



INSPIRE AND DEVELOP MACH-21 AIRMEN

AIR EDUCATION AND TRAINING COMMAND

2018

SOCIAL MEDIA STRATEGY



RECRUIT, TRAIN, AND EDUCATE AIRMEN TO DELIVER 21st CENTURY AIRPOWER

## **WHY SOCIAL MEDIA?**

Air Education and Training Command Public Affairs offices across the command use social media to connect, engage and inform several key stakeholder groups, including Air Force leaders at all levels, AETC and Air Force personnel, Department of Defense sister service personnel, elected officials, civic leaders, and the American public in an effort to raise awareness about the command's news, programs and services. The AETC Headquarters Public Affairs office is responsible for the HQ-level social media program, while individual wings and installation public affairs offices maintain oversight and responsibility for their individual social media programs.

The command's use of social media is intended to support objectives and outcomes outlined in the AETC strategic plan, including promotion of the AETC commander's strategic goals as outlined in the AETC Strategic Plan and AETC/PA Strategic Communication Plan:

- Implement Competency-Based Learning Across the Enterprise
- Maximize Force Development Data to Further Foundational Learning
- Grow Human Capital and Technological Capacity

In addition, individual wings and installation public affairs offices will apply their commander's communication objectives and priorities on social media. AETC social media will be used to promote Air Force-level priorities, including the Secretary of the Air Force and Chief of Staff of the Air Force. This document provides instructions, best practices, suggestions and helpful resources to promote accurate, timely and consistent use of social media in service of these values.

## **AETC/PA SOCIAL MEDIA OBJECTIVES**

### **2018**

- Develop, implement, and communicate AETC-wide social media plan.
- Develop processes, resources and training to ensure opportunities for public engagement – both in-person or online – are being promoted on social media.
- Explore, document and share information about new and existing tools to enrich public engagement via social media, including live video tools.
- Explore, document and share information about ways to better integrate social media into command-wide engagement events.
- Develop an evergreen social media content calendar by engaging wings across the command.

### **Key Performance Indicators**

- The HQ and wings make two Facebook posts and at least three tweets every day.
- Increase Facebook and Twitter views by at least 20 percent each over the prior year. The HQ AETC social media account goals for 2018 is 9.1 million Twitter post views and 3 million Facebook post views. This goal is actively tracked in the AETC/PA social media dashboard and embedded in Facebook and Twitter analytics. Wing social media managers should develop their individual account goals as needed.

- Increase social media referral traffic to the HQ AETC and base websites by at least 15 percent each year from the prior year. The HQ AETC goal for 2018 is 200,000 sessions.
- AETC installation and other group social media accounts should develop other KPI's that are consistent with their organizational communication objectives.

## **SECURITY AND ACCOUNT ACCESS**

The assigned social media manager in each respective AETC HQ, installation/wing or group PA office should keep a central copy of all social media account passwords and is the approval authority for individual access to accounts. Passwords to any social media accounts that individuals who are departing the office had access to will be changed immediately upon their departure.

- The passwords for every social media account and web-based tool should be stored in a master account maintained by in a secure location (as determined locally by each office), with access granted by the social media manager, PA chief, or other designated representative.
- If a member with access to AETC social media account leaves the office, said person should be removed as a Facebook admin and any social media passwords he or she had access to should be changed. Passwords should be at least eight characters long and include a mix of uppercase, lowercase, numbers and symbols. Any passwords that do not currently meet this standard should be updated.
- Consider use of a random password generator, like LastPass, to create passwords and social media passwords should be changed at least once a year.
- All posts to the HQ/wing/group official Facebook pages in an official capacity will be made using the page admin account vice personal accounts. Exceptions to this policy approved as needed by the social media manager, PA chief or other designated representative.

## **SOCIAL MEDIA ACCOUNT MANAGEMENT**

It takes a significant amount of time to maintain, monitor and grow a social media account. AETC/PA recommends that units below the wing (and in limited cases, the group) level use existing host wing PA social networks – most of which have significant followings grown over years – to communicate with the public instead of creating new accounts. Not only do units benefit from being able to reach tens of thousands of existing followers, but the public benefits from getting a diverse array of information from a single installation or wing social media account.

It's also recommended that social media accounts that are inactive or infrequently updated be consolidated or deleted. Accounts should only be created – and continue to operate – if they are regularly monitored and generating engaging, unique content. If a unit would like to share a significant amount of content – more than what can be absorbed into an existing installation or wing social network – then a new account can be created by going through the appropriate process.

## **New Account Requests**

- All requests for new social media accounts must be made in writing to the appropriate owning installation PA office.
- For HQ AETC level requests, send the written request via email to [aetc.pao@us.af.mil](mailto:aetc.pao@us.af.mil). Individual directorates should obtain permission from AETC/PA prior to initiating or creating any social media accounts.
- IAW para 4.3.4, AFI 35-107, *Public Web and Social Communications*, requesters must demonstrate need for a social media presence, ensure all admins/owning commanders complete required OPSEC training and understand daily content monitoring is required to ensure no OPSEC or INFOSEC violations have occurred.
- New social media accounts must be registered with the Air Force social media directory at <http://www.af.mil/AF-Sites/Site-Registration/>

## **SOCIAL MEDIA TEAM**

At the HQ AETC/PA office, the Social Media team consists of the social media manager, augmented by Operations division staff who regularly develop social media content for the command's social media accounts. Additionally, all divisions across AETC/PA develop content and work through the social media manager to post as needed. The social media manager, in conjunction with the Operations division, will disseminate information on training, best practices, collaboration opportunities, social media metrics, content calendar coordination and reviews of requests for any new social media accounts.

Installation/wing/group PA offices should develop a social media team, designating a social media manager or lead. He or she is responsible for oversight of, and the coordinating, scheduling and posting of social media content and ensuring best practices are being followed across the wing or group's social media accounts. The social media manager is responsible for reviewing all applications for new social media accounts and generally has final say on the approval of any new accounts.

## **AUDIENCES**

Per the AETC strategic communication plan, there are five primary groups of stakeholders we communicate with:

- AETC Airmen and their families
- Senior military and civilian leaders
- Civic leaders
- Media professionals
- Allies and Adversaries

AETC uses social media to communicate with followers around the United States, as well as a global audience. In addition to Airmen, the military audience also includes higher level Air Force units, other MAJCOMs, wings/bases, along with international military partners.

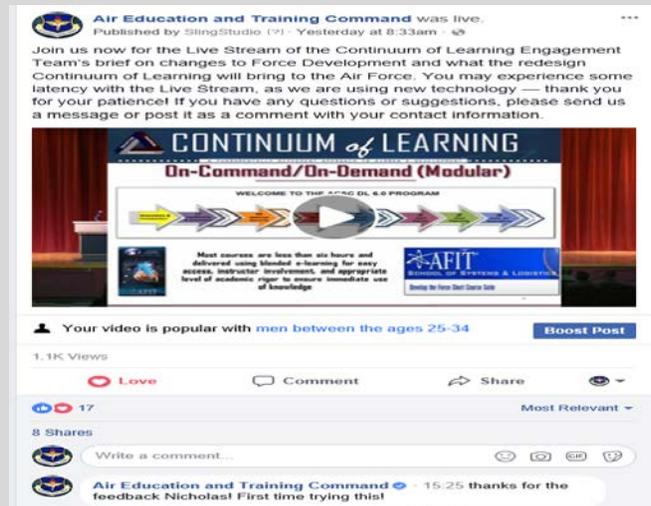
From a public stakeholder perspective, the general American public, along with targeted civic leaders and elected officials, as well as the media, academia and think tanks, also follow us.

Each AETC PA office who owns a social media presence should use the demographic analytics embedded in each platform to gain an understanding of the audiences who are following them on social media.

As an example, here are the demographics for the AETC/PA (current as of May, 2018):

## AETC/PA Facebook

- 78% of followers are from the U.S., with the UK being second.
- 65% of followers are men and 35% are women.
- More than half of followers are college educated.
- The largest following demographic is the 25-34 age range, with 19% of the male audience and 8% of women.



## AETC/PA Twitter

- 75% of followers are between the ages of 25-54.
- 75% of followers are men
- 35% of followers are in a technical profession.
- Four percent of followers speak a language other than English, with Spanish being the second most common.
- 80% of followers are interested in the U.S. military and government



## BEST PRACTICES

### Facebook

*Share highly engaging and visual content applicable to a wide audience*

- Share two posts a day (three at max), with at least three hours between.
- Primary content: AETC/AF news stories/videos/photos, high-profile base/wing and community partner events, high-profile news releases, Continuum of Learning content, and strong community outreach photos.
- Secondary content: high-profile public engagement opportunities, new policies/programs info and links to practical, sought-after information on AETC/wing websites.
- Schedule posts using a) social media management dashboard such as Sprout Social or b) through the specific platforms, being mindful of other previously scheduled content.
- Posts should be applicable to a wide audience and demonstrate engagement.

**Air Education and Training Command**  
Published by Ed Command [?] · April 28 at 8:00am · 🌐

**BREAKING NFL DRAFT NEWS!!!!** Today Airman Donovan V. Lewis, a technical school trainee at Goodfellow Air Force Base, has the honor of announcing one of the Dallas Cowboys 4th-7th round picks at the 2018 NFL Draft!

Lewis, from City of Salem, New Jersey, competed & took first place at the 2nd annual Military Combine finals at AT&T Stadium in Arlington, Texas, to earn the chance to represent the United States Air Force at the event. His 4.4 sec time in the 40-yard dash would have put him 13th at this year's NFL combine! Read more at the link!

**Tags Used to Expand Reach**

- Installation
- NFL Team
- National Football League
- Airman's Hometown
- Venue
- US Air Force

-Posted to coincide with major event (NFL Draft)  
\*on FB & Twitter

Used info that might attract sports fan with no military tie to potentially spark interest in the article

Linked to unit website story

GOODFELLOW\_AF.MIL  
**Goodfellow Airman will announce Dallas Cowboys NFL draft pick**

*Facebook post sharing 17 TRW story about military participation in the 2018 NFL Draft.*

- Keep posts short, conversational and engaging with a call to action.
- Reply to comments or questions in a prompt manner.
- Use a photo, video or link with every post, unless it's urgent or an emergency.
- Use hashtags like #AETC #ContinuumofLearning #LifelongLearner to push conversation.
- Create hashtag for emergency info, such as #JBSAalert, to create conversation
- Tag other accounts mentioned by using the @ symbol where possible.
- Delete links in the text after it has auto filled into the link preview box below.
- Consider use of text over video where possible, as well as use of "explainer" videos.
- Post videos directly to Facebook when possible rather than a link to YouTube to increase organic impressions.
- IAW AFI 35-107, each page should have organizational logo/patch, link back to .mil website and .mil email address on their page, as well as a comment policy and an endorsement disclaimer.
- If page is not Facebook officially verified, send email to [gov@fb.com](mailto:gov@fb.com) to accomplish

## Twitter

### *Share timely news and information targeting specific audience groups*

- Share three to six posts a day, with at least an hour between. There is no maximum, but it is good to spread tweets out across days when possible.
- Primary content: AETC/wing news and information, Continuum of Learning content, media releases, events, and senior leader public engagement opportunities.
- Secondary content: community outreach event photos, information about AETC and/or AF policies/programs, and links to practical, sought-after information on the AETC/wing websites.
- Schedule tweets being mindful of other scheduled content.
- Consider vibrant graphics/photos for your banner page
- Include a relevant photo (up to four) in at least half of tweets.
- Try to always share a link for more information and shorten links using <https://go.usa.gov/>.
- Include relevant hashtags (#LifelongLearner) and @mentions (ex: @LukeAFB)
- Retweet only relevant DoD, AF or AETC content and include messaging.
- Post videos directly to Twitter
- Post video directly to Twitter and edit down to short clips and link to full video when possible
- Like photos from other accounts, but be intentional about which pages you associate with
- Email [gov@twitter.com](mailto:gov@twitter.com) if you need to get your Twitter page verified as official



*Tweet highlighting 33 FW F-35A requalification training.*



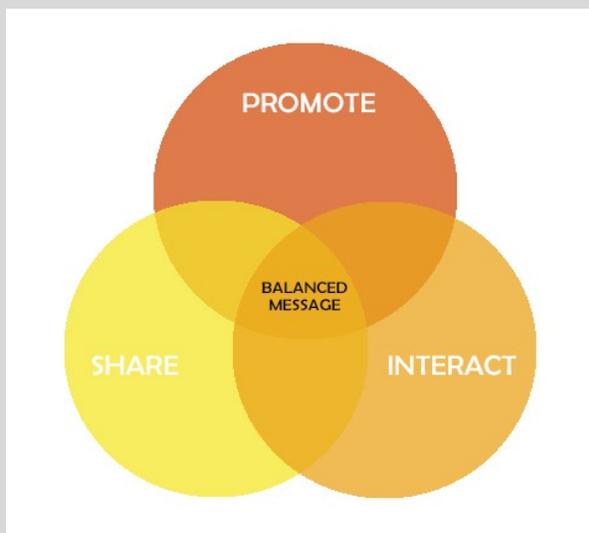
*AF tweet highlighting 2017 Innovation Challenge with quote.*



*Sheppard AFB tweet tying mission to trending topic.*

## POSTING GUIDELINES

### Content Strategy



While AETC is highly interested in getting followers to know about our latest news and information, we recognize that sharing other types of content that aligns with communication objectives is necessary to grow an audience and drive engagement.

AETC content strategy will vary by social network, but social media accounts should generally strive for the following content balance:

- **PROMOTE (33%):** Posts that promote AETC news, programs, services, projects and events.
- **SHARE (33%):** Posts that highlight peer content, relevant news articles or blog posts and useful tips or practical information.
- **INTERACT (33%):** Posts that build a sense of community, share community photos and content, or solicit follower comments/questions.

Organizations should have a list of content priorities as a basis for items that should be posted, as well as a working list of topics that should be avoided, perhaps due to sensitivity or controversial issues. These lists should be determined by the commander's priorities and the public's needs.

### Creating Engaging Posts

A strong social media post is:

- applicable to a wide audience across your target audiences or of very strong interest to a particular AETC or wing audience;
- informative, engaging or inspiring;
- paired with a visually engaging photo, graphic or video;
- one or two short sentences;
- easy to understand, jargon-free and includes a clear call to action; written in a way that's professional, yet conversational and engaging – humor is ok within reason!

- “like” worthy – a message that resonates with people and generates likes, comments and shares and is often seasonal, timely or urgent;
- content with a link where more information can be found;
- content with links to the social media account(s) of other AETC/AF/DoD units or people mentioned;

## Selecting Post Topics

A strong social media post may:

- provide practical information your followers would want to know;
- give insight to or update progress on commander priorities and/or missions;
- update the public on a high-profile or high-impact project;
- spotlight Air Force core values;
- emphasize transparency, accountability or tax dollars at work;
- highlight an individual or unit/team as an example of a broader issue or effort;
- spotlight a community partner;
- show how a process from a “behind the scenes” angle;
- tap in to a relevant event, fad or trending topic; or
- build sense of community and show why your base is a great place to live, work and play.
- promote a noteworthy meeting or event and explain why it’s important



*Tweet promoting Luke AFB “Thunderbolt Nation” heritage.*

## Responsible Use of Social Media

This strategy acknowledges that published content is persistent in the public domain. When you are representing the Air Force in an official capacity, the Air Force is responsible for the content you publish on social media, blogs, wikis or any other form of user-generated media. Assume your communications are in the public domain, available for publishing or discussion in all forms of media.

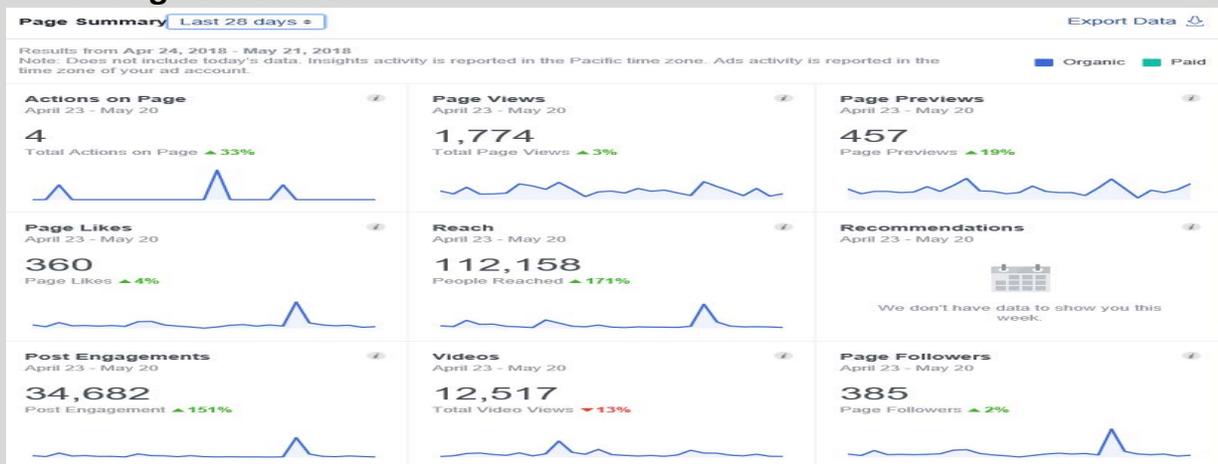
Be aware of your role with the Air Force in online social networks. If you identify yourself as an Airman or have a public facing position in which your military association is known to the general public, ensure your profile and related content, whether official or personal, is consistent with how you wish to represent the Air Force working in the public trust.

Additionally, always be aware of information release that could be a violation of OPSEC principles. In terms of good practice, always consult your applicable Critical Information Lists (CIL) before posting.

## Things to Avoid

- Slanderous, libelous, malicious, offensive, threatening, profane, uncivil, or insulting language. References to the personality of individuals or personal attacks will not be permitted.
- Content that promotes, fosters, or perpetuates discrimination or potentially offensive stereotypes on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability or sexual orientation.
- Sexual content or links to sexual content.
- Solicitations of commerce.
- Operational security indicators.
- Personally identifiable information, such as an address, phone number, social security number or other sensitive information.
- Comments representing a person other than the individual posting the comment.
- Links to unrelated outside websites or political sites.
- Conduct or encouragement of illegal activity.
- Information that may tend to compromise the safety or security of the public or public systems.
- Content that violates a legal ownership interest of any other party.
  - Intellectual property or other copyrighted content, including text and multimedia material.

## Evaluating Post Success



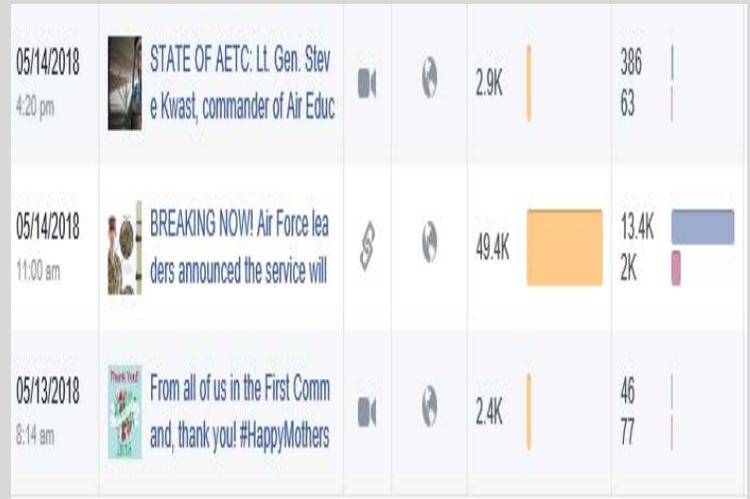
Twitter and Facebook are typically the largest, most active social networks at the HQ and wing levels, so it is important they are leveraged effectively. We largely gauge the success of our Twitter and Facebook accounts based on post views (“impressions” in the case of Twitter and “reach” for Facebook; while the two terms are not technically the same, they are the metrics most commonly used by each platform). If a post is generating engagement, it is likely being shared and amplified across social media, which drives up post views.

In addition to post views, the following statistics are helpful for evaluating post success.

## Facebook

**Reach:** Number of unique people who saw your post. In 2018, HQ AETC/PA's goal for reach is 125,000 monthly, 30,000 weekly and 5,000 daily.

- **Engagement rate:** Percentage of people who clicked, liked, commented or shared your post. Posts should achieve a minimum 1 percent engagement rate. Strong posts earn a rate of 5 percent or more.

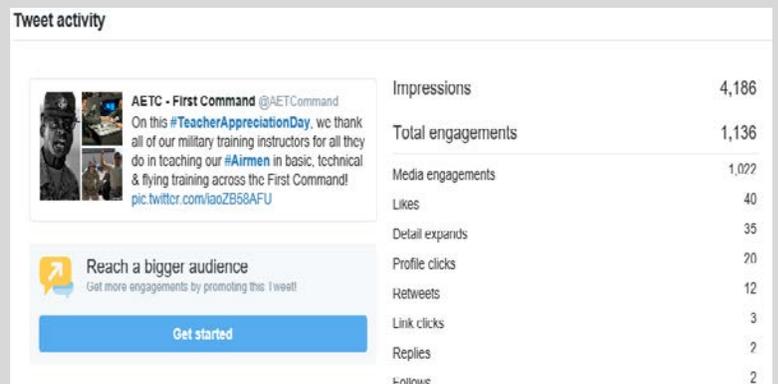


Facebook Insights makes it easy to find post performance data like reach and engagement rate.

- **Hide post:** Number of people who hid your post. Watch this statistic to spot content that is not connecting with the audience.

## Twitter

- **Impressions:** Number of times people saw your post, which can include the same user seeing content multiple times. In 2018, AETC/PA's goal for impressions is 205,000 monthly, 51,500 weekly and 7,500 daily.
- **Engagement rate:** Percentage of people who clicked, liked, commented or shared your tweet. Tweets should achieve a minimum 1 percent engagement rate. Strong tweets earn a rate of 4 percent or more.
- **Link clicks:** Number of people who clicked on a link in your tweet. This shows interest in the content.



Analytics.twitter.com provides easy access to data about tweet performance.

## ENDORSEMENT GUIDELINES

Avoid posting fundraising events for private organizations on social media as this can be seen as endorsement of that private organizations. Exceptions include the AF Assistance Fund and Combined Federal Campaign. Pushing other fund-raising efforts on your social media accounts could be a violation of joint ethics policy. In every case, consult DOD Publication 5500.07-R, Joint Ethics Regulation and your servicing judge advocate for guidance.

## MULTIMEDIA USE

Photos, graphics and videos help your messages get noticed on social media and drive engagement. Multimedia should be included with posts whenever possible. Copyright rules must be followed and you should only use multimedia that the AF has rights to use.



*Graphic from Laughlin AFB highlighting civilian workforce. These can be used on the web and social media!*

**Video:** Currently, text over video is popular, especially for mobile viewers. The use of “explainer” videos is also rising, so these are both options social media managers should consider when evaluating videos for use on social media.

**Graphics:** Having pre-made template graphics for things such as holidays, road closures, inclement weather, delayed reporting, etc., can save the office a great deal of time when there is a need to post information on a short timeline. Additionally, consider using quotes with pictures to liven up your social media feed.

**Photos:** While you want to use a great deal of imagery in posts, still consider the basics of photography release. Posting unflattering pictures of base personnel, such as pictures with individuals’ eyes closed, eating food, or holding a potential alcoholic beverage, could play negatively with your internal and external audiences.

Here are some places to find images and videos for social media:

- [DVIDS](#) – Defense Visual Information Distribution Service (DVIDS), formerly the "Defense Video and Imagery Distribution System," is an operation supported by the Defense Media Activity (DMA). It provides a connection between world media and the American military personnel serving at home and abroad. It supports all branches of the U.S. military as well as its coalition partners in the Central Command (CENTCOM) area of responsibility.
- Other DOD, Air Force, or AETC social media accounts or websites

## NAVIGATING PITFALLS

### AETC Commenting Policy

AETC PA offices reserve the right to remove the following types of social media comments:

1. Off-topic comments
2. Comments that include commercial advertisements and spam or promote services or products
3. Comments that incite illegal activity
4. Obscene comments
5. Comments fostering, promoting, or perpetuating illegal discrimination as defined by Air Force regulations.
6. Libelous or defamatory comments
7. Comments containing specific or imminent threats
8. Comments infringing on copyrighted or trademarked material

Further guidance can be found in AFI 35-107, *Public Web Communications*. We understand that social media is a 24/7 platform; however, our moderation capabilities are not, and we may not see every inappropriate comment right away.

### When and How to Hide a Comment

If a social media comment blatantly violates established comment policy, take a screen capture of the comment, and then hide it. **Do not delete** the comment as it is considered an official record and it is a violation of federal law to delete official records. Save the screen capture in a shared folder. If you are unsure if a comment violates the page's policy or comment is sensitive in nature, confer with the base social media manager or other designated person before taking action. Always notify the base social media manager and/or other designated representative if you hide a comment.

### Responding to Negative Comments

Many of the posts you will encounter on social media have the potential to have negative replies or comments associated with them. We have two primary communication goals on social media: pushing our information to users, and articulating the importance and value of the Air Force to non-users.

It is considered a Facebook best practice to reply to comments. A negative comment in and of itself is not necessarily someone trolling your page; the comment should be examined to determine if there is an opportunity to fix an issue and create two-way engagement with the poster. If someone does begin to "troll" your page, recommend not responding to

negative comments while paying attention to positive posts. At the same time, don't be afraid to correct the record using facts to address negative comments if applicable.

"Treat social media like a chatroom, not a bullhorn." Engage people and listen to what they are asking before replying. Avoid saying, "I don't know." It's best to do some homework and then reply – this makes you look competent, knowledgeable and authoritative.

"Treat the public like they are reporters; for the public, getting a real response with context and facts is satisfying." In responding, try to avoid just pointing users to a webpage as that might not actually answer their question; reply with facts and let the public know you are working the issues if needed.

When considering posts on blogs such as JQP or Amn/NCO/SNCO, don't be afraid to engage the initial post if the post is inaccurate or false. Be sure to use facts if you engage. This has been done on a number of occasions and can turn some of the negative sentiment into a "nothing to see here" post. (This is not a cookie cutter solution; consult with the PA Chief, JA, and other applicable parties as needed).

Recommend base/unit social media managers use the profanity filter available on Facebook to help hide most garden-variety swear words. You can also add specific words as needed to the filter.

## **Using Social Media as your "Official Voice" in Crisis Communication**

Social media is now a **must have** – not nice to have – in a crisis. People expect organization's social media accounts to be truthful and have the facts during a crisis. Public Affairs needs to be in the social media conversation immediately in the face of a crisis situation, such as an aircraft crash, active shooter incident, etc.. Recent studies show 80 percent of journalists use Twitter as a primary source of information, so establishing your Twitter account and using it on a regular basis before a crisis hits will help your credibility with visitors to your account during an incident. If the Twitter feed is not current, most visitors to the page will assume the information is not current, valid or otherwise.

In the immediate aftermath of an incident, recommend acknowledging the incident at a minimum on your social media feeds. When crisis hits, safety messages should be your first priority, then work to begin to dispel rumors or false information. The goal in crisis communication on Twitter is to get retweets of your information, especially safety messaging. If possible, adding maps of affected areas, or road closures, might be appropriate (not necessarily in all cases; something to consider).



*JBSA tweet during Hurricane Harvey using #JBSAAlert to allow users to follow the conversation*

Another idea to allow others on social media to follow a conversation about your base/wing is to create a hashtag for emergency info, for example #JBSAAlert. Users can search this hashtag to keep up with the information flow across social media by using the tag. Tagging prominent media in your area of operations that might be interested in the information is also something to consider.

Routinely advertising your local/national disaster preparedness information across your social media platforms should also be considered. This will help in educating your audiences so in an emergency it isn't the first time they are hearing that info.

## RELATED RESOURCES

In the course of preparing and implementing this plan and guidelines, AETC/PA staff researched related resources which will help team members apply social media communication in continually more effective and consistent ways.

### Removing Imposter Accounts and Getting Verified

For Facebook, email [gov@fb.com](mailto:gov@fb.com) to remove imposter accounts and join the FB partner portal, which verifies agencies as trusted partners. For Twitter, email [gov@twitter.com](mailto:gov@twitter.com).

### Conducting a Social Media Town Hall

If your office or leadership chain is interested in conducting a town hall event on social media, consider:

- The noon hour works best
- Your town hall room should be stacked with experts on the topic you are addressing; put the feed on a big screen so everyone in the room can see it
- Build graphics to advertise the event beforehand
- Have text responses, photos, graphics or videos that could answer many of the hot

button topics at the ready so when those questions come up during the town hall, you don't spend a great deal of time answering the questions

- Don't "rinse and repeat" with similar questions; find different ways to engage the public

## Social Media Inside Communication/Campaign Plans

Developing a social media plan inside a broader communication plan is an important step of any campaign and is helpful to get buy-in from stakeholders. The plan is a coordinated marketing effort to reinforce or assist in achieving a specific goal using one or more social media platforms. The campaign should tie into a broader communication strategy for the installation, project or initiative.

Campaigns differ from every day social media efforts because of their increased focus, targeting and measurability, and take time and planning to coordinate and implement. A social media campaign plan, should include objectives, goals, target audiences, social networks to be used, proposed posts, content calendar and how to measure success.

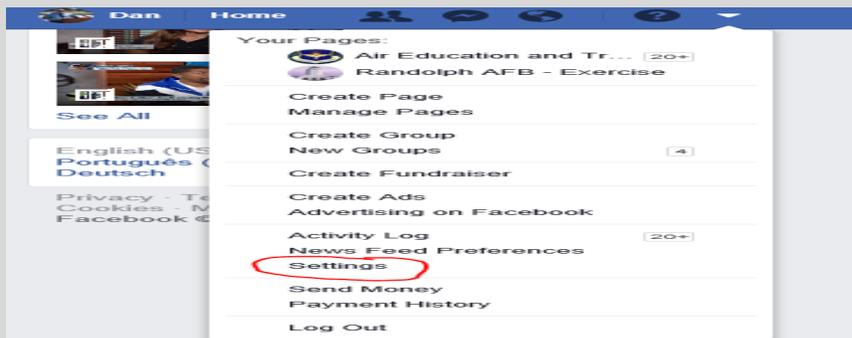
## Archiving Social Media Records

Per AFI 35-107, *Public Web and Social Communications*, all social media posts (including comments) are considered to be public records and therefore, must be maintained as such. Social media records are both subject to, and releaseable (after the same review process as all other official documents) through the Freedom of Information Act and/or other official requests.

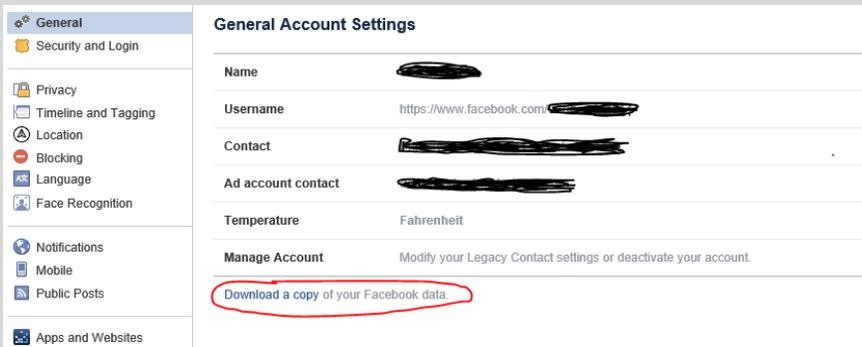
To archive records, social media managers can archive the data straight from their Facebook and Twitter accounts using the steps below. A second option would be to subscribe to a social archiving service, which are available commercially.

### For Facebook:

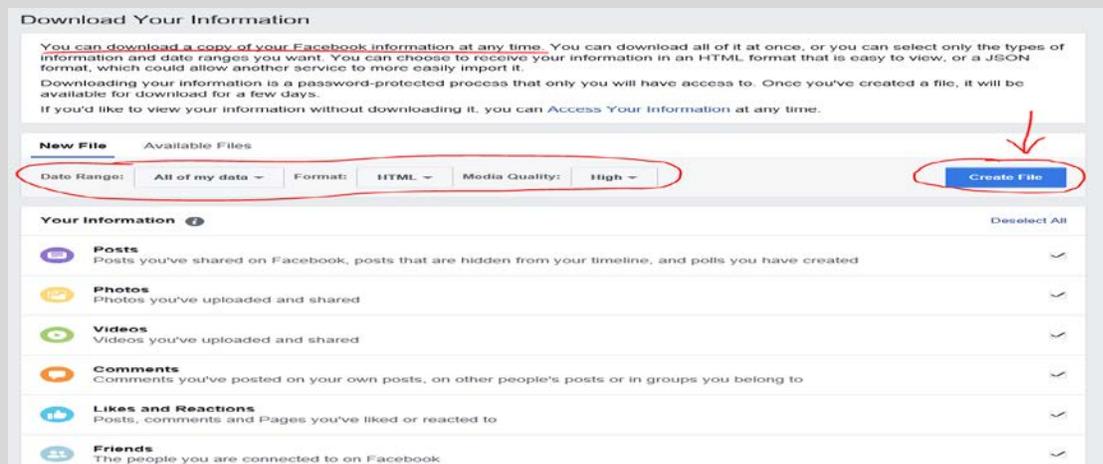
- 1) In your profile, go to account "Settings"



2) Click on “Download a Copy” of your Facebook data

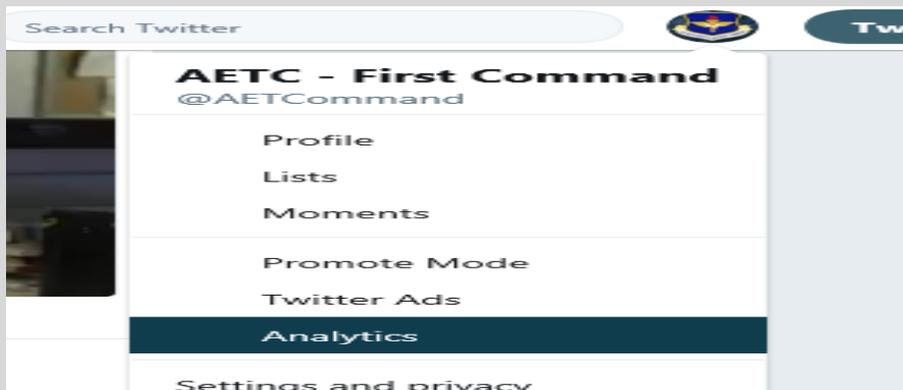


3) Set your date range, format and media quality, as well as what info you want to archive, then hit “Create File”

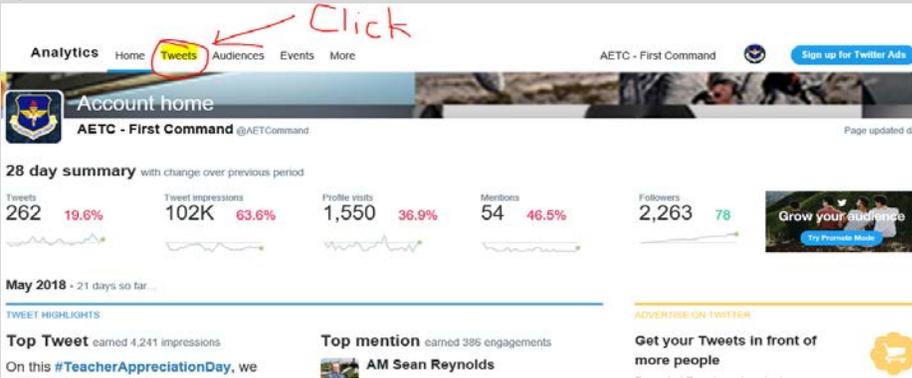


**For Twitter:**

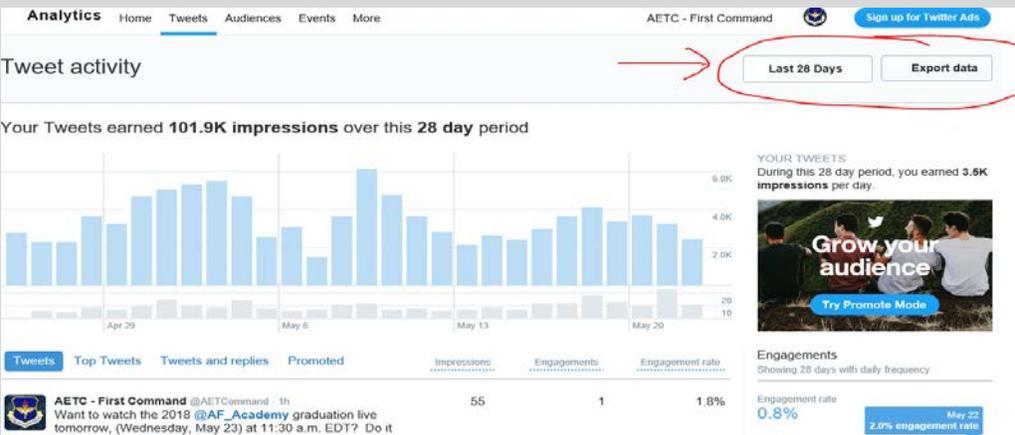
1) Go to Account settings, click on “Analytics”



2) Click on "Tweets"



3) Set date range and then click "Export Data"



## AETC SOCIAL MEDIA ACCOUNTS

AETC/PA	<a href="#">Facebook</a>	<a href="#">Twitter</a>
Air University	<a href="#">Facebook</a>	<a href="#">Twitter</a>
Altus AFB	<a href="#">Facebook</a>	<a href="#">Twitter</a>
Columbus AFB	<a href="#">Facebook</a>	<a href="#">Twitter</a>
Goodfellow AFB	<a href="#">Facebook</a>	<a href="#">Twitter</a>
Holloman AFB (effective 1 Oct 18)	<a href="#">Facebook</a>	<a href="#">Twitter</a>
JBSA	<a href="#">Facebook</a>	<a href="#">Twitter</a>
12 <sup>th</sup> Flying Training Wing	<a href="#">Facebook</a>	<a href="#">Twitter</a>
37 <sup>th</sup> Training Wing	<a href="#">Facebook</a>	<a href="#">Twitter</a>
59 <sup>th</sup> Medical Wing	<a href="#">Facebook</a>	
Keesler AFB	<a href="#">Facebook</a>	<a href="#">Twitter</a>
Laughlin AFB	<a href="#">Facebook</a>	<a href="#">Twitter</a>
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