

319 ABW/PA Prioritization Matrix

<i>1. Communication Planning</i>		
<u>Activity</u>	<u>35-series AFI Reference</u>	<u>Priority</u>
1.1. Local Communication Plan and Prioritization/Employment Plan Development	AFI 35-101 Chapter 6	II
1.2. Talking Point Development	AFI 35-101 Chapter 6	II
1.3. Attend public events	AFI 35-101 Chapter 2 AFI 35-105	III
1.4. Public Affairs Guidance (PAG) Development	AFI 35-101 Chapter 6 AFI 35-104 Chapter 1	II
1.5. HHQ PAG coordination/support	AFI 35-101 Chapter 6 AFI 35-104 Chapter 1	IV
1.6. Pre-event, in-person prep (non-media)	AFI 35-101 Chapter 6	IV
1.7. Pre-event Q&A Development	AFI 35-101 Chapter 6	IV
1.8. Deliver/Summarize HHQ PAG for awareness only	AFI 35-101 Chapter 6	IV
<i>2. Public Affairs Engagement</i>		
<u>Activity</u>	<u>35-series AFI Reference</u>	<u>Priority</u>
2.1. Community Complaint Response	AFI 35-105 Section J AFI 35-108	II
2.2. Public Inquiries	AFI 35-105 Section J	II
2.3. Environmental PA	AFI 35-108	III
2.4. Legislative Liaison Support/Coord, as required, for visits, notifications, inquiries	AFI 35-101 Section A	I
2.5. Honorary Commander Program	AFI 35-105 Section K	IV
2.6. PA Attendance at Community Meetings	AFI 35-105 Section K	III
2.7. Military Participation in Public Events	AFI 35-105 Sections C & K	IV
2.8. Speeches/Speakers Bureau	AFI 35-105 Section G	IV
2.9. Base Tour Program	AFI 35-105 Section H & I	IV
2.10. Aviation Support (flyovers, statics)	AFI 35-105 Sections C & E	IV
2.11. Public Affairs Travel/Flights	AFI 35-103	-
<i>3. Public Affairs Operations</i>		
<i>3.1. Command Information</i>		
<u>Activity</u>	<u>35-series AFI Reference</u>	<u>Priority</u>

3.1.1. Emergent Issue/Crisis Response	AFI 35-104 Chapter 2	I
3.1.2. Security and Policy Review	AFI 35-101 Chapter 1 AFI 35-102	III
3.1.3. Wing-level bios and fact sheets	AFI 35-101 Chapter 3	IV
3.1.4. Official Web Content	AFI 35-107 Chapter 3	III
3.1.5. Social Media Content/Monitoring/Response	AFI 35-107 Chapter 4	III
3.1.6. Straight Talk Line	AFI 35-104 Chapter 2	IV
3.1.7. Mission Briefing Content Update/Support	AFI 35-101 Chapter 3 AFI 35-102	IV
3.1.8. Joint Hometown News Release	AFI 35-113 Chapter 11	V
3.1.9. Base Guide/Map Support	AFI 35-113 Chapter 10	-
3.1.10. Speech Writing	AFI 35-105 Section G AFI 35-113 Chapter 11	IV
3.1.11. Base Marquee	No specific reference	IV
3.2. Media Operations		
<u>Activity</u>	<u>35-series AFI Reference</u>	<u>Priority</u>
3.2.1. Crisis Communication	AFI 35-104 Chapter 2	I
3.2.2. Media Response-to-Query	AFI 35-104 Chapter 1 & 2	I
3.2.3. Media Monitoring	AFI 35-101 Chapter 1 & 2	III
3.2.4. Just-in-time (last-minute) Media Prep/Training	AFI 35-101 Chapter 1 & 2	II
3.2.5. News Release	AFI 35-104 Chapter 1	III
3.2.6. Media Engagement (pro-active)	AFI 35-104 Chapter 1	IV
3.2.7. Media Escort (non-crisis)	AFI 35-104 Chapter 1	IV
3.2.8. Annual Crisis Communication Training for First Responders	AFI 35-104 Chapter 2	III
3.2.9. Full Media Training* (Once event is planned)	AFI 35-101 Chapter 1 AFI 35-104 Chapter 1	IV
3.2.10. Public Affairs Travel/Flights (Media)	AFI 35-103 Chapter 1 & 2 AFI 35-104 Chapter 1	-
3.2.11. Full Media Training* (No pre-planned event)	AFI 35-101 Chapter 1 AFI 35-104 Chapter 1	IV
4. Visual Information		
4.1. Photo		
<u>Activity</u>	<u>35-series AFI Reference</u>	<u>Priority</u>
4.1.1. Alert Photography	AFI 35-101 Chapter 2 AFI 35-109 Chapter 2, 4 AFI 35-109 Attachment 6	I
4.1.2. Accessioning Activity	AFI 35-101 Chapter 1 & 3 AFI 35-109 Chapter 9 AFI 35-109 Attachment 6	II

4.1.3. Documentation of Events and Activities IAW DoD VI Records Schedule* and AFI 35-109	AFI 35-109 Chapter 2, 3, 4 AFI 35-109 Attachment 6 http://www.dimoc.mil/documents/DoD/DoD-VI-Records-Schedule.pdf	II
4.1.4. Historical Events (Photo Support)	AFI 35-101 Chapter 3 AFI 35-109 Chapter 2, 4 AFI 35-109 Attachment 6	II
4.1.5. Change of Command (Group-level and up)	AFI 35-109 Chapter 2 & 4	IV
4.1.6. Studio Photography	AFI 35-109 Chapter 2 & 4 AFI 35-109 Attachment 5	III
4.1.7. Self-Help Instruction	AFI 35-109 Chapter 4	IV
4.1.8. Awards Ceremonies (Wg/up)	AFI 35-109 Chapter 2 & 4	V
4.1.9. Ceremonies (O-6 and up, E-9) (e.g., retirement ceremonies, promotion ceremonies, etc.)	AFI 35-109 Chapter 2 & 4	IV
4.1.10. Awards (Gp/down)	AFI 35-109 Chapter 2 & 4	V
4.1.11. Ceremonies (O-5 and below) (e.g., retirement ceremonies, promotion ceremonies, etc.)	AFI 35-109 Chapter 2 & 4	V
4.2. Video		
<u>Activity</u>	<u>35-series AFI Reference</u>	<u>Priority</u>
4.2.1. Alert Video	AFI 35-101 Chapter 2 AFI 35-109 Chapter 2, 4 AFI 35-109 Attachment 6	I
4.2.2. Accessioning Activity	AFI 35-101 Chapter 1 & 3 AFI 35-109 Chapter 9 AFI 35-109 Attachment 6	II
4.2.3. Documentation of events and activities IAW DoD VI Records Schedule* and AFI 35-109 (b-roll only – no scripting, storyboarding or editing)	AFI 35-109 Chapter 2, 3, 4 AFI 35-109 Attachment 6 http://www.dimoc.mil/documents/DoD/DoD-VI-Records-Schedule.pdf	III
4.2.4. Senior Leader Communication video productions (studio and field productions)	AFI 35-101 Chapter 2 AFI 35-109 Chapter 2, 3, 4 & 8 AFI 35-109 Attachment 5 & 6	III
4.2.5. Self-Help Instruction	AFI 35-109 Chapter 4	V
4.2.6. Local training videos (scripted, storyboarded and edited)	AFI 35-101 Chapter 2 AFI 35-109 Chapter 2, 3, 4, 6, 8 & 9 AFI 35-109 Attachment 5 & 6	IV
4.2.7. Local exercise video productions (edited)	AFI 35-101 Chapter 2 AFI 35-109 Chapter 2, 4, 6, 8 & 9 AFI 35-109 Attachment 5 & 6	IV

4.2.8. Mission awareness/capability video productions (scripted and edited news stories, public service announcements, etc.)	AFI 35-101 Chapter 2 AFI 35-109 Chapter 2, 4, 6, 8 & 9 AFI 35-109 Attachment 5 & 6	IV
4.2.9. Retirement/promotion ceremony productions IAW AFI 35-109 (edited)	AFI 35-109 Chapter 3	V
4.3. Visual Design/Graphics		
<u>Activity</u>	<u>35-series AFI Reference</u>	<u>Priority</u>
4.3.1. Investigation Support	AFI 35-109 Chapter 2 & 4	-
4.3.2. Training Products	AFI 35-109 Chapter 2 & 4	-
4.3.3. Website Graphic Design	AFI 35-109 Chapter 2 & 4	-
4.3.4. Info Graphics / Pamphlets / Posters (non-training purposes)	AFI 35-109 Chapter 2 & 4	-
4.3.4. Art/Illustrations (incl photo illustration)	AFI 35-109 Chapter 2 & 4	IV
4.3.5. Animations	AFI 35-109 Chapter 2 & 4	-

Notes:

1. This prioritization matrix is based on services delivered at AF COLS level three, and will be modified as necessary when changes occur to the AF COLS program for Public Affairs.
2. This matrix serves as a guide for 319 ABW/PA's day-to-day activities. In some cases, an item that falls into one priority level (for example, priority level three) may receive support at a higher priority level (for example, priority level two) if deemed necessary by the 319 ABW/PA chief.
3. Items that fall into a category not listed in this matrix will be prioritized at the discretion of the 319 ABW/PA chief.

319 ABW/PA Services and Employment Guidelines

1. **Scope.** The following procedures govern the 319 ABW/PA office as the lead for host-installation PA activities and resources in support of units assigned to Grand Forks Air Force base.
2. **PA Mission.** Air Force PA advances Air Force priorities and achieves mission objectives through integrated planning, execution, and assessment of communication capabilities. Through strategic and responsive release of accurate and useful information and imagery to Air Force, domestic, and international audiences, PA puts operational actions into context; facilitates the development of informed perceptions about Air Force operations; helps undermine adversarial propaganda efforts; and contributes to the achievement of national, strategic, and operational objectives.
3. **319 ABW/PA Services.** Services available from the 319 ABW/PA office are grouped into four categories consistent with all applicable DOD and Air Force instructions and Air Force Common Output Level Standards (AF COLS):
 - a. **Communication Planning.** Provides trusted counsel and communication advice to the commander and other staff members to enhance mission success. Communication planning is important to the creation of strategic, operational, and tactical effects in PA operations.
 - b. **PA Engagement.** Provides community and legislative engagement programs that aim to increase public awareness and understanding of the mission, policies, operations and programs of the AF; and maintain a reputation as a good neighbor. This includes receiving requests for base services from the community such as flyover support, public speakers, and base tours. Units who are asked for their services or personnel, or who receive offers of support from the community directly, must coordinate these with PA (and JA when applicable) prior to committing or accepting resources.
 - c. **PA Operations.** Provides programs that support Airman Readiness, public trust and support, and global influence and deterrence through the release of timely and accurate information to Airmen, their families, the public and the media.
 1. **Command Information.** Provides effective and efficient communication tools to link Airmen with their leaders. Command information helps Airmen and their families understand their purpose, role, and value to the Air Force. A free flow of information to Airmen and their families creates awareness of and support for the mission, increases their effectiveness as Air Force ambassadors, reduces the spread of rumors and misinformation, and provides avenues for feedback. Also includes security and policy review of all content intended for public release.
 2. **Media Operations.** Facilitates engagement and two-way communication with the media, which is often one of the most rapid and credible means of

delivering the commander's message. Remaining open, honest, and accessible to the maximum extent possible normally results in greater accuracy, context, and timeliness in communicating with internal and external audiences. Personnel assigned to 319 ABW will coordinate all official media requests and queries through the 319 ABW/PA office.

- d. **Visual Information (VI).** Provides programs that collect, preserve and accession VI products to meet operational, informational, training, research, legal, historical and administrative needs. Visual products, such as photo, video, and graphics, are catalysts for effective communication and document the Air Force's visual history, through the accessioning process, for future generations.
 1. **Photo.** Ensures alert photography services are available at all times. Supports base-level photography requirements by providing professionally trained photojournalists for operational, training, investigative, historical archival and administrative purposes. Facilitates studio photography and self-help program.
 2. **Video.** Supports base-level video requirements by providing professionally trained broadcasters for operational, training, investigative, historical archival and administrative purposes. Scripts, directs and produces broadcast content to support strategic communication objectives.
4. **Availability.** The PA office will be manned during normal duty hours. A PA representative will be on-call 24 hours a day, 7 days a week (including holidays), and will accomplish emergency services as required by security forces, the Air Force Office of Special Investigations, the safety office and/or wing leadership. During non-duty hours, the on-call PA representative can be contacted through the command post. An alert roster indicating support guidance and the name and contact information for each on-call PA is provided to 319 ABW/CP, 319 SFS, and AFOSI Det 320.
5. **Requesting Support.** Submit a completed, digitally signed AF Form 833 to the 319 ABW/PA email account at 319ABW.PA@us.af.mil as far in advance as possible, but no less than 48 hours prior to an event. Advance notice provides PA the ability to ensure the necessary equipment and personnel are available. Failure to coordinate in advance will reduce the likelihood that the event can receive PA support. Consumer-grade still and video equipment is available to support official requests for self-help use on a first-come, first-served basis when the PA staff is already scheduled to support higher or equal priority tasks.
6. **Prioritized Employment Plan.** The 319ABW/PA office provides support according to a system focused on the commander's priorities, urgency, mission impact, agencies supported, task complexity, and resources available. This system helps control the flow of work and ensures all mission-critical needs are met. A detailed list of services and their associated priority level is found as an attachment to the wing commander's installation public affairs employment plan. Priorities are defined as follows:
 - a. Priority one requests include support for emergency or catastrophic events with a short, time-sensitive period of informational value. This includes alert documentation for

evidentiary and decisional purposes, perishable PA imagery for immediate news release, IG activities and any other mission deemed urgent by the wing commander. Normal lead time is immediate.

b. Priority two requests include support for installation operational missions which cannot be regularly scheduled in advance. This priority also entails communication to stakeholders and key publics in support of official goals and objectives. Normal lead time is 1-3 duty days.

c. Priority three requests include support for operational mission and training requirements and programs of assigned and tenant units that is handled on a scheduled basis. Examples include community engagement programs, official conferences or meetings, formal training, distinguished visitor events and official ceremony documentation. Normal lead time is 3-5 duty days.

d. Priority four requests include all other production services not outlined above of a routine nature. It is possible requests in this priority level may need to be fulfilled through self-help services. Support for Priority Four requests is determined by the PA chief, and normal lead time is 5-10 duty days.

e. Priority five requests are items that have been specifically designated as self-help services only.

6. Restrictions.

a. IAW AFI 35-109, government-funded PA and VI resources will not be used to:

1. Provide personal souvenirs or gifts (e.g. farewell gifts).
2. Provide décor for individual personal office walls.
3. Support or document farewell parties or social events unless certified as newsworthy or having historical significance by the base historian or chief of PA.
4. Create products used primarily for entertainment during farewell parties or social events.
5. Support Force Support MWR NAF missions. Limited support may be provided for recognition programs as outlined in paragraph 4.3.1.5.
6. Imagery inconsistent with the Air Force's Alcohol Deglamorization Program and the Air Force's Tobacco Use Policy.
7. Further restrictions include restricted areas, medical personnel bearing arms, merchandise endorsement, signs and posters, and suggestive or obscene images.

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

7. Additional Considerations.

- a. Studio Photography. Studio photography is by appointment only and available for official portraits as required by AFI as well as applications for special duty assignments, official passports, and citizenship applications. Chain-of-command studio photography will be provided for leadership at the squadron level and above (commander, deputy/vice commander, senior enlisted leader, and first sergeant) as well as quarterly and annual award winners at the group-level and above. Electronic copies and one hard copy up to size 8x10 will be provided to the requestor.
- b. Wing Photos. Wing-level photos are authorized once per calendar year.
- c. VI Equipment Purchase Review. IAW AFI 35-109, *Visual Information*, units wishing to purchase video or still cameras and photographic printers must receive approval from 319 ABW/PA BVIM to preclude duplication of effort and to ensure equipment, system, and data compatibility. Approval must be obtained prior to equipment procurement.
- d. Emails for all network users. 319 ABW/PA limits emails to all base users to information with wide audience impact. The PA chief will determine if an email is

appropriate for dissemination to all wing users. 319 ABW/PA recommends group-level commander support staff personnel obtain permissions to send to all base users for information specific to a specific unit or function.

319 ABW/PA Guidance for Official Web Content

1. **Delegation of Editorial Review.** The 319 ABW/CC exercises editorial control over official web and social media content for Grand Forks Air Force Base. Day-to-day oversight and responsibility for these activities is delegated to the 319 ABW/PA chief. The determination on of an event's newsworthy value is at the discretion of the 319 ABW/PA chief based on an assessment of how well the proposed coverage supports the commander's communication priorities.
2. **Base Website.** The official website for Grand Forks Air Force Base is operated by the 319 ABW/PA staff and is located at www.grandforks.af.mil. Only information cleared for public release in accordance with AFI 35-107, *Public Web and Social Communication*, and other associated policies and instructions can be posted to the site.
 - a. **Section 508 Compliance.** In 1998, Congress amended the U.S. Rehabilitation Act of 1973 to require that federal agencies make their electronic and information technology accessible to people with disabilities. Section 508, 1194.22, Web-based Intranet and Internet Information and Applications, is of particular importance with regard to website management. This section outlines the requirements for federal websites, both Internet and intranet. It states that federal websites must meet the needs of disabled employees and members of the public and allow them access to Internet technology in a format understood by software readers/viewers.
3. **Content.** News, feature, editorial, and imagery material will conform to policies of the Air Force and the 319 ABW/CC. Coverage will be factual and objective and avoid morbid, sensational, or alarming details not essential to factual reporting. Accuracy and security at the source are paramount. Individuals to be interviewed and photographed must meet all requirements of AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, and must comply with current safety, security, and technical order requirements.
 - a. **News Content.** News content is based on local articles developed by the PA staff and releases by the Air Force News Service, MAJCOM news services, American Forces Press Service, and other agencies of the DOD and federal government.
 - b. **Editorial and Opinion.** Locally originated editorials (command position) and commentaries (personal opinions) will reflect the policies of the commander and will be in the interest of the Air Force. Editorials should help readers understand Air Force policies and programs. They must not imply criticism of other governmental agencies, nor advocate or dispute specific political, diplomatic, or legislative matters.
 - c. **Articles of local interest to base people produced outside official channels** (e.g. stringers, local organizations) may be used provided permission has been obtained, the source is credited, and they do not otherwise violate this instruction. Articles for off-base, non-profit organizations, including non-profit military-affiliated organizations (e.g., Air Force Association, Air Force Sergeants Association, NCO Association, etc.) must be consistent in length and placement to avoid the appearance of favoritism or implied endorsement.
 - d. **Fundraising events will not be advertised using the official website in any capacity.**

4. **Editing for Publication.** All materials submitted to the 319 ABW/PA office for publication will be reviewed and edited to conform to DOD news writing guidelines. This includes conforming to the guidelines in the *Associated Press Stylebook and Briefing on Media Law* and the DOD Captioning Style Guide.
5. **Awards Recognition.** Due to limited resources, PA coverage of award winners is generally limited to wing and higher-level echelons. However, customers are highly encouraged to use the Hometown News Release and self-help programs to obtain coverage of any significant personal accomplishments such as awards, graduations and promotions. PA will help customers issue a hometown release upon request.