



**DEPARTMENT OF THE AIR FORCE
HEADQUARTERS 341st MISSILE WING (AFGSC)**

31 October 2024

MEMORANDUM FOR MALMSTROM AFB AIRMEN

FROM: 341 MW/CC

SUBJECT: 341 Missile Wing Public Affairs Employment and Prioritization Plan

1. Public Affairs resources are critical to enhancing Airman morale and readiness, cultivating public trust, and supporting global influence and deterrence. It is imperative these finite resources be applied toward activities which directly support 341 MW, 20 AF, AFGSC, DAF, and DoD priorities. Inappropriate use detracts from the ability to support these priorities.
2. This memorandum and associated attachments detail the 341 MW/PA Employment and Prioritization Plan and is listed as a requirement in Air Force Manual 35-101, Public Affairs Operations. The products and services in the enclosed guidance are provided for official purposes consistent with AFIs governing PA activities; unofficial functions that are not related to military missions or activities will not be supported.
3. This memorandum and attachments supersedes all previous guidance on the same subject and will be reviewed annually by the 341 MW/PA Chief. Please contact PA staff with questions at DSN 632- 4050.

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Commander

2 Attachments:

1. 341 MW/PA Services and Employment Guidelines
2. 341 MW/PA Prioritization Matrix

ATTACHMENT 1:

341 MW/PA SERVICES, EMPLOYMENT GUIDELINES AND EDITORIAL POLICY

1. Scope. The following provides guidance for conducting Public Affairs activities in support of commander objectives, installation support, and units assigned to Malmstrom AFB.

2. PA Mission. Department of the Air Force PA advances the service's priorities and achieves mission objectives through integrated research, planning, execution and assessment of communication capabilities. Through strategic engagement with key internal, domestic, and international publics, supported by using information and imagery, PA contextualizes military actions, operations and capabilities; shapes accurate perceptions of military operations; counters competitors' and adversaries' misinformation, disinformation and propaganda efforts; and contributes to the achievement of operational objectives and enduring strategic outcomes.

3. 341 MW/PA Services. Services available from the 341 MW/PA office are grouped into five categories consistent with AFI 35-101 Public Affairs Operations and AFH 35- 115 Visual Information.

a. **Public Affairs Counsel & Communication Planning.** Provides trusted counsel to leaders through candid communication guidance, advice and recommendation to directly support their decision making. Provides leaders with effective and efficient two-way communication tools to build, maintain, and strengthen morale and readiness. Strengthens bonds between the Air Force and the public through open and honest dialogue and programs that communicate with key publics. Communication planning is important to the creation of strategic, operational, and tactical effects in PA operations.

b. **Crisis Communications.** Prepares comprehensive accident response plans for nuclear and non-nuclear accidents, to include provisions for adequate personnel, administrative, communication, and logistical support for a wide range of accidents and incidents in accordance with AFMAN35-101, Chapter 4. Provides relevant audiences with accurate, timely, and essential information in the event of a crisis. Crisis Communications PA roles include representatives in the CAT, EOC, MOC, JIC, on scene as alert photography/videography, and in the PA office.

c. **Community Engagement.** Provides community engagement programs that aim to increase public awareness and understanding of the mission, policies, operations and programs of the Air Force; supports Air Force recruiting; and maintains a reputation as a good neighbor as well as a respected and professional organization charged with the responsibility of national security; and provides counsel on community engagement issues for senior leaders. 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.

d. **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. Provides transparent, honest, and accessible information to achieve greater accuracy, context, and timeliness in the information communicated internally and externally. Establishes and maintains relationships and dialogue with key publics through continual proactive media engagement; builds public understanding, trust, and support for Air and Space Forces operations, programs, and initiatives; protects information involving OPSEC, Privacy Act, critical technology, and sensitive acquisition information from release while providing context and rationale to media representatives when appropriate. Personnel assigned to Malmstrom Air Force Base will coordinate all official media requests and queries through the 341 MW/PA office.

e. **Command Information.** Increases awareness and understanding of the Air Force's mission, capabilities, policies, priorities and programs; informs Airmen and Space Professionals and their families of developments affecting them and educates them about the need to protect sensitive information; provides avenues for feedback; and prepares Airmen to effectively tell their story to the American people. Enhances morale and readiness through the free flow of information that is accurate and free of propaganda, limited only by security restraints, privacy consideration, and respect for intellectual property rights as outlined in DoDD 5122.05. Integrates website, social media, apps, and other technologies into Air Force public and command communication programs.

5. Availability. The PA office will be manned during normal duty hours, Monday – Friday 0730-1630. Two PA personnel (Public Affairs Officer and alert photographer) 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 personnel can be contacted through the command post. The PA media liaison has a dedicated phone available for media queries and coordination, however they are not obligated to respond during non-duty hours.

6. Requesting Support. Submit PA support requests to 341 MW/PA at <https://safpa.appianportals.com/request/group/public-affairs/page/new-request-paa> as far in advance as possible. Advance notice of at least two weeks provides PA the ability to ensure the necessary equipment and personnel are available; major events and graphics campaigns should be requested four weeks in advance whenever possible. Failure to coordinate in advance will reduce the likelihood PA can provide support. Consumer-grade photo and video equipment is available for self-help check-out on a first-come, first-served basis when the PA staff is scheduled to support higher or equal priority tasks.

7. Prioritized Employment Plan. The 341 MW/PA office will provide support based on available resources and the event priority, defined in Attachment 2. This matrix focuses on commander's priorities, operational core tasks, urgency, mission impact, agency support, and availability.

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

- (1) Priority one (I) requests include PA support for time-critical official investigations, crisis response, and other requests directly impacting the ability of the installation to perform its operational mission. This includes alert documentation for evidentiary and decisional purposes, assisting senior leaders with public and media interaction during emergencies

and contingencies, and participating in wing level or higher exercises. Priority one requests are mission critical and will be accomplished with all available PA support.

- (2) Priority two (II) requests include support for non-time-sensitive official investigations, combat readiness, critical items in direct support of priorities and initiatives of commanders at wing level or higher, operational test and evaluation missions, and MAJCOM-directed support. This priority also entails communication to stakeholders and key publics in support of official goals and objectives. Priority two requests are daily operations or wing level priorities and will be accomplished with the appropriate level of PA support.

b. **Non-core services** are defined as services that do not directly affect an operational mission requirement.

- (1) Priority three (III) requests include routine support for education and training, unit level command information, lower than wing level official recognition programs, and installation support. This generally includes routine communication with internal and external audiences.
- (2) Priority four (IV) requests include all other production services not outlined above. It is possible requests in this priority level may need to be fulfilled through self-help services.
- (3) Priority five (V) requests are items that have been specifically designated as self-help services only.

8. Restrictions.

a. **Visual Information.** IAW AFI 35-101, Public Affairs Operations, Chapter 7, government-funded PA and Visual Information resources will not be used to:

- (1) Provide souvenirs, personal gifts, mementos, or farewell gifts. Examples include “hero” shots in front of aircraft cockpits (unless provided as part of a Distinguished Visitor (DV) orientation flight), booster club promotional items, group photos intended to commemorate events such as golf tournaments or recreational gatherings, and sports team photos.
- (2) Support or document farewell parties or social events unless certified as newsworthy or having historical significance by the base historian, Chief of PA or 341 MW/CC.
- (3) Create products used primarily for entertainment during farewell parties or social events.
- (4) Support MWR or Services-sponsored recognition programs that generate revenue.

b. **Altering imagery.** Air Force PA offices are trusted agents. Because PA professionals create products that can be used in legal proceedings and for critical decision-making, absolute trust and confidence in the truthfulness of products they create is essential. Official imagery may not be altered, unless it is specifically exempted by Department of Defense

Instruction (DODI) 5040.02, Visual Information. Examples of requests that will not be supported include changes to personal appearance in an official portrait and digitally adding or removing content to a photo or changing the photo in a way that misrepresented the facts or circumstances of the event captured.

c. **Use of Copyrighted Materials.** Using copyrighted media requires a separate license or explicit permission. Generally, both music and programs recorded from broadcasts are copyrighted. Having the source recording or music score does not confer any right to reproduce, transfer, or otherwise use or perform the recorded material, either as a whole or in part. Refer to AFI 51-303, Intellectual Property-- Patents, Patent Related Matters, Trademarks and Copyrights, for guidance.

d. **Morale, Welfare and Recreation (MWR) Support.** MWR and Services activities are authorized support for Category A (Mission Sustaining) and Category B (Basic Community Support Activities). Category A programs are essential to the military mission and are authorized all support. Category B activities are closely related to Category A activities and are essentially community support programs. The PA office can furnish support to these activities as long as the MWR activity does not generate revenue. For additional clarification of MWR activities, refer to AFI 65-106, Appropriated Fund Support of Morale, Welfare, and Recreation and Non-appropriated Fund Instrumentalities.

9. Additional Considerations.

a. **Studio Photography.** Studio photography is by appointment only. Studio services are available for personnel actions only, to include, but not limited to, applications for special duty assignments or official passports. Support will be provided to members requiring credentials (OSI agents and K-9s) and limited helping agents (i.e. ADC, SARC, etc.).

b. **Chain-of-command photos.** 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 will be provided to the requester. Photographic prints for chain-of-command displays will be provided on a limited basis.

c. **Group Photos.** Units at the squadron level and above are authorized one group photo annually for awards packages. The Wing is authorized one group photo annually for historic documentation purposes.

d. **Graphics.** Support is restricted to installation-level managerial, operational, training, educational, historical archiving, investigative, and administrative purposes in direct support of 341 MW/CC LOEs. Examples include 2D/3D graphic illustrations, posters, charts, signs, templates, VI productions, and web page graphical design. 341 MW/PA is not funded, equipped, or manned to replace services provided by the Document Automation Production Service (DAPS); printing capabilities will be provided on a limited basis.

e. **Written Biographies.** PA will assist in editing biographies for leadership at the group level and above.

f. **Base Marquees.** PA is responsible for 5 out of 8 base marquees. Responsibilities for the external marquees posted at 2nd Ave and 10th Ave Gate are shared with FSS. The Chapel, CIRCLE (M&FRC) and FSS also utilize their own marquees to advertise their events, unless deemed necessary by the 341 MW/PA Chief or the 341 MW/CC. The primary objective of PA's use of the base marquees is to display critical information, such as FPCON/HPCON changes, emergency notifications, and changes in road conditions. Over-saturation will render this communication channel ineffective.

g. **VI Equipment Purchase Review.** IAW AFI 35-101, Public Affairs Operations, Chapter 7, units wishing to purchase cameras or photographic printers must receive approval from 341MW/PA to preclude duplication of effort; to ensure equipment, system, and data compatibility; and to determine just cause.

h. **Honorary Commander Program.** The intent of the 341 MW Honorary Commander Program is to introduce influential members of the community that have no prior military experience or ties and educating them about Malmstrom's mission and its role in the Air Force continuing to build advocacy for the base and mission. Civilian participants will be selected from among non-federal elected or appointed officials, mayors, chamber of commerce-type group members, principals of local schools, Military Affairs Committee members, business leaders and others who, because of their position or influence in the community, can positively impact public support for the base. Selected honorary commanders should represent a cross-section of the entire community.

10. Editorial Policy For Official Print, Web And Social Media Publications

a. **Delegation of Editorial Review.** The 341 MW/CC exercises editorial control over official print, web, and social media publications for Malmstrom AFB. Day-to-day oversight and responsibility for these activities is delegated to the 341 MW/PA Chief. The determination of an event's newsworthy value is at the discretion of the 341 MW/PA Chief based on an assessment of how well the proposed coverage supports the commander's communication priorities.

b. **Base Website.** The official website for Malmstrom AFB is operated by the 341 MW/PA staff and is located at www.malmstrom.af.mil. Only information cleared for public release in accordance with AFI 35-101, Public Affairs Operations, and other associated policies and instructions can be posted to the site.

c. **Content.** News, feature, and editorial material will conform to policies of the Air Force and the 341 MW/CC. Coverage will be factual and objective and avoid morbid, sensational, or alarming details not essential to factual reporting. Accuracy is paramount. Individuals to be interviewed and photographed must meet all requirements of AFI 36-2903, Dress and Personal Appearance of Air Force Personnel, and must comply with current safety, security, and technical order requirements.

(1) 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.

- (2) **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.
- (3) 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 AFI 35-101. 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. Editing for Publication. All materials submitted to the 341 MW/PA office for publication will be reviewed and edited to conform to DOD news writing guidelines. This includes conforming to the guidelines in the Associated Press Stylebook and Briefing on Media Law and Air Force Journalistic Style Guide.

e. 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 Program to obtain civilian coverage of any significant personal accomplishments such as awards, graduations and promotions. PA will help customers issue a hometown release upon request.

f. Social Media

- (1) **Official Use.** The official social media sites for Malmstrom AFB are: Facebook – <https://www.facebook.com/MalmstromAirForceBase>, Instagram – <https://www.instagram.com/malmstromafb> and YouTube – <https://www.youtube.com/user/malmstromafb>. 341 MW/PA also has a specific page on the USAF Connect mobile app – 341st Missile Wing. These sites are operated by the 341 MW/PA office using the same guidelines as the official website and print publications. Subordinate and tenant organizations, with the exception of units with their own PA office, are not authorized to operate official social media pages without appointment by their unit commander, and the approval of the 341 MW/PA Chief.
 - a. All requests for public-facing digital media platforms to include but not limited to social media, websites, mobile device applications, must be routed through the Public Affairs Chief. Commanders are responsible for all content posted to these sites and will ensure all regulations, DoDI, DAFI and AFI requirements are adhered to. Units may not open public-facing digital media profiles or create platforms without coordination with Public Affairs. Unofficial pages (e.g. booster club pages, alumni pages, etc.) are not official Air Force social media sites and are encouraged to display a disclaimer that the page is not an official representation of the Air Force.
- (2) **Personal Use.** In general, the Air Force views personal websites, blogs, and social media sites positively, and it respects the right of Airmen to use them as a medium of self-

expression. However, as members of the Air Force, Airmen must abide by certain restrictions to ensure good order and discipline. All Airmen are on duty 24 hours a day, 365 days a year, and their actions on and off duty are subject to the Uniform Code of Military Justice (UCMJ). See AFI 1-1, Air Force Standards, and AFI 35-113, Internal Information, for more guidelines regarding personal social media use.

ATTACHMENT 2:
341 MW/PA PRIORITIZATION MATRIX

<i>1. PA Responsibilities</i>		
<i>Activity</i>	<i>35-series AFI Reference</i>	<i>Priority</i>
1.1. Communication Planning	AFI 35-101, Ch. 1 AFMAN 35-101, Ch. 2	II
1.2. PAG/Talking Point Development	AFI 35-101, Ch. 2	II
1.3. Operational/Wing Plan Coordination	AFI 35-101, Ch. 1-2	II
1.4 Security, Accuracy, Policy, Propriety (SAPP) Review	AFI 35-101, Ch. 9	II

<i>2. Crisis Communication</i>		
<i>Activity</i>	<i>35-series AFI Reference</i>	<i>Priority</i>
2.1. Alert documentation	AFI 35-101, Ch. 3 AFMAN 35-101, Ch. 4 AFH 35-115, Ch. 1	I
2.2. Crisis Action Team representative	“	I
2.3. Emergency Operations Center representative	“	I
2.4. Media Operations Center representative	“	I
2.5. Joint Information Center representative	“	I
2.6. PA office representative	“	I
2.7. Social media, apps, website management	“	I

2.8. Crisis notification	“	I
2.9. Press releases	“	I

3. Community Relations		
<i>Activity</i>	<i>35-series AFI Reference</i>	<i>Priority</i>
3.1. Base Tour Program	-	-
3.1.1. DV/Civic Leader Support	AFI 35-101, Ch. 4 AFMAN 35-101, Ch. 5	II
3.1.2. Legislative Liaison Support	AFI 35-101, Ch. 4	II
3.2. Aviation Support	AFI 35-101, Ch. 4	III
3.3. Community Complaint Response	AFMAN 35-101, Ch. 5-6	II
3.4. Honorary Commander Program	AFI 35-101, Ch. 4 AFMAN 35-101, Ch. 5	II
3.5. Military Participation in Off-Base Events	AFI 35-101, Ch. 4	III
3.6. PA Representative (off-base)	AFI 35-101, Ch. 4	II
3.7. Request for Information (non-media)	AFMAN 35-101, Ch. 5	III
3.8. Speeches/Speakers' Bureau	AFI 35-101, Ch. 4	III
3.9. Environmental PA	AFI 35-101, Ch. 6	II

4. Media Operations (non-crisis)		
<i>Activity</i>	<i>35-series AFI Reference</i>	<i>Priority</i>
4.1. Analysis	AFI 35-101, Ch. 2-3	III
4.2. Engagement	AFI 35-101, Ch. 2	II
4.3. Escort	AFI 35-101, Ch.2 AFMAN 35-101, Ch. 3	II

4.4. Media Training	AFI 35-101, Ch. 1-2	II
4.5. News Conferences	AFI 35-101, Ch. 2	II
4.6. News Releases/Media Advisories	AFI 35-101, Ch. 2-3	II
4.7. Response-to-Query	AFI 35-101, Ch. 2-3	II
5. Command Information		
<i>Activity</i>	<i>35-series AFI Reference</i>	<i>Priority</i>
5.1 Official Web	AFI 35-101, Ch. 5	II
5.1.1. Content Generation/Posting		II
5.1.2. Official Bios & Fact Sheets		II
5.1.3. Analysis		II
5.2. Social Media	AFI 35-101, Ch. 5	-
5.2.1. Content Generation, Posting, Sharing		-
5.2.1.1. Crisis Communications, Emergency Messages		I
5.2.1.2. Commander Priorities/ Directives		II
5.2.1.3. Mission Coverage		II
5.2.1.4. Airman/Community highlights		III
5.2.1.5. Observances		IV
5.2.1.6. Squadron level		IV
5.2.2. Social Media Training (outside orgs)		II
5.2.3. Events Calendar		III

5.2.4. Analysis		II
5.2.5. Live-streams (Wing level)		II
5.3. Applications	AFI 35-101, Ch. 5	II
5.4. Marquee	341MW/PA SOP	-

5.4.1. Internal Marquee		-
5.4.1.1. Emergency Notification changes in condition/status only)		I
5.4.1.2. DVs (E-9/O-6 & higher)		II
5.4.1.3. Town hall information		II
5.4.1.4. Major Wing events (base picnic)		II
5.4.2. External Marquee		-
5.4.2.1. Emergency Notification changes in condition/status only)		I
5.4.2.2. Wing observances slide		III
5.4.2.3. Wing Awards (i.e. Blanchard)		II
5.4.2.4. Airman Spotlights		III
5.5. Joint Hometown News Service	AFI 35-101, Ch. 6	IV
5.6. Graphics	AFH 35-115, Ch. 2	-
5.6.1. Wing level & higher		II
5.6.2. Group level		III
5.6.3. Squadron level & lower		IV
5.7. Equipment Approval Process	AFH 35-115, Ch. 6	III

5.8. Studio Operations	AFH 35-115, Ch. 2, 4	II
5.9. Official Passport Photos	AFH 35-115, Ch. 2	II
5.10. Ceremonies/Awards	AFH 35-115, Ch. 2-4	-
5.10.1. Wing level, E-9/O-6 & higher		
5.10.2. Group level		
5.10.3. Squadron level & lower		
5.10.4. Graduation Ceremonies (ALS/CCAF only)		
5.11. Mission Documentation	AFH 35-115, Ch. 2, 4, 7, 8	II
5.12. Historical Documentation	AFH 35-115, Ch. 2-5	II
5.13. Group Photos	No specific reference	-
5.13.1. Group level & higher		III
5.13.2. Squadron level & lower		IV

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 341 MW/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 341 MW/PA Chief and/or 341 MW/CC.
3. Items that fall into a category not listed in this matrix will be prioritized at the discretion of the 341 MW/PA Chief and/or the 341 MW/CC.