to the next. Consequently, PA capabilities and aspects of PA resource management may also differ from one assignment to the next. As we look at contracted products and services, and contracts for a civilian enterprise publication, consider how each of these impacts PA manning and budget resources.

#### Funded service contracts

Funded service contracts aren't found at every PA office, but it's important you're aware they exist and they factor into annual budgets. For instance, not every PA office has uniformed or government



service employees to provide photo, video and/or graphic services. In order for that PA office to meet its VI mission, a funded services contract is awarded.

### **Civilian enterprise newspaper publication contracts**

Civilian enterprise (CE) newspapers contain advertising prepared and published under contract with a civilian publisher. The right to circulate this advertising to Air Force readership constitutes contractual consideration instead of money to pay for the publications. These printed products become the property of the command, installation or intended recipient upon delivery according to contract terms. Only one DOD newspaper is authorized for each command or installation.

As you read about CE newspapers, keep in mind that while a CE newspaper, in and of itself, is at no cost to the government, PA resources used in its production do entail cost that should be tracked and recorded. Also, PA offices do *not* receive manning to produce base newspapers. Your office must produce the paper with the same personnel intended to perform the required PA mission. If you're stationed at a base where a newspaper still exists, you should ensure the CE publication contract stipulates the publisher perform as many aspects of the newspaper production process as possible, to include downloading stories and photos per an approved list of relevant government websites, as well as prioritizing stories per an established guideline before laying out pages.

Also understand the Paperwork Reduction Act and Paperwork Elimination Act direct U.S. government agencies to use digital information platforms when releasing information to the public to minimize cost and maximize accessibility. Hence, PA offices should make every effort to transition print newspapers to the Air Force Public Web.

If the commander and the next higher level of command determine a newspaper truly is the most cost-effective means of fulfilling the command information communication requirement, the commander must determine the best method to facilitate the effort at each base.

The process of establishing a newspaper must include an investigation of the feasibility of publishing under the CE concept. This investigation includes careful consideration of the potential for real or apparent conflict of interest. If publishing under the CE concept is determined to be feasible, commanders ensure they have obtained approval to establish the newspaper before authorizing the contracting office to negotiate a contract with a CE publisher.

CE newspapers provide advertisements that guide command members to outlets where they may fulfill their purchasing needs. A by-product of this commercial contact is increased installation-community communication, which enhances mutual support.

**NOTE:** See DODI 5120.4, *Department of Defense Newspapers, Magazines and Civilian Enterprise Publications*; AFI 35-107, *Public Web Communications*; and AFI 35-113 *Command Information*, for more information.

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## **Self-Test Questions**

### **019. Section 508 compliance**

1. What does Section 508 of the Rehabilitation Act require?
2. What is the *primary* Section 508 concern for PA professionals?
3. When the video or audio product is posted, what should be uploaded with the media and metadata to assist Section 508 compliance?



4. What does AFPIMS do with the metadata for an image?
5. What is a *common* Section 508 issue with graphic images?
6. Where can you find Section 508 guidance and tips?

## **020. Copyright laws**

1. Define copyright.
2. List examples of works eligible for copyright protection.
3. List examples of works *not* eligible for copyright protection.
4. What does the Visual Rights Act of 1990 prevent?
5. What three basic factors must be present for US copyright law to protect a new work?
6. What is the *first* step in settling copyright disputes?
7. Why does the DOD have copyright privileges for training material written by an active-duty member for use in a DOD training program?
8. List proper “fair uses” of copyrighted work under Title 17, USC, Section 107.
9. What factors should you consider when determining the fair usage of a work?

10. Who should you consult for certification of fair use?
11. What must be included in an *initial* request for permission to use copyrighted works without fees?
12. What is a potential risk of moving software from one computer to another?

### **021. Contracts**

1. What is a funded services contract?
2. What is a CE publication contract?
3. How do funded service contracts and CE contracts affect a PA office's annual budget?
4. How do funded service contracts and CE contracts affect a PA office's manning?

## **3-2. Public Affairs Budget**

Every PA office has a budget manager, and your turn to bear this responsibility may come more quickly than you expect. The lessons in this section will increase your knowledge and ability to take responsibility for the stewardship of your PA office budget. Doing so requires you have a clear picture of how to assign and plan for resources in the most economical way. You must also know how to effectually justify the requirements in your budget in order to receive the largest portion of available funds possible to perform your commander's priorities, and ultimately the Air Force mission.

### **022. Financial plans and reports**

As a PA budget manager, you must know how to justify requirements for accomplishing your mission. Also critical to your success managing a PA budget is knowing key points throughout the year for submitting funding requests and having all necessary documentation ready to go so you can get first dibs on leftover funding dollars. But before we get ahead of ourselves, let's start at the beginning—knowing the lingo.

#### **Basic PA budget terms**

Here we'll identify some basic must-know terms commonly used to build PA financial plans:

- Program element code (PEC).
- Program element manager (PEM).
- Responsibility center cost center code (RCCC).
- Element of expense investment code (EEIC).

Your MAJCOM/PA or wing comptroller squadron will be valuable resources for you, a new PA budget manager, as you are trying to learn the ins and outs of Air Force budgeting and establishing your PA office budget requirements.

A PEC is the basic building block of the Future Years Defense Program (FYDP) that represents a specific military capability or support activity. Below is a list of PA-relevant PECs:

- 12890F, VI strategic – Funds VI and combat camera (COMCAM) operations and management (O&M) requirements.
- 91214F, PA – Funds PA O&M requirements.

**NOTE:** SAF/PA and MAJCOM/PA are the PA budget PEMs for both of these PECs.

Command support PECs are identified as XX534F (i.e., 48534F, 88534F, etc.). Wing commanders are responsible for funding O&M requirements for wing staff agencies (WSA) such as safety, PA, inspector general (IG), and so forth. The director of staff (DS) usually controls command support funds.

The PEM is the PEC functional owner. The responsibility center cost center code (RCCC) identifies the specific unit or office. An element of expense investment codes (EEIC) identifies the nature of services and resources used for O&M-funded services and items. Below is a list of common EEICs you should use when developing your financial plans:

- 61950, Government purchase card (GPC) requirements.
- 63902, Equipment requirements (photo/video equipment, editing stations, etc.).
- 40924, TDY requirements.
- 55782, Contract requirements above \$3,000.
- 61900, General supplies (miscellaneous accessories).

**NOTE:** You will see some of these codes used in the sample financial plans provided later.

### **Financial plans**

In your PA budget manager role, you will use financial plans, also called *execution* or *spend* plans, to identify PA budgetary requirements through the Fiscal Year (FY), which is Oct. 1 through Sept. 30. For example FY 2017, is Oct. 1, 2016 through Sept. 30, 2017. You should work closely with their resource advisors (RA), wing comptroller office and MAJCOM PA when developing a financial plan.

### **Developing a financial plan**

In order to prepare a financial plan, you must first understand how their office receives funds and which PEC funds are distributed to their office. For example, do you receive funds from a PA PEC, WSA PEC, or both? Your RA, wing comptroller office, or MAJCOM PA will be able to assist you with this information. Next, understanding your commander's priorities and the missions existing on the installation are critical. This knowledge will help you determine the requirements necessary for the PA staff to support the wing mission.

As the PA budget manager, other information you need to develop an effective financial plan includes, but is not limited to, the following:

- A review of previous FY budgets.
- Consideration for any missions gained or lost at your wing.
- Data recorded on work order requests.
- Changes in technology used to accomplish PA tasks or customer products.
- Lifecycle of equipment also factors in. Examples include high-end graphic and video editing computer systems (which have a 3- to 5-year lifecycle) and audio/visual cameras, etc. (which lifecycles are based on when the equipment item manufacturer no longer provides maintenance support). This lifecycle data is available by contacting your local communication squadron or the equipment item manufacturer.

Work with your RA or comptroller office to determine the correct RCCC code for their office. Financial plans are based on mission requirements and should be broken out, but not limited to, the EEICs listed above.

### *Narratives*

Hard-hitting narratives are critical when justifying why you need funds for a particular requirement. They should be short and focus on mission impact. Use firm statements that command attention, such as “we need” or “we must have.”

The example financial plan below illustrates how you will use the codes, factors and narratives described above. In this example, the office is receiving funds only through one PA PEC.

**NOTE:** The PEC title 12890F doesn’t mean only VI items may be purchased. All PA O&M requirements are accounted for under this PEC.

| Base                                    | PEC         | RCCC   | EEIC  | Requirement Title                           | Narrative   | Total Cost  |
|---|-------------|--------|-------|---|---|-------------|
| Best AFB PA                             | 12890F (VI) | 3A4290 | 61900 | Photo Accessories                           | Photo Accessories: PA requires compact flash memory cards, external hard drives and battery packs. Items are critical so PA can tell the Airmen and wing's story.   | \$3,000.00  |
| Best AFB PA                             | 12890F (VI) | 3A4290 | 55782 | XEROX Bill                                  | Monthly XEROX bill for PA office to support daily administrative duties.  | \$8,000.00  |
| Best AFB PA                             | 12890F (VI) | 3A4290 | 61950 | Office Supplies and newspaper subscriptions | Supports core PA admin functions and allows PA personnel to monitor local and national media stories about the wing.  | \$6,000.00  |
| Best AFB PA                             | 12890F (VI) | 3A4290 | 63902 | Camera Upgrades                             | Replace outdate camera systems. Photojournalists require a state of the art camera to capture low-light situations. A new airframe will arrive at the wing next FY. The aircraft will be staged in hangers were flash photography is prohibited; therefore, it's crucial the PA office procures these high-end cameras to document the new aircraft and support the commanders' priorities. | \$20,000.00 |
| Total Financial Plan Requirements Cost: |             |        |       |   |   | \$37,000.00 |

The following example illustrates a PA office receiving funds through a PA PEC and a WSA PEC.

| Base                                    | PEC         | RCCC   | EEIC  | Requirement Title                           | Narrative  | Total Cost  |
|---|-------------|--------|-------|---|--|-------------|
| Best AFB PA                             | 12890F (VI) | 3A4290 | 40924 | PA TDY                                      | Training required supporting career enhancement for photojournalist/broadcasters and aid in producing quality PA products to support the wing mission.   | \$10,000.00 |
| Best AFB PA                             | 12890F (VI) | 3A4290 | 61900 | Photo Accessories                           | Photo Accessories: PA requires compact flash memory cards, external hard drives and battery packs. Items are critical so PA can tell the Airmen and wing's story.                                | \$3,000.00  |
| Best AFB PA                             | 12890F (VI) | 3A4290 | 63902 | VI Equipment                                | Purchase photojournalist deployment kits to support PA deployed mission.   | \$50,000.00 |
| Best AFB PA                             | _534F (WSA) | 3001B0 | 61950 | Internet Contract                           | PA requires commercial internet capability to monitor media sites normally blocked by the AF Network. This information helps PA provide situational updates on any media activity on their wing. | \$3,000     |
| Best AFB PA                             | _534F (WSA) | 3001B0 | 61950 | Office Supplies and newspaper subscriptions | Supports core PA admin functions and allows PA personnel to monitor local and national media stories about the wing..  | \$8,000.00  |
| Total Financial Plan Requirements Cost: |             |        |       |   |  | \$74,000.00 |

Once your financial plan is complete, forward it to your RA or wing comptroller squadron for review, after which it will be forwarded to your MAJCOM PEM for validation.

### Unfunded requirements (research and justification)

Once you receive your annual budget, there may not be enough money to fund all of your requirements. These items now become your *unfunded* requirements and must be submitted to your RA for inclusion in the wing end of year (EOY) funding, or “fall-out” submission.

You should recall from your 5-level CDCs how every lesson highlighted the importance of readiness/proactiveness to your success accomplishing your mission. Well, your readiness/proactiveness is essential at all times, but none more so than when the time comes for the wing’s EOY funding drill.

### EOY funding drill

EOY for the DOD is Sept. 30 each year. By mid-August, the comptroller issues a call for unfunded requirements, which is a prioritized list of items not funded by annual budgets. At this same time, any funds *not* executed across the wing by the cut-off date (normally mid-August) are pooled and reallocated to organizations according to the wing unfunded list. This is an excellent opportunity to receive funding for your PA office unfunded requirements.

The table below illustrates \$18,000 of unfunded “wish list” camera equipment and upgrades (highlighted in red). In other words, looking at the table, the \$4,000 in photo equipment was left unfunded entirely, and only one of the three requested Nikon D4S camera bodies was funded.

| Base   | PEC         | RCCC   | EEIC  | Requirement Title   | Narrative  | Total Cost  | Total Funded | UNFUNDED    |
|--|-------------|--------|-------|---------------------|--|-------------|--------------|-------------|
| Best AFB PA                                      | 12890F (VI) | 3A4290 | 44910 | Cable Essential     | VI cable service: Serves as a vital link between the CC and surrounding ...  | \$1,000.00  | \$1,000.00   |             |
| Best AFB PA                                      | 12890F (VI) | 3A4290 | 61900 | Photo Accessories   | Photo Accessories: 15 compact flash memory cards, 32 gigabytes (1.2K) ...    | \$3,000.00  | \$3,000.00   |             |
| Best AFB PA                                      | 12890F (VI) | 3A4290 | 61900 | XEROX Bill          | Monthly XEROX bill for VI office.  | \$3,000.00  | \$3,000.00   |             |
| Best AFB PA                                      | 12890F (VI) | 3A4290 | 61950 | GPC Office Supplies | Office supplies: Ribbons, fuser kits, imaging units, photo paper, copier ... | \$6,000.00  | \$6,000.00   |             |
| Best AFB PA                                      | 12890F (VI) | 3A4290 | 63901 | Photo Equipment     | Equipment: Genaray LED Bi-color light kit w/stands (.9K), 4 Genaray ...      | \$4,000.00  | 0            | \$4,000.00  |
| Best AFB PA                                      | 12890F (VI) | 3A4290 | 63902 | Camera Upgrades     | 3 Nikon D4S camera body (19.5K). Photographers need to pay extra.            | \$20,000.00 | \$6000.00    | \$14,000.00 |
| Total Financial Plan/Unfunded Requirements Cost: |             |        |       |                     |  | \$37,000.00 | \$19,000.00  | \$18,000.00 |

### Submitting unfunded requirements

Now that you, the PA budget manager, know what the unfunded requirements will be, you must be prepared to submit the required documents to the wing POC and contracting office in order to receive funding during the EOY funding drill. Certain cost analysis and research must be accomplished in advance. The documentation you must have ready to submit, as soon as the comptroller issues the unfunded requirements call, includes the following:

- Market research and quotes from at least three outside sources.
- Approved coordination with communications squadron to identify items requiring network access, if applicable.
- A planning Form 9.
- Sole-source justification if your office requires a particular manufacturer.

Before submitting your properly prepared unfunded requirements, work with the RA, communications squadron and contracting office to ensure you have completed everything properly. Funding can

become available at any moment, and if you are prepared, you may be selected to receive funding ahead of others who are less prepared.

### Reports

There may be several reports you will work closely with their RA or wing comptroller office to review in order to ensure PA funds are properly spent. Let's take a look at a few of the most common.

#### Open document listing

The RA or comptroller reviews the ODL at least quarterly. Consequently, you and your RA will commonly review financial documents in commitment status or those funds available for future spending, such as an AF Form 4009, Government Purchase Card Fund Cite Authorization, or AF Form 9, Request for Purchase.

For example, you or your RA submits a Form 4009 to load \$1,000 on a GPC card. This action commits \$1,000 in funds. An RA or comptroller may call you to inquire the status of the ODL document showing committed (i.e., funds loaded on the GPC card) but not obligated (i.e., spent). Once funds have been fully spent, the document will be removed from the ODL.

#### Status of funds

You will need to consult the RA or comptroller to receive a monthly status of funds report that shows the balance of funds remaining under PA funding lines (i.e., PECs). This allows you to ensure funds are spent based on the PA financial plan. Basically, this report serves the same purpose as a monthly bank statement.

#### General ledger

This report lists all financial transaction such as GPC and TDY requirements.

### 023. Other funding sources

Being a good steward of Air Force dollars comes down to research and preparation. As a PA budget manager, you should be aware of other funding sources available to help meet mission requirements, such as the visual information equipment plan (VIEP) and Overseas Contingency Operations (OCO) funds.

#### VIEP

The VIEP is a 5-year programming document tied to the FYDP. It's a management tool used to identify, plan, assess priorities and budget for AFPAA, MAJCOM or installation procured standardized PA/VI equipment to meet mission needs.

Your PA office's VIEP requirements are the same as its annual budget *unfunded* VI requirements. Keep in mind; items on the VIEP are limited to wing PA, production center and combat camera squadron VI equipment. You can update your VIEP requirements in AIM2 at any time, but the deadlines are every November and April.

The table below illustrates how VIEP submissions mirror your unfunded requirements. You'll notice the VIEP column reflects the items unfunded in your original budget proposal, which are the same items you already requested funding for during the EOY funding drill.

| Base                     | PEC         | RCCC   | EEIC  | Requirement Title | Narrative   | Total Cost | Total Funded | UNFUN-DED | VIEP   |
|--------------------------|-------------|--------|-------|-------------------|---|------------|--------------|-----------|--|
| Best AFB PA              | 12890F (VI) | 3A4290 | 63901 | Photo Equipment   | Equipment: Genaray LED Bi-color light kit w/stands (.9K), 4 Genaray ... | \$4,000.   | 0            | \$4,000.  | Equipment: Genaray LED Bi-color light kit w/stands 4 Genaray |
| Best AFB PA              | 12890F (VI) | 3A4290 | 63902 | Camera Upgrades   | 3 Nikon D4S camera body (19.5K). Photographers need to pay extra.       | \$20,000.  | \$6,000.     | \$14,000. | 2 Nikon D4S  |
| Total Requirements Cost: |             |        |       |                   |   | \$24,000.  | \$6000.      | \$18,000. | \$18,000.  |

If your wing funds your unfunded requirements with EOY drill funds, you must remove the requirement from the VIEP. If the wing does not fund the unfunded requirement, the requirement is submitted on the next FY financial plan and remains on the VIEP for funding consideration. Work closely with your MAJCOM/PA and RA or comptroller to ensure funds are correctly allocated.

Submit VIEP requirements to your MAJCOM for funding consideration. If your MAJCOM can't fund your wing PA requirements, your MAJCOM validates them then forwards them to AFPAA for funding consideration.

### **Overseas contingency operations funds**

The Air Force continues to be tasked around the world to support combatant commander deployed tasking requirements. The responsibility to ensure PA Airmen are appropriately equipped to meet deployed requirements falls on wing commanders and MAJCOM/PA offices. Overseas contingency operations (OCO) funds can be used to purchase PA logistical detail (LOGDET) shortfalls. Therefore, it's important the wing PA designee responsible for unit type code (UTC) readiness ensures Air Expeditionary Force (AEF) Reporting Tool (ART) accurately reflects these shortfalls. Then, when the wing commander or MAJCOM/PA sees an ART item coded yellow or red, OCO funds can be authorized to fill the shortfall and ensure PA is mission-ready for its downrange operations. OCO funds may also be used to pay travel and per diem costs for PA individual manning augmentee (IMA) backfills for deployed active-duty members.

Alpha-numeric emergency and special program (ESP) codes capture OCO costs, to potentially include reimbursement, if the unit must use local funds to fill the shortfall expense for contingency costs that were not programmed into the annual budget. Only accurate cost data can provide the documentation to obtain funding or reimbursement, when appropriate, and meet reporting requirements.

### **024. Program Objective Memorandum**

Air Force PA leaders at all levels have the responsibility to plan for future mission requirements. The way they do this starts at your unit level through the work you do to prepare your annual financial plan. In turn, your financial plan data is compiled at higher levels for forecasting requirements throughout the FYDP. This lesson is a brief overview of that compilation process, also known as the POM process.

### **POM process**

The POM is a document created at higher levels of Air Force PA leadership to request future year funds. It is created based on the Defense Planning Guidance (DPG) conditions and instructions.

The POM includes an analysis of these areas:

- Missions.
- Objectives.
- Alternative methods to meet capability needs.
- Allocation of resources.

The POM reflects the following:

- Force structure.
- Manpower
- Resource dollars
- Procurement funding requirements.

The POM process is important because it identifies

- required programs,
- program funding shortfalls, and
- new Air Force/MAJCOM initiatives that may require additional funds to execute.

### PEM roles

The PEM is responsible for ensuring POM inputs are submitted through the appropriate budget corporate structure. PEMs can get a POM printout through the Automated Budget Interactive Data Environment System (ABIDES), which is the software system the Air Force uses to track and maintain its budget.

The table below illustrates an example ABIDES printout for PA PEC 12890F for the FYDP 2017–2021 timeframe.

| Query   | PEC    | PEC Name     | EEIC  | F Y D P |      |      |      |      |
|---|--------|--------------|-------|---------|------|------|------|------|
|   |        |              |       | 2017    | 2018 | 2019 | 2020 | 2021 |
| * ABIDES  | 12890F | VI Strategic | 63902 | 309     | 315  | 330  | 345  | 360  |
| ** Requirements   | 12890F | VI Strategic | 63902 | 404     | 420  | 440  | 465  | 490  |
| *** Delta   | 12890F | VI Strategic | 63902 | –95     | –105 | –110 | –120 | –130 |
| * ABIDES - Funds your program should receive before any cuts. Essentially, it's your gross income.<br>** Requirements -Total costs required to fully fund your program.<br>*** Delta - The difference or "shortfall" needed to support your program.<br>PEMs access the shortfalls and provide justifications for additional funds, or accept the difference and fund the program with some risks. POM funding shortages contribute to unfunded requirements at all levels. |        |              |       |         |      |      |      |      |

## Self-Test Questions

### 022. Financial plans and reports

1. List the four commonly used PA financial plan budget terms?
2. List factors a PA budget manager must consider when developing a financial plan.
3. What is *critical* to have to justify why you need funds for each line item on your financial plan?
4. What happens to your *completed* financial plan once you forward it to your RA or wing comptroller squadron for review?
5. What is an EOY funding drill?
6. As the PA budget manager, what, specifically, should you do to take advantage of the EOY funding drill?



7. During EOY funding drill, why is timeliness so important when requesting funding for unfunded requirements?
8. List three common reports PA budget managers will likely become familiar with in working with their wing RA or comptroller office.

### **023. Other funding sources**

1. Define VIEP and describe how it relates to an annual PA office budget.
2. Describe how a line item on your annual budget becomes a VIEP requirement and when it ceases to be a VIEP requirement.
3. Describe how OCO funds can be used for PA requirements.

### **024. Program Objective Memorandum**

1. Define the POM and what it identifies.
2. Define the ABIDES.

## **3-3. Public Affairs Deployments**

According to Aristotle, the most important element in ethical behavior is the knowledge that actions are accomplished for the betterment of the common good. As technology and society changes, new areas of concern continually open up. This section should help you in your daily responsibilities as a PA professional and provide you with some common legal issues you may come across in your job.

### **025. Deploying public affairs assets**

You may spend the majority of your time handling PA duties in a home station or garrison environment, but each of us who don the uniform must be prepared to operate in a deployed environment. Where deployments are concerned, the capability we bring to the area of responsibility (AOR) is the primary consideration for deployment. That capability is expressed as a UTC.

#### **Unit type code**

The UTC identifies what type of PA personnel (PAO, photojournalist, broadcast journalist, etc.) is needed as well as what type of PA equipment must accompany those personnel.

The UTC is made up of two key parts:

1. The mission capability (MISCAP) statement, which is the information within a UTC that describes the expectation of capabilities during mission execution.
2. The manpower force requirement (MANFOR) package, which describes the manpower needed to meet the UTC.

UTCs are represented by a 5-character alphanumeric code. For example if a combatant command decides they want someone to deploy with a Provincial Reconstruction Team for six months to take photos and write articles about the operation, they'll request that capability. That capability is expressed as XFFGE. An XFFGE UTC concerns photojournalists between the ranks of E-4 and E-6. That UTC, or capability, is applied to Air Force photojournalists all over the world based solely on their AFSC and rank. It doesn't factor in items like dwell time, retainability or medical readiness. It solely reflects the capability of the assigned slot and it can apply to groups as well as individuals. UTCs also form a central pillar of the deployment system. This lesson deals with that system.

### **Air Expeditionary Force Reporting Tool**

The AEF ART is a Chief of Staff of the Air Force directed system developed to measure AEF readiness. ART captures UTC assessments, identifies suitable UTCs to satisfy taskings and helps forecast shortfalls. Wings or units with deployment-eligible PA forces as well as Combat Camera Squadrons must report UTC status within the ART system per AFI 10-244, *Reporting Status of Aerospace Expeditionary Forces*. ART is the only assessment system that goes down to the UTC level. For example, medical instructions prescribe which injuries, illnesses or diseases render an Airman ineligible for deployment and how long that individual is deferred from deployments.

### **ART authorizations/language**

Four readiness categories are considered during UTC assessments: personnel, training, equipment supply and equipment condition. Commanders are expected to use their judgment during the assessment of missing or deficient capabilities. For example, the shortage of one computer may not make a UTC "not ready," but the shortage of one generator might. Likewise, the temporary illness of one Airman should not affect UTC status. After the four categories (personnel, training, equipment supply and equipment condition) are considered, the UTC's overall status is assessed using the following "stoplight" guidelines:

- "Green"—The UTC has everything it is required to have and is able to deploy within 72 hours of notification.
- "Yellow"—The UTC has a missing or deficient MANFOR or logistics force (LOGFOR) requirement, but the missing or deficient requirement does not prevent the UTC from being tasked and accomplishing its mission.
- "Red"—The UTC has a missing or deficient capability that prevents the UTC from being tasked and accomplishing its mission.
- "Black-Incorrectly Postured"—This assessment is used when a UTC has been incorrectly postured to a unit. Some reasons for incorrectly postured UTCs include more UTC positions postured than those on the UMD; AFSC, rank or skill-level mismatches; or because of some other type of special circumstance.

Per AFI 10-244, UDMs need to update ART every month or within 24 hours if there is a significant change to deployment status of a particular UTC. Depending on your base and your UDM, the superintendent will meet with your UDM on a monthly basis to ensure all personnel are up to date in regards to deployment availability (DAV) codes and other deployment readiness factors.

**NOTE:** It's important to remember ART is not a report card for the unit. It is a method of judging a UTC's ability to perform its MISCAP statement and identify shortages of resources.

### *Deployed equipment*

What to take is one of the biggest issues for deployment planning. All PA UTCs support the full range of military operations or have an in-place wartime mission. To ensure PA can meet its wartime mission requirements, units should coordinate with MAJCOM functional area managers (FAM) to ensure the Resource Management process includes analyzing and projecting equipment requirements. If authorized equipment is not on hand, this must be reflected in ART. If there is an aerial requirement, the aerial photojournalist or broadcast journalist needs a flight suit, helmet and mask, G-suit and any other flying equipment that might be required. Be sure what you take is necessary. Dragging equipment that isn't required or needed over a long distance can inhibit your mission effectiveness. If it isn't primary equipment or a back-up, don't take it.

### *Logistics detail*

The logistics detail (LOGDET) defines the standard generic equipment requirements for each UTC. The LOGDET is developed and maintained by pilot units with approval from SAF/PAR. A pilot unit acts as the single POC for development and maintenance of a standard UTC.

The LOGDET for each UTC contains the stock numbers and quantities needed for supplies and equipment specific to that UTC. Each LOGDET provides a general detail of the equipment required for that tasking but does not give specific models. UTC LOGDETS can be obtained from the installation deployment officer or the installation LOGMOD administrator.

### *Equipment reconstitution*

Something else that needs to be considered is reconstitution of deployment equipment. Our equipment is deployed for long periods of time and maybe used in harsh conditions. The lifecycle refreshment of our equipment is on average every 3–5 years. This, of course, should be factored into your annual budget, which we covered earlier. HQ AFPAA determines the specific lifecycle of each piece of equipment based upon several factors. Some of which include the following:

- Company recommendations.
- Marketing and testing.
- Customer feedback.

It's important that if you notice a trend of equipment wearing out faster than the recommended refresh, you provide that feedback to your MAJCOM. During deployments, it is not uncommon for equipment to break or become unusable. If this happens, you need to contact your home unit and have replacement gear sent to you. . Once you have returned from a deployment, if you still possess any broken or worn equipment, it needs to be identified and either turned in for repair or replacement. Replacement equipment requirements should be planned and programmed based on the determination of the life expectancy of that equipment currently in use.

While there is no one correct rule set for equipment reconstitution, consideration must be given to prioritizing and restoring levels of wear and tear during the deployment period. Every unit will have to evaluate their own situation based on such variables as the duration and intensity of the deployment, usage rates and the type of deployment location.

## **026. Information operations and public affairs**

The following is the DOD PA statement regarding embedding reporters with military units in Iraq:

*Media coverage of any future operation will, to a large extent, shape public perception of the national security environment now and in the years ahead.*

The global information environment has rapidly exploded worldwide. New communication technologies and the growing alliances of media have as much impact on military operations as emerging weapons technologies. This was illustrated during Operation Iraqi Freedom when nearly 500 embedded media enabled the public to be spectators to ongoing military operations in real time.

Audiences now receive 24-hour media reporting and instant analysis of events. This makes the PA role in information operations even more relevant and pertinent.

### **PA roles in information operations**

Air Force Annex 3-13, *Information Operations*, defines information operations (IO) as “the integrated employment, during military operations, of information related capabilities (IRC) in concert with other lines of operation to influence, disrupt, corrupt or usurp the decision-making of adversaries and potential adversaries while protecting our own.” Planners affect the decision-making process by targeting three dimensions of the information environment:

1. The informational dimension refers to content of the information. Adding, subtracting or modifying the material available in the information environment will affect this dimension.
2. The physical dimension includes how a decision-maker receives or accesses the information. Joint Publication (JP) 3-13, *Information Operations*, dictates that focusing objectives toward command and control systems, key decision makers and supporting infrastructure that collects, communicates, processes and/or stores information will influence decision-makers.
3. The cognitive dimension is the mental process of the decision-maker. The cognitive dimension does not directly focus on objectives, but influencing both the informational and physical dimensions to affect the cognitive process.

PA operations can enhance a commander’s ability to accomplish the mission successfully, according to Annex 3-61, *Public Affairs*, by supporting the commander’s informational flexible deterrent options (IFDO). IFDOs are strategies that enable commanders to address issues surrounding a crisis or conflict. PA contributes to these strategies by releasing information to the public. These strategies can be found in JP 5-0, *Joint Operation Planning*, and include the following:

- Maintaining an open dialog with the media.
- Promoting U.S./coalition policies and objectives.
- Gaining and maintaining the public’s support for the operation.
- Publicizing violations of international law.
- Increasing public awareness of the problem or potential for conflict.
- Promoting mission awareness, force presence and military capability.
- Thwarting enemy deception efforts.
- Ensuring consistency of strategic communication messages.

By quickly releasing accurate and credible information to the public before our adversary does, PA can have a powerful effect on the ultimate decisions made by friends and foes alike. Commanders use PA to share information with and seek feedback from the public and to “get in front” of and shape the public’s perception of military operations.

PA should be an integral part of the IO cells at all levels of command. IO cells are composed of representatives from various activities united to collect and disseminate information, develop IO courses of action, and coordinate and deconflict information. Your PA training and experience in working with the public and media identifies you as a key player in achieving the commander’s objectives.

Learning to leverage information platforms from both an offensive and defensive communications posture will ensure PA keep commanders intent and the Air Force messages ahead of our adversaries and able focus on mission accomplishment. This is done through deliberate and well-thought-out planning.

### **Planning and coordination**

IO is not about ownership of individual capabilities but rather the use of those capabilities as force multipliers to create a desired effect. Many military capabilities contribute to IO and should be taken

into consideration during the planning process. JP 3-13, *Information Operations*, lists military capabilities such as communication synchronization, joint interagency coordination group, PA, civil-military operations (CMO), cyberspace operations (CO), information assurance (IA), space operations, military information support operations (MISO), intelligence, military deception (MILDEC), OPSEC, special technical operations (STO), joint electromagnetic spectrum operations and key leader engagement (KLE). To create a desired effect, members of the IO cell work together to build contingency operations plans (CONOPS) for future missions whether they will be executed kinetically or non-kinetically. During CONOPS planning, each capability proposes courses of actions to reach the joint force commander's (JFC) objective.

Here is a list of actions IO cell members may propose based on the mission and objective:

- PA—Press release.
  - Photos.
  - Videos.
  - Social media posts.
- CMO—KLE with host-nation community leaders.
  - Humanitarian medical operation.
  - Veterinarian operation.
- CO—Block radio/cell phone signals.
- MISO—Leaflet drops.
  - Scripts to host nation TV/radio networks.
- MILDEC—Conduct false troop movements.
  - Introduce dummy munitions on the battlefield.

Once all proposals are brought to the table, the IO chief determines what capabilities will be used. After the CONOPS have been completed, IO cell members send it to the JFC for approval. Be an active participant in brainstorming sessions during the planning stage of a CONOPS, but once the CONOPS have been approved to conduct, remember to stay in your lane as PA. Examples of actions outside the PA lane include writing MISO scripts, releasing false information, and manipulating photos or videos.

During the planning stage, coordinate with higher headquarters within your AOR to deconflict any ongoing operations by other U.S. or coalition forces. For example, imagine an IO cell working on its own plans to conduct a MISO leaflet drop into the Regional Command South AOR of Kandahar Province. The CONOPS calls for MISO to produce 5,000 leaflets with the picture of an insurgent labeled as a spy working against the insurgency for the coalition partners. The leaflets are made to look like a Taliban night letter that they leave in homes after they have raided and destroyed villages. The leaflet looks real and many locals will take it at face value. Only the insurgents will know it is a fake. The desired outcome is for the insurgent to move or communicate with fellow adversaries in a manner which may be tracked or intercepted. If the IO cell did not coordinate with higher headquarters prior to this operation, its personnel may not find out the insurgent has been working for the U.S. or coalition forces. Now, the “spy” is a target for assassination by the adversaries. By coordinating IO themes, messages and products, we can prevent information fratricide from occurring.

### **PA roles**

PA provides timely, relevant and accurate information to both command and external audiences. External audiences include not just the American public and our allies, but neutral, adversary and potential adversary audiences as well. When addressing those external audiences, opportunities for overlap exist between PA and IO. Something as seemingly simple as releasing a dead insurgent's

name to the public could positively or negatively affect an ongoing information operation. Does a follow-up operation take into account the potential unrest caused by the public knowledge of the individual's death or do near-term operations hinge on keeping the insurgent's identity hidden for the time being? By knowing your PA role and what effect your message has, you will make a difference in the overall ability of the IO cell and joint task force (JTF) mission to succeed.

As a member of the IO cell, you need to ensure the information you release in a PA capacity doesn't directly counter that pushed by a MISO or vice versa. By maintaining situational awareness between IO and PA, the potential for information conflict can be minimized. There will be situations, such as counterpropaganda, in which the key audiences for both IO and PA converge. Close cooperation and deconfliction are extremely important in these scenarios. Those efforts begin in the IO cell, but if they involve more than just IO equities, final coordination should occur within the JTF.

While the IO cell can help synchronize and deconflict specific IO-related and PA objectives, when implementing strategic guidance that affects the adversary, you must carefully follow all legal and policy constraints in conducting the different activities.

**NOTE:** For example, see DODD S-3321.1, *Overt Psychological Operations Conducted by the Military Services in Peacetime and in Contingencies Short of Declared War*.

As public information activities are planned and executed, you must conduct media analysis to find how far your messages reached within the host country, coalition countries and in the United States. You need to determine if the message was delivered accurately through various forums (e.g., media, social media) and if it was received by the intended audience. Information operations may incorporate aspects of misdirection, but truth is the foundation for all PA operations.

### **Combat camera roles**

Whereas PA only coordinates its actions with, but does not actively participate in, the MISO or MILDEC activities of IO, combat camera (COMCAM) can directly support them. Combat camera provides a directed imagery capability in support of strategic, operational and planning requirements during war and peacetime operations, crises, contingencies and exercises. COMCAM acquires, processes, and distributes classified and unclassified still and motion imagery.

This directed imagery capability supports information operations by providing photos and video for IO efforts. COMCAM images can be used to boost the messages in leaflets destined for an audience with a low literacy rate. Evidentiary video can be used to counteract adversary propaganda both in the civilian news and at key leader engagements. Visual documentation of humanitarian or combat operations can augment civilian news coverage of military operations to inform the global audience of what our forces are doing. Imagery can play a vital role in an information environment where pictures are often more believable, impactful and better understood than words.

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## **Self-Test Questions**

### **025. Deploying PA assets**

1. What two components make up a UTC?
2. What does ART do?
3. List the four readiness categories of ART.

4. Describe the four UTC status “stoplight” guidelines?
5. How soon should UMDs update ART if there is a particular UTC with a significant change to deployment status?
6. What is a LOGDET?

#### **026. Information operations and PA**

1. List the three dimensions of the information environment targeted by IO.
2. List the PA IFDOs found in JP 5-0.
3. How do commanders use PA in the information environment?
4. Provide examples of IO actions “outside the lane” of public affairs.
5. PA provides timely, relevant and accurate information to external audiences. Who do those audiences include beside the American public and our allies?
6. How should you, as a member of the IO cell, coordinate the information you release in a PA capacity with that distributed by MISO?
7. What is an *essential* follow-up to all the messages you disseminate in the information environment?
8. What can COMCAM do in an IO cell that PA cannot?
9. How does COMCAM support information operations?



## Answers to Self-Test Questions

### 019

1. Agencies to provide employees with disabilities access to, and use of, information and data that are comparable to the access and use by employees who do not have disabilities. It also requires members of the public with disabilities seeking information or services from a federal agency to have the same level of access.
2. Providing text for non-text elements.
3. The script or transcript.
4. It displays the metadata as alternative text. The alternative text appears when a user's mouse hovers over a thumbnail and can be converted to speech or Braille.
5. Graphics are often posted without metadata making them unreadable by assistive technology.
6. The Air Force Public Affairs Community of Practice website.

### 020

1. A form of legal protection for "original works of authorship fixed in any tangible medium of expression..."
2. Literary, musical, dramatic, and architectural works. Pantomime and choreographic, pictorial, graphic *and* sculptural, motion pictures and other audiovisual works.
3. Works *not* fixed in a tangible form of expression. Works consisting *entirely* of information that is common property and contains no original authorship. Titles, names, short phrases, slogans, familiar symbols or designs, variations of typographic ornamentation, lettering, coloring and listings of ingredients or contents. Ideas, procedures, methods, systems, processes, concepts, principles, discoveries, or devices as distinguished from a description, explanation or illustration.
4. Intentional modifications or distortions of a work that could be perceived as harmful to the artist's honor or reputation.
5. Fixation, originality, and expression.
6. Trying to determine ownership.
7. Because the material is in the "works made for hire" category. The material was written within the scope of the active duty member's employment, so the DOD is considered the "author" of the work.
8. Criticism, comment, news reporting, teaching, scholarship, and research.
9. The purpose and character of the use, the nature of the copyrighted work, the amount and substantiality of the portion used in relation to the copyrighted work as a whole, and the effect of the use upon the potential market for or value of the copyrighted work.
10. Your local SJA.
11. Complete identification of the material, the exact portion of the work to be used, and any intended modifications of the work.
12. Increased risk of transporting or installing viruses.

### 021

1. A contract used by a PA office when no uniformed or government service employee manning is provided to meet its VI mission (photo, video and/or graphic services).
2. A contract giving a civilian publisher rights to sell advertising to pay costs to produce a base newspaper.
3. A funded service contract is a line item on the PA annual budget. A CE publication is at no cost to the government, therefore does not affect the annual PA budget.
4. Manning for a funded services contract is provided by the contractor hired to perform the VI mission. Similarly, to the greatest extent possible, all aspects of producing a CE publication should be performed by the publisher. This is very important because PA offices do not receive manning to produce base newspapers. Any time PA Airmen spend on newspaper publication should be tracked and recorded, and be among several factors considered when determining whether or not legitimate need for a base newspaper exists.

### 022

1. (1) Program element code (PEC).  
(2) Program element managers (PEM).



- (3) Responsibility center/cost center code (RCCC).
  - (4) Elements of expense investment codes (EEIC).
2.
  - (1) How their office receives funds.
  - (2) Which PEC funds are distributed to their office.
  - (3) Commander's priorities.
  - (4) Missions existing (don't forget those gained or lost) on the installation.
  - (5) Previous FY budget.
  - (6) Work order data.
  - (7) Technology changes.
  - (8) Equipment lifecycle.
3. A narrative that's hard-hitting, short, focused on mission impact and uses firm statements that command attention, such as "we need" or "we must have."
4. It will be forwarded to your MAJCOM PEM for validation.
5. It's when the comptroller issues a call for unfunded requirements and offers agencies that didn't get all the funding they needed another chance for funding from funds other agencies didn't use/execute.
6. You must be proactive to quickly submit your unfunded requirements with accurate and complete market research and quotes from at least three outside sources, approved coordination with communications squadron to identify applicable items requiring network access, a planning Form 9 and sole-source justification if your office requires a particular manufacturer.
7. If prepared, you may be selected to receive funding ahead of others who are less prepared.
6. ODL, status of funds and general ledger.

### 023

1. The VIEP is a five-year programming document tied to the FYDP. It's a management tool used to identify, plan, assess priorities and budget for AFPAA, MAJCOM or installation procured standardized PA/VI equipment to meet mission needs. VIEP requirements are the same as the PA office annual budget unfunded VI requirements.
2. VIEP items are unfunded items from the annual budget. If your wing funds your unfunded requirements with EOY funds, your office must remove the requirement from the VIEP. If the wing does not fund the unfunded requirement, the requirement is submitted on the next FY financial plan and remains on the VIEP for funding consideration.
3. They can be used to purchase PA LOGDET shortfalls, provided the wing PA designee ensures the AEF ART accurately reflects these shortfalls by UTC. Then, when the wing commander or MAJCOM/PA sees an ART item coded yellow or red, OCO funds can be authorized to fill the shortfall and ensure PA is mission-ready for its downrange mission. OCO funds may also be used to pay travel and per diem costs for PA IMA backfills for deployed active-duty members.

### 024

1. The POM is a document created at higher levels of Air Force PA leadership to request future year funds. It is created based on the DPG conditions and instructions. It identifies required programs, program funding shortfalls and new Air Force/ MAJCOM initiatives that may require additional funds to execute.
2. ABIDES is the software system the Air Force uses to track and maintain its budget.

### 025

1. The MISCAP statement and the MANFOR.
2. ART captures UTC assessments, identifies suitable UTCs to satisfy taskings and helps forecast shortfalls.
3. Personnel, Training, Equipment Supply and Equipment Condition.
4.
  - (1) "Green"—The UTC has everything it is required to have and is able to deploy within 72 hours of notification.
  - (2) "Yellow"—The UTC has a missing or deficient MANFOR or LOGFOR requirement, but the missing or deficient requirement does not prevent the UTC from being tasked and accomplishing its mission.
  - (3) "Red"—The UTC has a missing or deficient capability that prevents the UTC from being tasked and accomplishing its mission.

- (4) “Black-Incorrectly Postured” – This assessment is used when a UTC has been incorrectly postured to a unit. Some reasons for incorrectly postured UTCs include more UTC positions postured than those on the UMD; AFSC, rank or skill-level mismatches; or because of some other type of special circumstance.
5. UDMs need to update ART every month or within 24 hours if there’s a significant change to a UTC deployment status.
6. The LOGDET defines the standard generic equipment requirements for each UTC.

## 026

1. Informational, physical, and cognitive.
2. (1) Maintaining an open dialog with the media.  
(2) Promoting U.S./coalition policies and objectives.  
(3) Gaining and maintaining the public’s support for the operation.  
(4) Publicizing violations of international law.  
(5) Increasing public awareness of the problem or potential for conflict.  
(6) Promoting mission awareness, force presence and military capability.  
(7) Thwarting enemy deception efforts.  
(8) Ensuring consistency of strategic communication messages.
3. To share information with and seek feedback from the public and to “get in front” of and shape the public’s perception of military operations.
4. Writing MISO scripts, releasing false information, and manipulating photos or videos.
5. Neutral, adversary and potential adversary audiences as well.
6. You need to ensure the information you release doesn’t directly counter that pushed by a MISO or vice versa.
7. It is essential to conduct media analysis to find how far your messages reached within the host country, coalition countries and in the United States. You need to determine if the message was delivered accurately through various forums and if it was received by the intended audience.
8. Directly support MISO and MILDEC.
9. By providing a directed imagery capability (photos and video).

**Complete the unit review exercises before going to the next unit.**

## Unit Review Exercises

**Note to Student:** Consider all choices carefully, select the *best* answer to each question, and *circle* the corresponding letter. When you have completed all unit review exercises, transfer your answers to the Field-Scoring Answer Sheet.

**Do not return your answer sheet to the Air Force Career Development Academy (AFCDA).**

76. (019) Section 508 of the Rehabilitation Act requires accessibility to government facilities and government information for disabled employees and the public. This includes the use of electronic and information technology *except* for
- a. web-based intranet and internet information and applications.
  - b. telecommunications, video, and multimedia products.
  - c. cryptologic activities related to national security.
  - d. self-contained products like printers.
77. (020) All of the following are copyright-protected works *except*
- a. sound recordings.
  - b. pantomimes.
  - c. step sheets.
  - d. slogans.
78. (020) The three key elements in determining whether a work may be protected under copyright laws are originality, expression and
- a. fixation.
  - b. authorship.
  - c. complexity.
  - d. representation.
79. (020) Which part of copyright law is mostly abused and in the greatest need of protection?
- a. Fixation.
  - b. Authorship.
  - c. Complexity.
  - d. Representation.
80. (020) What information is *not* usually included in a copyright request?
- a. Proposed modifications of the work.
  - b. Copyright notice(s) appearing on the work.
  - c. Identification of the material to be copied.
  - d. Request for blanket permission to use material.
81. (020) *Permissive* use of copyrighted works must be from the owner of the material, which is *normally* the
- a. notary.
  - b. author.
  - c. publisher.
  - d. originator.
82. (021) Public affairs (PA) offices do *not* receive manning to perform duties required to fulfill
- a. Civilian Enterprise (CE) newspaper publication contracts only.
  - b. PA missions where funded contracts are authorized.
  - c. CE or funded service contracts.
  - d. Funded service contracts only.

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83. (022) What is the basic building block of the Future Years Defense Program (FYDP) that represents a specific military capability or support activity?
- a. Responsibility center cost center code (RCCC).
  - b. Elements of expense investment codes (EEIC).
  - c. Program element manager (PEM).
  - d. Program element code (PEC).
84. (022) Who *usually* controls the command support funds public affairs (PA) relies on to pay for operations and management (O&M) requirements?
- a. Wing commander (CC).
  - b. Wing vice-commander (VCC).
  - c. Director of staff (DS).
  - d. Comptroller squadron (CPTS) CC.
85. (022) Functional ownership of a program element code (PEC) belongs to the
- a. director of staff (DS).
  - b. wing vice commanders (VCC).
  - c. comptroller squadron (CPTS) CCs.
  - d. program element managers (PEM).
86. (022) What budget term identifies the nature of services and resources used for operations and management (O&M)-funded services and items?
- a. Responsibility center cost center code (RCCC).
  - b. Elements of expense investment codes (EEIC).
  - c. Program element manager (PEM).
  - d. Program element code (PEC).
87. (022) Public affairs (PA) budget managers use financial plans to identify budgetary requirements for what period of time?
- a. Each calendar year.
  - b. Each fiscal year.
  - c. Five calendar years.
  - d. Five fiscal years.
88. (022) Which wing budget manager's tool is based on mission requirements?
- a. Defense Planning Guidance (DPG).
  - b. End-of-year (EOY) funding drill.
  - c. Open document listing (ODL).
  - d. Financial plans.
89. (022) When justifying public affairs' (PA) need for funding of a particular requirement, the short, hard-hitting statement that focuses on mission impact describes an effective
- a. expense investment.
  - b. responsibility cost.
  - c. narrative.
  - d. budget.
90. (022) When there's not enough annual budget money to fund all of the line items on your public affairs (PA) financial plan, the line items *not* paid for become
- a. reallocated requirements.
  - b. future year requirements.
  - c. unfunded requirements.
  - d. priority 2 requirements.

91. (022) What report allows the public affairs (PA) budget manager to ensure funds are spent based on the PA financial plan?
- Program objective memorandum (POM).
  - Open document listing (ODL).
  - General ledger.
  - Status of funds.
92. (023) Two funding sources public affairs (PA) budget managers may use to help meet mission requirements are
- Program objective memorandum (POM) and visual information equipment plan (VIEP).
  - VIEP and overseas contingency operations (OCO).
  - Government purchase card (GPC) and POM.
  - OCO and GPC.
93. (023) The 5-year programming document that serves as a management tool used to identify, plan, assess priorities and budget to meet public affairs (PA) mission needs describes
- Automatic Information Multimedia Manager (AIM2).
  - future years defense program (FYDP).
  - visual information equipment plan (VIEP).
  - program objective memorandum (POM).
94. (023) While public affairs (PA) budget managers can update their visual information equipment plan (VIEP) in the Automatic Information Multimedia Manager (AIM2) at any time, the deadlines are every
- August and April.
  - September and February.
  - October and June
  - November and April.
95. (023) Visual information equipment plan (VIEP) submissions mirror what type of requirements?
- Overseas contingency operations (OCO).
  - End of year (EOY).
  - Unfunded.
  - funded.
96. (023) If your major command (MAJCOM) *cannot* meet your *validated* visual information equipment plan (VIEP) requirements, your
- MAJCOM forwards your request to AFPAA for consideration.
  - MAJCOM prioritizes your request for next year's budget funding.
  - commander (CC) must use wing staff agency operations and management (O&M) funds to meet them.
  - CC cuts services according to priority designated in the approved wing public affairs (PA) employment plan.
97. (023) Overseas contingency operations (OCO) money can be used to fund what type of public affairs (PA) shortfalls?
- Operations and management (O&M).
  - Future years defense program (FYDP).
  - Logistical detail (LOGDET).
  - Emergency and special program (ESP).

98. (024) What document is created at higher levels of Air Force Public Affairs (PA) leadership to request future year funds?
- a. Program objective memorandum (POM).
  - b. Future Years Defense Program (FYDP).
  - c. Logistical detail (LOGDET).
  - d. Defense Planning Guidance (DPG).
99. (025) Who or what organization approves the logistics detail (LOGDET)?
- a. Wing commander.
  - b. MAJCOM PA superintendent.
  - c. Air Force Public Affairs Agency (AFPAA).
  - d. SAF/PA Requirements and Development Division.
100. (026) Which duty is outside the scope of responsibility for public affairs (PA) professionals supporting information operations?
- a. Coordinating themes and messages.
  - b. Releasing videos to the American public.
  - c. Providing timely, accurate information to adversary audiences.
  - d. Writing military information support operations (MISO) scripts.

## Student Notes

## Appendix A. Annex F Sample

ANNEX F--PUBLIC AFFAIRS (PA)

HEADQUARTERS, US EUROPEAN COMMAND APO AE 09128  
25 May 2016

ANNEX F TO USEUCOM OPLAN 4999-12  
PUBLIC AFFAIRS (PA)

References: List documents essential to this annex.

1. Situation.

- a. General. This annex assigns responsibilities and provides guidance for military PA actions (public information, command and internal information, and community relations). (See Annex C for operational details.)
- b. Enemy. Identify expected actions of enemy forces and forces hostile to US interests.
- c. Friendly. Identify friendly PA capabilities available for the operation.
- d. Assumptions. List assumptions for PA.

2. Mission.

3. Execution.

- a. Concept of Operations. Outline PA support for the operation.
- b. Tasks. List the tasks to be completed during the above listed phases.
  - (1) Identify requirements for release authority and guidance on casualty and mortuary affairs, postal affairs, and prisoner of war/missing in action and enemy prisoner of war matters.
  - (2) Discuss establishing a Joint Information Bureau (JIB).
  - (3) Coordinate this annex with logistics, communications, information operations, and other planners to ensure required support is detailed.
  - (4) List Service, component command, and other supporting commands support requirements.
- c. Coordinating Instructions. Identify procedures for the following areas:
  - (1) Handling or forwarding to the supported command; queries, responses, and proposed news releases for clearance.
  - (2) Public Affairs support to Strategic Communication.
  - (3) Interviews and news conferences with returned US personnel and EPWs or detained personnel.



- (4) PA coordination with other staff elements involved in release of information outside the command.

d. Media Ground Rules.

- (1) Release of Cleared Information. Establish means for release of information to be cleared and made available to the press.
- (2) Categories of Releasable Information. Provide precise guidance for release of specific categories of information to the media.
- (3) Categories of Information Not Releasable. Provide guidance on specific categories of information not releasable to the media.

4. Administration and Logistics.

- a. Identify administration and logistics requirements for PA support. Identify OPSEC procedures for PA personnel, include security review procedures. Identify procedures for providing PA, audio-visual, and visual information coverage of the operation, include combat camera requirements. Identify internal information requirements for subordinate and component commands.
- b. Identify detailed personnel and equipment support requirements. Address the following:
  - (1) Secure voice and data connectivity between the JIB and on-scene commander (OSC), supported commander, and the Department of State representative.
  - (2) Inter-theater and intra-theater transportation for escorted media.
  - (3) Secure and non-secure Internet between JIB and other PA outlets.
  - (4) Digital imagery receiver equipment.
  - (5) Equipment for review and release of battle damage assessment-type video footage.
- c. JIB/Sub-JIB Support.
  - (1) Personnel. Identify required personnel.
  - (2) Equipment. Identify additional standard equipment required to allow JIB or sub-JIB operation in the operational area. Include tent age and individual field equipment on the same basis of issue as the accompanied unit.
  - (3) Services. Include basic food and shelter, water, office space and materials, clothing, transportation, etc., including portable copying machines, communications, ADP support, Internet and Worldwide Web access, and facsimile machines.
- d. Media/Media Pool Support. Identify details on supporting the media to include: facilities, messing, billeting, force protection, immunizations, emergency medical treatment, transportation and communications, access to unclassified operational information, simulated rank, media pools, and other support.
  - (1) Outline plans for support of the media pool.
    - (a) Daily, comprehensive, unclassified operational briefings.

- (b) Access to areas of ongoing combat and exercise operations.
  - (c) Access to key command and staff personnel.
  - (d) Designated officer from the supported command assigned to coordinate media pool requirements.
  - (e) Itinerary planning to enable media pool to disperse throughout the combat area in order to provide coverage of operations and to regroup periodically to share information and file sorties.
- (2) Required Logistics Support. Outline supported commander responsibilities for planning logistics support for pool and escort personnel. Support should address:
- (a) Existing airlift to/from CONUS to operational area.
  - (b) Theater ground, sea, and air transportation available to the media.
  - (c) Messing and billeting, and reimbursement requirements.
  - (d) Issuance of any equipment considered appropriate to the situation (e.g., helmets, canteens, protective vest, and chemical protective gear).
  - (e) Access to communications facilities to file stories on an expedited
  - (f) Medical support.
5. Command and Control. Identify command relationships for PA including Information Operations Cell participation (see Information Operations Annex).

t/ General  
Commander

Appendixes {none included, develop as appropriate}

- 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
- 5 — American Forces Radio & Television Service Support
- 6 — Stars and Stripes Support
- 7 — Redeployment/Reconstitution Preparation
- 8 — Visual Information

OFFICIAL

s/ t/  
Colonel  
Chief, Public Affairs

## Student Notes

## Appendix B. Public Affairs Guidance



U.S. AIR FORCE

### Public Affairs Guidance

### FY14 Potential Government Shutdown

FINAL - 26 Sep 13

**1. PURPOSE:** To support communication related to the potential government shutdown should there be no enactment of an appropriations bill or a Continuing Resolution (CR) by midnight Sep. 30, 2013.

**2. PA POSTURE:**

**A. Internal: Active.** Active discussion of information in this guidance with internal workforce is encouraged.

**B. External: RTQ.** Units should avoid proactive dissemination of information in this guidance to the public unless queried.

- 1) Units at all levels are authorized to respond to query using the background, talking points and questions and answers within this PAG.
- 2) MAJCOMs and subordinate units will also respond to media questions about how a government shutdown will affect or is affecting their specific base or command operations or personnel.

**C.** Questions outside the scope of this guidance should be referred to SAF/PAO by contacting Air Force Public Affairs at (703) 695-0640 or safpa.duty@pentagon.af.mil or after hours at (202) 528-4929.

**D.** Per guidance from OMB and OSD, during a government shutdown, all Air Force public Web sites, **except** <http://www.af.mil/>, must contain the following statement: "Due to the government shutdown, this Web site is not being updated." **Social media sites are not impacted by this guidance.**

**3. THEMES AND MESSAGES:**

- **The Air Force Team.** Every member of the Air Force team is important to accomplishing our mission. We need to be good wingmen and help each other through these uncertain times.
- **Congressional swiftness urged.** We remain hopeful that a government shutdown will be averted. The Air Force strongly supports an appropriations bill, which would provide Congressional direction on the strategic choices expressed in the FY14 President's Budget and would provide authority for new starts and production rate increases for investment programs, including military construction (MILCON).
- It is distressing our civilian teammates to suffer furlough again. The lack of a budget or continuing resolution will force another furlough and will create serious uncertainty and will have severe and disruptive financial effect on an already stressed workforce of thousands of civilian Airmen.

- While military members will not be subject to furlough, they will not receive pay for work performed after Sept 30 until an appropriation or CR is passed. This could create financial hardships for our military personnel.
- Personnel who find themselves in financial difficulties should notify their supervisor, first sergeant and commander who can provide information on financial aid organizations.
- **Disruptive.** The current funding status is extremely disruptive to the Air Force. While we are attempting to minimize negative impacts, the Air Force is working with OSD to address near term must-pay bills such as urgent operational needs in Afghanistan, existing shortfalls in military pay, operations and maintenance costs, and military healthcare which have all been affected by the additional impacts of the ongoing sequester.
- **Continuity.** If the government shuts down, activities that are not expressly authorized by statute, necessary to discharge presidential powers, or considered necessary for the safety of human life and protection of property, including operations essential to our national security, will be discontinued and the civilians employed to accomplish these functions will be furloughed until an appropriation bill or CR is enacted.
- **Not unprecedented.** The United States has on previous occasions faced a government shutdown as a result of Congressional disagreements on the federal budget.

#### 4. QUESTIONS AND ANSWERS:

Q1. Broadly speaking, how will a government shutdown affect the Air Force?

A1. The absence of appropriations will be extremely disruptive to the Air Force. Functions essential to national security and public safety will continue. The Air Force is attempting to minimize negative impacts and is working with OSD to address the issue.

Q2. What is a civilian furlough?

A2. A furlough is placing an employee in a temporary non-duty, non-pay status because of lack of work or funds, or other non-disciplinary reasons.

Q3. How does this end of year furlough differ from the furloughs DoD civilians experienced due to the impacts of sequestration?

A3. There are two types of furloughs – administrative furlough and shutdown or emergency furlough.

An administrative furlough is a planned event by an agency which is designed to absorb reductions necessitated by downsizing, reduced funding, lack of work, or any budget situation other than a lapse in appropriations. Furloughs that would potentially result from sequestration would generally be considered administrative furloughs.

A shutdown furlough (also called an emergency furlough) occurs when there is a lapse in appropriations, and can occur at the beginning of a fiscal year, if no funds have been appropriated for that year, or upon expiration of a continuing resolution, if a new

continuing resolution or appropriations law is not passed. In a shutdown furlough, an affected agency would have to shut down any activities funded by annual appropriations that are not excepted by law. Typically, an agency will have very little to no lead time to plan and implement a shutdown furlough.

Q4. How will this affect the civilian workforce?

A4. If Congress fails to pass a CR or appropriation, all civilian personnel paid by appropriated funds will be furloughed, except for the minimum number necessary to accomplish excepted activities that are essential to national security and safety.

Congressional actions will determine if retroactive pay will be provided for furloughed personnel – there is no guarantee of back pay.

Q5. How will this affect uniformed Airmen?

A5. Military personnel are not subject to furlough. Military personnel on active duty, to include reserve personnel on active duty, will continue to report for duty and carry out assigned duties.

Q6. How will the government shutdown impact pay for military members and civilians? Will Airmen be paid in the event of a government shutdown?

A6. The impact to pay for military and Department of Defense civilian members is a complicated issue. Here are some general facts:

- Military members and non-furloughed civilians (those that are excepted because they are performing work that, by law, may continue during a lapse in appropriations) will continue to work and will continue to earn pay for the period of the shutdown but will not receive it until Congress provides appropriations.
- Specific Congressional action is necessary to pay Airmen retroactively. We expect that employees that are required to work will be retroactively paid once there is an appropriation.
- Furloughed employees would receive back pay only if specifically appropriated by Congress.
- When a lapse in appropriations occurs, all employees are expected to report for duty on their first duty day after the lapse, where more information will be given.
- An agency may not accept the voluntary services of a furloughed employee.

Q7. How will this affect contract employees?

A7. Contractors performing under a contract that was fully obligated upon entering the contract (or renewal or modification) prior to the expiration of appropriations will continue to provide contract services, whether in support of activities that are essential to national security and safety, or not. Military members and civilians excepted from furlough would be required to provide appropriate contract oversight.

New contracts (including renewals) may not be executed unless the contract is in support of an activity that is essential to national security and safety.

Q8. How can I tell if I'm a civilian who is considered excepted from furlough?

A8. You will be notified through your chain of command about your status.

Q9. What are the activities essential to national security and safety?

A9. Examples of essential activities include operations authorized by deployment orders, such as operations in Afghanistan, responses to emergencies, child care activities required for readiness and military healthcare. Some specific operations/exercises have been identified as essential for national security by OSD. For those that aren't specified, MAJCOM commanders will ultimately choose which activities continue.

Q10. What if I'm a civilian or military member who is TDY?

A10. All TDYs will be cancelled or terminated unless they fall into excepted categories: direct support of the war in Afghanistan; travel directly related to the safety of life and protection of property; or travel directly related with the foreign relations of the United States (e.g. negotiating international agreements). Civilian employees or military members TDY supporting non-excepted activities, or attending non-essential training or education will return to home station as part of the orderly closedown of operations in a timely manner.

Q11. How will medical and dental care be affected?

A11. Private sector care under TRICARE will continue, as will inpatient, acute and emergency outpatient care in medical/dental treatment facilities. Elective surgery and other elective procedures in DoD medical and dental facilities would be suspended. We encourage all personnel to contact their local treatment facility to confirm services and appointments.

Q12. What about education and training?

A12. Education and training necessary to participate in or support activities that are essential to national security and public safety will continue. DoD Education Activity (DoDEA) education activities will continue.

Q13. What assistance is available to military members who may face financial hardship as a result of the government shutdown?

A13. Those experiencing financial difficulties should contact their chain of command (supervisor, first sergeant or commander) who can provide information on financial aid organizations which specifically support military members such as Military One Source or Air Force Aid Society. If Airmen or their families are not near an aid organization, they may seek financial assistance from the Red Cross.

Q14. What impact will the government shutdown have on those individuals who are due to PCS?

A14. Permanent change of station activities already underway will continue until completion. New actions will not be initiated unless in support of an excepted activity as defined by the Secretary of Defense.

Q15. How will services available to military members at their local installations be impacted by a government shutdown?

A15. We encourage all personnel to contact their local installations for specific guidance, procedures and operating hours. Generally, Child Development Centers may limit support to many families, giving priority to single/dual military personnel. Check with your local CDC for information, procedures, and requirements. Youth Programs, to include youth centers and youth sports, may be suspended. Dining Facilities and Fitness Centers will remain open, although operating hours could be limited. Check with your local facility manager for updated information. AAFES outlets will remain open, but DECA operations could be affected. Check with your local commissary for updated information.

Q16. How will members of the Guard and Reserve be affected by the furlough?

A16. Reserve component personnel serving in a Title 10 status are not subject to furlough regardless of their activities. Air National Guard members currently on full time Active Guard Reserve (AGR) orders are similarly not subject to furlough. However, ANG members not already serving in an AGR status prior to the lapse in appropriation, or whose orders expire during a lapse in appropriations, shall not be called to AGR duty unless they support or engage in excepted activities. All other ANG members serving under Title 32 in an inactive duty training, inactive duty, or active duty status (including those serving pursuant to 32 U.S.C. §502(f)) may only continue their activities if they are performing or supporting an excepted activity approved by the Secretary of Defense.

Likewise, members may be brought into a Title 32 status only if it is determined that an excepted activity will be performed or supported.

### Helpful links:

AFPC TOTAL FORCE SERVICE CENTER: <http://www.afpc.af.mil/>

MILITARY ONESOURCE: <http://www.militaryonesource.com/>

U.S. OFFICE OF PERSONNEL MANAGEMENT: <http://www.opm.gov/policy-data-oversight/pay-leave/furlough-guidance?url=Shutdown-Furlough>

OMB MEMO TO DEPARTMENTS/AGENCIES:

<http://www.whitehouse.gov/sites/default/files/omb/memoranda/2013/m-13-22.pdf>

OVERVIEW & FAQs: <http://www.opm.gov/policy-data-oversight/pay-leave/furlough-guidance/guidance-for-shutdown-furloughs.pdf>

SOCIAL MEDIA: <http://www.facebook.com/USairforce> / <http://twitter.com/usairforce>

AIR FORCE LINK: <http://www.af.mil>

**POINTS OF CONTACT:** Capt. Rose Richerson and Ms. Ann Stefanek SAF/PAO, at 703-695-0640 or DSN 225-0640



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## Student Notes

## Appendix C. Communication Plan Sample

### COMMUNICATION PLAN 37th Airlift Squadron Deployment to Posnan, Poland

**SITUATION.** The 37th Airlift Squadron will deploy two aircraft and 40 people to Posnan, Poland, on a US European Command exercise, 20 May – 7 June 2013. The 37 AS will train with Polish air force airmen, participate in an air show, and take part in several community engagement events. Also deploying will be Airmen from the 86th Civil Engineer Group, 86th Security Forces Squadron, and 86th Maintenance Squadron. The exercise will focus on rapid-runway repair, force protection, and airdrop missions.

#### ASSUMPTIONS

1. Based on other recent deployments to Poland, reception by Polish air force hosts and local population should be positive. However, several vocal politicians have made an issue of night flying and rumors of an expanded American military presence.
2. This exercise provides an excellent opportunity for Public Affairs to provide additional training for personnel scheduled to deploy during the AEF 3 and 4 timeframe.

#### AUDIENCES

1. US Air Force Airmen and families at Ramstein AB
2. Local population around Posnan, Poland
3. American public

#### KEY MESSAGES

1. Bilateral exercises allow the United States and its newest NATO allies the chance to learn from one another and ensure procedures are in place to work with each other if the need arises
2. Exercises and other events provide a great opportunity to showcase American technology and the professionalism of US Air Force men and women
3. Being a military in a democratic society requires us to open our operations to the public, in concert with operations security and safety
4. This exercise does not signal an increased USAF presence. USAF and Polish air force units train together regularly at bases in Poland, Germany, and the United States

#### TACTICS

1. 86 AW/PA will prepare an advance story for use in Kaiserslautern American base newspaper, American Forces Network (AFN), and Air Force Print News
2. 86 AW/PA will deploy a team consisting of a Public Affairs NCO and broadcasters from Air Force News Detachment 4, who will prepare print stories, broadcast stories, and photos for use in the Kaiserslautern American base newspaper, Air Force Print News, Air Force Radio News, Air Force TV News, and AFN
3. Deployed PAs and broadcasters will transmit daily stories, digital images, and radio beepers to 86 AW/PA, AFN and Air Force News
4. Deployed PA will write a template feature story and provide story, photos, quotes, and DD Form 2266, Hometown News Releases, to Joint Hometown News Service at Fort George G. Meade, Md

5. The USAFE Band will deploy a 7-person ensemble which will participate in troop morale and community engagement events, including the end-of-exercise party, ambassador's reception, and local school visits. Deployed PA and broadcaster team will cover the events
6. Pending US European Command approval, 86 AW/PA will arrange and escort a C-130 Hercules media orientation ride for local newspaper, radio, and television reporters
7. 86 AW/PA will prepare press kits and key spokesmen for the 24 May 13 Media Day scheduled by the Polish air force

**COORDINATION.** 86 AW/PA will coordinate efforts with 86 AW/CC, 86 OG, 37 AS, HQ USAFE/PA, USEUCOM/PA, AFNEWS Det 4, USAFE Band, US Embassy Warsaw, and Polish air force liaison.

TSgt J. Smith/86 AW/PA/480-9193/12 May 13/jws

## Glossary of Abbreviations and Acronyms

|               |  |
|---------------|--|
| <b>AB</b>     | Air Base   |
| <b>ADPE</b>   | automated data processing equipment                  |
| <b>AEF</b>    | air expeditionary force                              |
| <b>AFCB</b>   | Armed Forces Chaplains Board                         |
| <b>AFCEC</b>  | Air Force Civil Engineer Center                      |
| <b>AFE</b>    | aircrew flight equipment                             |
| <b>AFI</b>    | Air Force instruction                                |
| <b>AFN</b>    | American Forces Network                              |
| <b>AFN-BC</b> | American Forces Network Broadcast Center             |
| <b>AFOSI</b>  | Air Force Office of Special Investigation            |
| <b>AFPAA</b>  | Air Force Public Affairs Agency                      |
| <b>AFPIMS</b> | American Forces Public Information Management System |
| <b>AFPW</b>   | Air Force Public Web                                 |
| <b>AFRC</b>   | Air Force Reserve Command                            |
| <b>AFRTS</b>  | American Forces Radio and Television Service         |
| <b>AFSC</b>   | Air Force specialty code                             |
| <b>AICUZ</b>  | Air Installation Compatible Use Zones                |
| <b>AIM2</b>   | Automated Information Multimedia Manager             |
| <b>ANG</b>    | Air National Guard                                   |
| <b>AO</b>     | aeronautical orders                                  |
| <b>AOR</b>    | area of responsibility                               |
| <b>AP</b>     | aerial photographer                                  |
| <b>ARMS</b>   | Aviation Records Management System                   |
| <b>AW</b>     | airlift wing   |
| <b>AW</b>     | Air Wing   |
| <b>BVIM</b>   | Base visual information manager                      |
| <b>CAT</b>    | crisis action team                                   |
| <b>CDC</b>    | career development course                            |

|                 |   |
|-----------------|---|
| <b>CE</b>       | civilian enterprise   |
| <b>CEQ</b>      | Council on Environmental Quality                                      |
| <b>CERCLA</b>   | Comprehensive Environmental Response, Compensation, and Liability Act |
| <b>CFR</b>      | Code of Federal Regulations   |
| <b>CMO</b>      | civil-military operations   |
| <b>CO</b>       | cyberspace operations   |
| <b>COMCAM</b>   | combat camera   |
| <b>CONOPS</b>   | contingency operations plans  |
| <b>COR</b>      | contracting office representative                                     |
| <b>CP</b>       | command post  |
| <b>CR</b>       | continuing resolution   |
| <b>CRP</b>      | community relations plans   |
| <b>DIMOC</b>    | Defense Imagery Management Operations Center                          |
| <b>DMA</b>      | Defense Media Activity  |
| <b>DMCA</b>     | Digital Millennium Copyright Act                                      |
| <b>DOD</b>      | Department of Defense   |
| <b>DODD</b>     | Department of Defense directive                                       |
| <b>DODI</b>     | Department of Defense instruction                                     |
| <b>DRF</b>      | disaster response force   |
| <b>DRU</b>      | direct reporting unit   |
| <b>DUI</b>      | driving under the influence   |
| <b>DVIAN</b>    | defense visual information activity number                            |
| <b>E&amp;IT</b> | electronic and information technology                                 |
| <b>EA</b>       | environmental assessment  |
| <b>EIS</b>      | environmental impact statement  |
| <b>EM</b>       | emergency management  |
| <b>EMI</b>      | electromagnetic interference  |
| <b>EMSEC</b>    | emissions security  |
| <b>EOC</b>      | emergency operations center   |
| <b>EPA</b>      | Environmental Protection Agency                                       |
| <b>EPC</b>      | environmental protection committee                                    |

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|                 |  |
|-----------------|--|
| <b>EPCRA</b>    | Emergency Planning and Community Right-to-Know Act   |
| <b>EPF</b>      | environment planning function  |
| <b>ERA</b>      | Environmental Restoration Account  |
| <b>ERP</b>      | environmental restoration program  |
| <b>ESF</b>      | emergency support functions  |
| <b>ESOH</b>     | environmental safety and occupational health   |
| <b>ESOHCAMP</b> | Environmental, Safety and Occupational Health Compliance Assessment and Management Program |
| <b>FAM</b>      | functional area managers   |
| <b>FCC</b>      | Federal Communications Commission  |
| <b>FOA</b>      | forward operating agency/Freedom of Information Act  |
| <b>FONSI</b>    | finding of no significant impact   |
| <b>FOUO</b>     | for official use only  |
| <b>FY</b>       | fiscal year  |
| <b>FYDP</b>     | Future Years Defense Program   |
| <b>GOCO</b>     | government-owned, contractor-operated  |
| <b>HARM</b>     | host aviation resource management  |
| <b>HDIP</b>     | hazardous duty incentive pay   |
| <b>IA</b>       | information assurance  |
| <b>IAW</b>      | in accordance with   |
| <b>IC</b>       | incident commander   |
| <b>IDS</b>      | individual data summary  |
| <b>IEMP</b>     | Installation Emergency Management Plan   |
| <b>IEMP</b>     | installations emergency management plan  |
| <b>IFDO</b>     | information flexible deterrent options   |
| <b>IG</b>       | inspector general  |
| <b>IG</b>       | inspector general  |
| <b>IO</b>       | information operations   |
| <b>IPTC</b>     | International Press Telecommunications Council   |
| <b>IRC</b>      | information related capabilities   |
| <b>IRF</b>      | immediate reaction forces  |

|                |   |
|----------------|---|
| <b>IRP</b>     | Installation Restoration Program                                |
| <b>ISAF</b>    | International Security Assistant Force                          |
| <b>ITS</b>     | individual training summary                                     |
| <b>IW</b>      | information warfare   |
| <b>IWAC</b>    | Information Warfare Applications Course                         |
| <b>JCS</b>     | Joint Chiefs of Staff   |
| <b>JFC</b>     | joint force commander   |
| <b>JP</b>      | joint publication   |
| <b>JTF</b>     | joint task force  |
| <b>KLE</b>     | key leader engagement   |
| <b>LE</b>      | law enforcement   |
| <b>LOGDET</b>  | logistics detail  |
| <b>LOGFOR</b>  | logistics force requirement                                     |
| <b>MAJCOM</b>  | major command   |
| <b>MANFOR</b>  | manpower force requirement                                      |
| <b>MEP</b>     | mission essential personnel                                     |
| <b>MILDEC</b>  | military deception  |
| <b>MISCAP</b>  | mission capability  |
| <b>MISO</b>    | military information support operations                         |
| <b>MOC</b>     | media operations center   |
| <b>MRE</b>     | meals ready-to-eat  |
| <b>NCOIC</b>   | non-commissioned officer in charge                              |
| <b>NEPA</b>    | National Environmental Policy Act                               |
| <b>NOI</b>     | notice of intent  |
| <b>NON-CEA</b> | non-career enlisted aircrew                                     |
| <b>NPL</b>     | National Priorities List  |
| <b>O2</b>      | oxygen  |
| <b>OASD/PA</b> | Office of the Assistant Secretary of Defense for Public Affairs |
| <b>OCFC</b>    | Overseas Combined Federal Campaign                              |
| <b>OCO</b>     | overseas contingency operations                                 |
| <b>OPLAN</b>   | operations plan   |

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|----------------|---|
| <b>OPR</b>     | office of primary responsibility  |
| <b>OPSEC</b>   | operations security   |
| <b>ORF</b>     | operations representation funds   |
| <b>OSD</b>     | Office of the Secretary of Defense  |
| <b>OSF</b>     | operational support flying  |
| <b>PA</b>      | public affairs/Privacy Act  |
| <b>PAG</b>     | public affairs guidance   |
| <b>PAO</b>     | public affairs officer  |
| <b>PEM</b>     | program element monitors  |
| <b>PI</b>      | public involvement  |
| <b>PII</b>     | personally identifiable information   |
| <b>PM</b>      | program manager   |
| <b>POC</b>     | point of contact  |
| <b>PPAG</b>    | proposed public affairs guidance  |
| <b>PWS</b>     | performance work statement  |
| <b>Q&amp;A</b> | question and answer   |
| <b>QAE</b>     | quality assurance evaluator   |
| <b>QASP</b>    | quality assurance surveillance plan   |
| <b>QC</b>      | quality control   |
| <b>RAB</b>     | restoration advisory board  |
| <b>RCRA</b>    | Resource Conservation and Recovery Act  |
| <b>RTQ</b>     | response to query   |
| <b>SAF/PA</b>  | Secretary of the Air Force, Office of Public Affairs  |
| <b>SAF/PAO</b> | Secretary of the Air Force, Office of Public Affairs, Media Operations Division             |
| <b>SAF/PAR</b> | Secretary of the Air Force, Office of Public Affairs, Requirements and Development Division |
| <b>SAF/PAX</b> | Secretary of the Air Force, Office of Public Affairs, Strategy and Assessment Division      |
| <b>SARA</b>    | Superfund Amendments and Reauthorization Act  |
| <b>SARM</b>    | squadron aviation resource management   |
| <b>SECAF</b>   | Secretary of the Air Force  |
| <b>SERE</b>    | survival, evasion, resistance and escape  |



|                |   |
|----------------|---|
| <b>SF</b>      | security forces                         |
| <b>SIPRNet</b> | Secret Internet Protocol Router Network |
| <b>SJA</b>     | staff judge advocate                    |
| <b>SM</b>      | social media                            |
| <b>SME</b>     | subject matter experts                  |
| <b>SOO</b>     | statement of objectives                 |
| <b>SOP</b>     | standard operating procedure            |
| <b>SOW</b>     | statement of work                       |
| <b>STO</b>     | special technical operations            |
| <b>TDY</b>     | temporary duty                          |
| <b>TRI</b>     | toxic release inventory                 |
| <b>UCMJ</b>    | Uniform Code of Military Justice        |
| <b>UMD</b>     | unit manning document                   |
| <b>USAF</b>    | United States Air Force                 |
| <b>USB</b>     | Universal serial bus                    |
| <b>USC</b>     | United States Code                      |
| <b>UTC</b>     | unit type code                          |
| <b>VI</b>      | visual information                      |
| <b>VIEP</b>    | visual information equipment plan       |
| <b>VTC</b>     | video teleconference                    |
| <b>XMP</b>     | Extensible Metadata Platform            |

## **Student Notes**

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