IN THE UNITED STATES DISTRICT COURT
FOR THE EASTERN DISTRICT OF NORTH CAROLINA
Western Division

TIMOTHY STANHOPE,

Plaintiff

v.

MAJOR GENERAL TOM HUNT, in his official capacity,

Defendant,

LIEUTENANT COLONEL ELLIS PARKS, in his official capacity,

Defendant,

CAPTAIN TIMMY R. MARSHBURN, in his official capacity,

Defendant,

NORTH CAROLINA NATIONAL GUARD SOCIAL MEDIA MANAGER,

Defendant.

COMPLAINT
(For Injunctive and Declaratory relief; violation of First Amendment rights)

1. The right to criticize a governmental entity is one of the most vital rights guaranteed by the Constitution. If the People can't publicly challenge state actors, then there's no way to hold governments accountable for their actions. And where technology has created new kinds of public spaces, constitutional rights follow.

2. Rather than follow its constitutional obligations, the North Carolina National Guard ("NCNG") has responded to legitimate criticism from a former Guardsmen by trying to erase the message instead of addressing its own faults. NCNG would rather silence protected speech than face public scrutiny.

3. Years ago, NCNG created an official Facebook page ("NCNG page"). The NCNG page styles itself as "the NC National Guard's official Facebook page" and is classified as the page of a "government organization" on Facebook. The page's user agreement encourages public "submissions from all viewpoints" on the page.

4. The NCNG page is an important forum for the expression of views and opinions about the NCNG and its responsibilities and policies. The NCNG posts on the page about official NCNG business and events. Facebook users may comment on these posts—unless prevented by the NCNG. Any member

of the public (including those without a Facebook account, who, though unable to comment, may view the page) may consider the numerous different viewpoints expressed by comments on the NCNG page. Under binding law, the NCNG page thus qualifies as a public forum under the First Amendment.

5. Plaintiff Timothy Stanhope is a former member of the NCNG. While in the Guard, Plaintiff became increasingly frustrated by what he perceived to be mismanagement in its leadership. He shared these concerns frequently on the NCNG page. Defendants subsequently banned him from the page due to his criticisms.

6. Defendants impermissibly censored Stanhope based on the content of his speech and his viewpoints. Stanhope respectfully requests that the Court enter judgment declaring that Defendants' continued blocking of him from the NCNG page violates the First Amendment of the United States Constitution, enjoining Defendants from engaging in unlawful censorship of his comments, mandating that Defendants restore his comments and ability to comment on the NCNG page, and awarding any applicable fees.

JURISDICTION AND VENUE

7. This action has been brought pursuant to 42 U.S.C. § 1983 due to Defendants violating Stanhope's constitutional rights. The Court has jurisdiction over this action pursuant to 28 U.S.C. §§ 1331, 1343, and 2201-2202.

8. Venue is proper in the Eastern District of North Carolina under 28 U.S.C. § 1391(e)(1) because the defendants perform their duties at the North Carolina National Guard Joint Force Headquarters, which is located in Wake County within this District. The Public Affairs Office is located within the Joint Force Headquarters.

PARTIES

9. Plaintiff Timothy Stanhope is an individual residing in Cumberland County, North Carolina.

10. Stanhope is a former member of the NCNG. He retired recently, after twenty-three years of service with the Guard, because he was frustrated with its leadership. In the last four years, he has grown increasingly vocal about what he perceived as mismanagement in the NCNG. He often shared his concerns on the NCNG page.

11. Defendant Major General Tom Hunt is the Adjutant General of the NCNG. In that role, he commands the nearly "12,000 citizen soldiers and airman of the North Carolina Army and Air National Guard[.]" *See* North Carolina Department of Public Safety: Major General M. Todd Hunt, https://www.ncdps.gov/about-dps/office-secretary/leadership/major-general-m-todd-hunt#:~:text=As%20adjutant%20general%2C%20Hunt%20commands,principal%20advisor%20on%20military%20affairs.

12. Defendant Lieutenant Colonel Ellis Parks is the NCNG's Director of Public Affairs. Defendant Parks is on the Adjutant General's personal staff.

13. Defendant Captain Timmy R. Marshburn is the NCNG's Media Relations Officer.

14. Defendant NCNG Social Media Manager oversees the NCNG's social media pages.

15. In the actions described below, each of the Defendants acted under color of state authority. They are sued in their official capacities concerning management of the NCNG's Facebook page.

FACTS

Relevant Facebook Features

16. Facebook is a social media platform with around three billion monthly users worldwide. This includes around 270 million users in the United States.

17. A profile is the landing page of a Facebook account. Private users typically create profiles. Facebook describes profiles as "a place on Facebook where you can share information about yourself, such as your interests, photos, videos, current city and hometown." *See* Facebook: Differences between Profile,

Pages, and Groups on Facebook https://www.facebook.com/help/337881706729661/?helpref=search&query=what%27s%20the%20difference%20between%20a%20profile%2C%20page%2C%20and%20a%20group&search_session_id=977f213f1f60f0e13fdfa6718667658c&sr=0.

18. In contrast to a "profile," a Facebook "page" is a way for "public figures, businesses, brands, organizations and nonprofits" to "connect with their fans and customers." *Id.*

19. The content that a Facebook user shares with friends, followers, or the public is called a "post." Owners of a profile or page may create a post. Other users who visit a page may post on that page if permitted by the page's owner.

20. Facebook users may respond to or comment on posts, unless not permitted to do so by the post's owner. This is called "replying" or "commenting." Replies appear immediately under the corresponding post, which reflects the interacting of ideas or viewpoints that the Facebook page or profile is intended to foster.

21. To mention a page in a post or reply, a Facebook user types the page's tag, which is the @ symbol followed by the page's name. *See* Facebook: How do I mention People, Pages or groups in a post or comment on Facebook? https://www.facebook.com/help/218027134882349/.

22. When a user mentions a page in their own post, that occurrence is called tagging the page. If a page is tagged in a user's post, that post is viewable on the tagged page.

23. The owner of a Facebook page may independently control its content, apart from any control Facebook exercises. The owner may hide or delete posts made by other users, individual comments on those posts, and individual replies to those comments. They may also "ban" a user from posting on the page. A banned user may still view posts by other users on the page, but the banned user may not comment, post, or contribute to the page. Banning a user thus excludes him or her from any dialogue or debate on that page. The page owner may also choose whether to delete all of the banned user's past comments at the time the owner bans the user.

24. Facebook allows "[n]otable pages" to "apply for a verified badge." *See* Facebook: Request a verified badge on Facebook, https://www.facebook.com/help/1288173394636262. Pages bearing the "verified badge," a white checkmark within a blue circle, "indicates that Facebook has confirmed that it is the authentic presence for that person or brand." *Id.*

The NCNG Page

25. The NCNG is North Carolina's military organization and, among other duties, supports and defends the state. *See*, North Carolina National Guard: Who We Are, https://ng.nc.gov/about-us/who-we-are. Unless federalized, the NCNG is a state agency of the State of North Carolina.

26. The NCNG page publicly represents the NCNG on Facebook.

27. The page was created on September 15, 2010.

28. As of the time of this filing, the page has approximately 45,000 followers on Facebook.

29. The page prominently states that it is "the NC National Guard's official Facebook page." The page has been verified by Facebook, bearing the verified checkmark. And it is categorized on Facebook as the page of a "Government organization."

30. The page also lists contact information for the NCNG. It provides both the NCNG's public phone number and an official ".mil" email address as points of contact. The page also links directly to the NCNG's official ".gov" website.

31. The NCNG regularly posts on the page about NCNG events, operations, news, the Guard's past and present members, and matters of public concern. For example, the page has recently posted about Hurricane Helene and efforts the NCNG has made in response to the hurricane.

32. Posts on the NCNG page purport to speak for the NCNG, often using phrases like "our soldiers" or "our support."

33. The page also describes operations by the NCNG in the first person.

34. The NCNG has adopted official Standing Operating Procedures ("SOP") governing its use of official social media. Exhibit A.

35. The SOP describes social media like the NCNG Page as "an important tool for NCNG messaging and outreach." Exhibit A, at 14.

36. The NCNG page is accessible by the general public. One does not need a Facebook account to view the page's content or users' comments on the page's posts. Any user with a Facebook account may comment on the page, unless the NCNG has banned them from commenting.

37. Some posts on the page draw hundreds of comments from users. The comments often represent a variety of viewpoints, viewpoints that are both supportive and critical of the NCNG. Users frequently debate each other in the comment section of the NCNG's posts.

38. The page rules invite user comments from "all viewpoints."

39. Per the SOP, management of the NCNG page relies on several members of the NCNG. Exhibit A, at 1-5.

40. Each defendant plays a role managing the NCNG page pursuant to their official duties within the NCNG.

41. The NCNG's Public Affairs Office ("PAO") oversees the NCNG Page. Specifically, the PAO "manages social media communications and operations in line with the NCNG command information goals." Exhibit A, at 14.

42. The Director of Public Affairs, Defendant Parks, supervises and directs the NCNG PAO. He is thus the primary authority over the NCNG page. Additionally, he is the "primary release authority" for posts on the NCNG page and is responsible for the content on "all publicly accessible NCNG websites[.]" Exhibit A, at 2.

43. Defendant Parks reports to Defendant Hunt, who is ultimately responsible for the operation of the NCNG page.

44. The Media Relations Officer, Defendant Marshburn, provides administrative and operational supervision to the NCNG Social Media Manager. The Media Relations Officer is closely involved with the management of the NCNG page, overseeing the publication of all social media posts.

45. The NCNG Social Media Manager maintains the NCNG's social media pages. That individual is the "subject matter expert on social media policies and practices." *See* Exhibit A, at 4. An integral aspect of the Social Media Manager's duties includes collecting data about the "public reaction" to the NCNG's communications. Exhibit A, at 4.

46. In the event of a "social media violation[] or controversial online communication[]" about the NCNG that could "affect public sentiment," the Social Media Manager must "[i]mmediately report" that occurrence to the Director of Public Affairs and Media Relations Officer.

Stanhope's posts and responses on the NCNG page

47. While still a member of the NCNG, Stanhope began posting regularly on the NCNG page. Over a period of several years, he generally commented in response to what he perceived as mismanagement in the NCNG.

48. In 2019, Stanhope responded to a post about Guardsman taking combat fitness tests by saying, "so when do we get the results from the leader[']s test?"

49. Stanhope's superior officers later informed him that this criticism was not welcome.

50. In 2021, after the events at the United States Capitol on January 6, the NCNG was mobilized to the Washington D.C. area. Stanhope commented critically about the mobilization, suggesting the decision was ill-conceived and hastily planned. He believed that NCNG members were given inadequate time to prepare for their deployment.

51. In 2023, Stanhope responded to a post on the page about an officer's promotion. His response included a picture of that officer's mugshot and a story about his recent DUI arrest. The response was intended to draw attention to the NCNG promoting officers of questionable character.

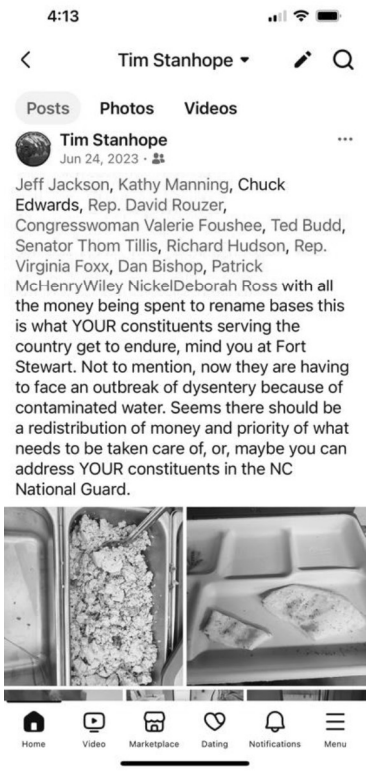
52. In response to a post on the NCNG page about a civilian employer and recruitment, Stanhope posted another critical response. He had applied to the civilian employer without success through the NCNG's employment service, so he asked what the hiring rate was through the Guard's employment service. The NCNG page replied to him, suggesting that he send his resume to the NCNG's employment service.

53. Stanhope also commented in response to a NCNG page post about a retiring general. The comment was intended to highlight the fact that other members of the NCNG had not received awards.

54. Aside from these specific criticisms on the NCNG page, Stanhope consistently posted on his own Facebook page about the NCNG. He tagged the NCNG page in his posts, and these posts were visible on the NCNG page. Like his comments on the NCNG's page, he posted about what he perceived as mismanagement of the NCNG.

55. For example, in a series of posts in 2023, Stanhope posted several times about the poor-quality living accommodations that the NCNG provided to its members. He likened some of the accommodations to "third world conditions." And he drew attention to the fact that those in the "upper echelon" of the NCNG enjoyed better living facilities than those in lower ranked units (pictured below).

56. Stanhope also commented on the quality of the food members of the NCNG were provided around the same time. He referenced an outbreak of dysentery in the NCNG due to contaminated water. And he posted pictures of the food NCNG members received, suggesting it was poor quality (pictured below).

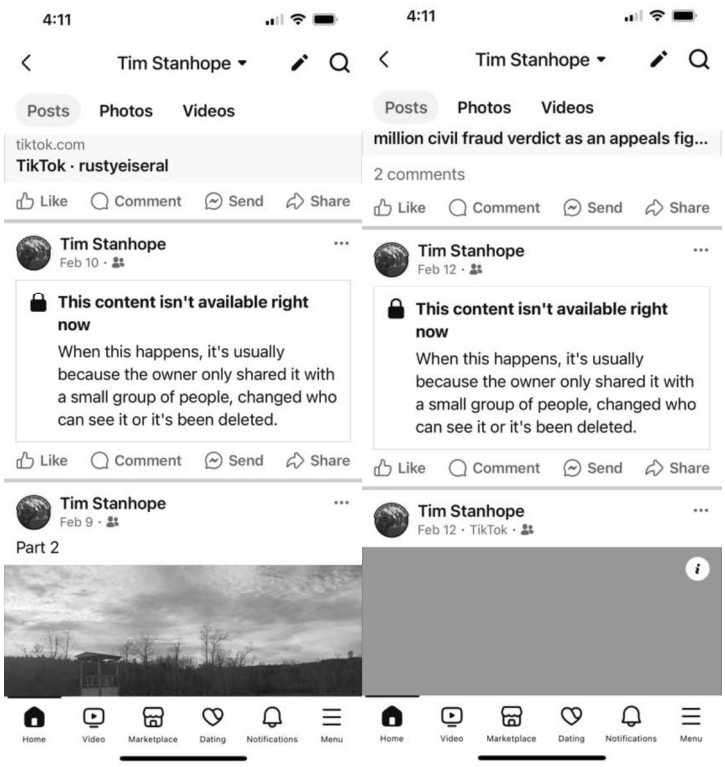


57. Throughout 2023, Stanhope made numerous other individual critiques about the NCNG's leadership on his own Facebook page, the NCNG page, and in person. His superior officers eventually informed him that his criticism was not appropriate.

Plaintiff quits the NCNG and is subsequently banned from its page

58. Eventually, Stanhope was forced to retire from the NCNG after being selected for non-retention in the NCNG by its Active Service Member Board ("ASMB"). The ASMB decides whether active service members of the NCNG will be permitted to continue serving after they reach eighteen years of service in the NCNG.

59. After he retired, Defendants blocked Stanhope's Facebook profile from following, viewing, or commenting on the NCNG page's posts (pictured below).



60. Some of Stanhope's comments criticizing the NCNG were subsequently deleted from the page. His comment criticizing the NCNG's employment service was deleted by Defendants. And his comment about the retiring general was also deleted by Defendants.

61. Stanhope's posts on his own page where he had tagged the NCNG page were also removed, i.e., the tags to his posts were removed from the NCNG page, though the posts themselves are still on his personal Facebook page. One may only view the posts by navigating to Stanhope's Facebook page.

62. The NCNG page remains open to other members of the public.

63. Stanhope requested that he be reinstated to the page and that his comments be restored, but the NCNG has not responded. Stanhope has expressed concern about his current inability to comment, as others rely on him for information about the NCNG.

64. As of the filing of this lawsuit, Stanhope remains banned from the NCNG Page and is unable to comment, contribute, or participate in any of the discussions and debates occurring on that forum.

65. Stanhope has been banned by Defendants from the page due to his viewpoint, *viz.*, his criticism of the NCNG and its leadership.

FIRST CLAIM FOR RELIEF

(Violation of the First Amendment; declaratory and injunctive relief)
(Censorship in a public forum)

66. Stanhope repeats each of the preceding paragraphs as if stated here.

67. Defendants' operation of the NCNG page constitutes state action, as the NCNG Page possesses actual authority to speak on the State's behalf, and the page purports to exercise that authority. *See Lindke v. Freed*, 601 U.S. 187, 190 (2024).

68. The NCNG page is a public forum or limited public forum under the United States Constitution.

69. When the Defendants banned Stanhope from the NCNG page and deleted his comments and tags, Defendants were acting in their official capacities and performing state functions.

70. Defendants therefore violated the First Amendment when they deleted Stanhope's comments and banned him from commenting on the NCNG page due to the content and viewpoint of his constitutionally protected speech. Banning him from commenting on the NCNG page infringes on his First Amendment right to participate in discussion in the public forum established by the NCNG and controlled by Defendants.

PRAYER FOR RELIEF

WHEREFORE, Stanhope requests that the Court:

(a) Declare that by banning Stanhope from the NCNG Page, and by deleting his comments, Defendant violated his rights under the First Amendment of the United States Constitution; (b) enter an injunction requiring Defendant to restore his deleted comments, unblock him from the NCNG Page, and prohibit Defendant from blocking him from the NCNG Page or deleting his comments on the basis of viewpoint; (c) Award Stanhope his costs, including reasonable attorneys' fees, pursuant to 28 U.S.C. § 1920, 42 U.S.C. § 1988, and any other applicable authority; and (d) Grant any additional relief as may be just and proper.

Dated: 3/10/2025

Respectfully Submitted,

/s/ R. Daniel Gibson
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North Carolina National Guard

Public Affairs Office

Standard Operating Procedures

North Carolina National Guard
Joint Force Headquarters
Raleigh, NC
Effective 01 March 2024

This SOP supersedes all prior SOPs regarding NCNG Public Affairs Operations.
This document has been reviewed and approved for its applicability and content. All questions, comments, and concerns regarding the content and usage of this document will be directed to the Public Affairs Office.

EDWARD J. WALLACE
COL, GS, USA
Chief of Staff- NCARNG

ELLIS J. PARKS
LTC, IN, NCARNG
Director of Public Affairs

EXHIBIT
A

Table of Contents

Public Affairs Office Mission, Roles, and Responsibilities

Mission

The North Carolina National Guard (NCNG) Public Affairs Office (PAO) provides timely and accurate information about the NCNG Citizen-Soldiers and Airmen to members of the public, the media, other agency partners and stakeholders, and state and national leaders.

The NCNG PAO provides a single point of contact for public affairs issues and media relations matters and coordinates internal and external communication plans, manages community relations/outreach events, requests for support during public events, supports photo, video, and graphic needs for the organization and when available, provides protocol support.

The NCNG PAO office is located in Suite 3700 - Joint Force Headquarters (JFHQ) building, 1636 Gold Star Drive, Raleigh, N.C. (984) 664-6242.

The Director of the NCNG PAO is part of the Personal Staff to the Adjutant General.

The NCNG PAO primary mission is organized into three sections:

1) Media Relations
2) Community Relations (COMREL)
3) Visual Information (VI)

Each section emphasizes a public affairs functional area to meet command information goals. The NCNG PAO roles, responsibilities, and standard procedures in connection with each of these sections is outlined in the subsequent sections.

This SOP is a non-permanent source document, as policies and procedures adjust IAW Department of Defense (DoD), National Guard Bureau policy changes and leadership changes within the JFHQ-NC and PAO. NCNG PAO leadership reviews this SOP NLT 1 February annually.

Director of Public Affairs

- Responsible for all Army and Air National Guard public, community, and media relations within the state and for providing supervision and direction to the NCNG PAO
- Personal Staff to The Adjutant General (TAG) with direct access to the Director of the Joint Staff (DJS) to provide timely and accurate counsel on public affairs issues pertaining to the NCNG
- Serves as the official spokesperson for TAG on controversial and complex issues before representatives of the print and broadcast media, national organizations, the general public, and special interest groups
- Responsible for planning, budgeting, designing, and executing public affairs communications strategies to inform and educate the public
- Plans, directs, and executes command/internal information, media, and community relations campaigns to convey sensitive and complex information concerning the National Guard's state and federal programs, responsibilities, and activities
- Analyzes public reaction to NCNG programs and policies and adjusts accordingly by developing recommendations that may impact or significantly modify major NCNG programs or policies

- Responsible for interpreting applicable general policy and statutory mandates (state, National Guard, Department of the Army, Department of the Air Force, Department of Defense) and applying these to public affairs issues or problems found at the agency level
- Primary release authority for NCNG Public Affairs Guidance (PAG/Troop media cards during state duty or other large training events), media advisories, press releases, articles, social media posts, publications, videos, graphics, and photos
- Chief Editor of all media products (stories, photos, graphics, videos, etc.) in concert with Media Relations support
- Drafts and provides TAG, DJS, Judge Advocate General (JAG), Inspector General (IG) and the Department of Public Safety (DPS) with accurate and prompt responses to media queries with Media Relations support
- Drafts news articles, letters to the editor, speeches, talking points, and background information for key leader speeches, events, and media engagements with Media Relations support
- Plans, develops, and conducts press conferences and public meetings with full participation of National Guard (NG) subject matter experts
- Responsible for explaining or defending significant or controversial NG actions or decisions, and to mediate between groups or individuals with differing points of view
- Responsible for the content of all publicly accessible NCNG websites to include providing security reviews and approving any graphics, photos, and text before publication
- Directs special events, ceremonies, tours, and other activities to generate positive interaction with the community and the media in coordination with Media and Community Relations
- Oversees updating the Installation Service Report (ISR) Web PAO data input (107. Public Affairs)
- Appointed as Program Manager for Employer Support of the Guard and Reserve (ESGR) and VI accounts
- Ensures technician's bi-weekly pay and leave is certified in Automated Time and Attendance Production System (ATAAPS)
- PAO Defense Travel System (DTS) reviewer/approver
- Takes Operational Control (OPCON) of all NCNG Major Subordinate Command (MSC) PAOs during State Active Duty (SAD) – assigns PAOs to SAD units
- During major disasters (i.e., hurricanes, floods) determines who in PAO will be Title 32 PAO for the Dual-Status Commander and determines personnel to operate the Media Operations Center
- Attends all JFHQ battle-rhythm meetings, syncs and events as directed by TAG and DJS. See current Joint Plans Calendar (JPC) for specific dates/times.

Administrative Assistant

- Dispatcher PAO vehicle
- Answer office phone and manage voice mail
- Respond to and manages PAO Outlook inbox
- Draft invitations and memos ISO Community Relations (e-invite and hardcopy as requested)
- Manage COMREL RSVP list for major PAO events when requested
- Serve as liaison between the community and MSCs to coordinate COMREL requests/events

- Routinely track events on COMREL tracker located on Teams
- Maintain office white boards correlating with events and leave as reported in weekly sync
- Manage inventory and usage of flags, podiums, and other ceremonial equipment as well as printer toner, paper, and other office supplies
- Handles shred bin operations
- Serves as section mail clerk
- Maintains updated internal contact roster
- Assist PAO leadership in various projects, tasks and events as required

Media Relations Officer

- Primary producer and publisher of media advisories and press releases publishes through CISION (PR Software), and other appropriate distribution systems (reviewed by Director)
- In collaboration with the Director oversee and contribute to the production, organization, and publication of all NCNG PAO photos, stories, videos, and other media content
- Maintains positive relationships with external state and federal public information officers (PIOs) and news media representatives
- Assists the Director in the formulation of long-range plans and policies to enhance public understanding
- Researches and develops informational materials and completes communication campaigns for release to the public
- As required, Sub-Program Manager for the VI budget and ESGR accounts
- Works with VI to forecast spend plan and coordinate equipment purchases
- Inputs ISR, sections 101. Protocol, 107 Public Affairs
- Delegated Release Authority when directed by the Director
- Supervises planning and execution of the NCNG Unit Public Affairs Representative (UPAR) program
- Facilitate media engagements, including arranging interviews for misc. stories by external media, responding to queries, and supporting NCNG special events
- Responsible for interaction with the media and draft responses to media queries, the public, elected officials, and other stakeholders
- Draft talking points, speeches, and command information in collaboration with PAO staff
- Assist NC DPS in operating a Joint Information Center when needed for state emergencies to ensure coordinated messaging across the organization and state government
- Manage the UPAR program
- Manages VITEC (Visual Information Technologies) screens
- Provide administrative and operational supervision to the Social Media manager to include overseeing the creation and publication of all social media posts, NCNG public website management, and mobile app updates, IAW NCNG policy and leadership's direction
- Coordinate with COMREL to facilitate media support for selected events
- Collaborate with JFHQ government affairs and the state office regarding state and legislative affairs events

- Manage and update the Guard Knowledge Network (GKN) PAO Share portal page
- Attends all JFHQ battle-rhythm meetings, syncs and events as directed by the Director

Social Media Manager

- Oversee the planning, production, and release of timely and accurate social media posts which includes visual and written content IAW DoD standards on official social media platforms to include but not limited to Facebook, Instagram, X, YouTube, and LinkedIn
- Gather data on public reaction to communication campaigns and social media posts for analyses and evaluation. Submit recommendations to NCNG PAO leadership for improving communications appeal to the general public or target audience.
- Manage, maintain, and report on the NCNG command team's social media pages
- In conjunction with JFHQ-PAO, develop content ideas, pursue story leads and seek out additional content that meets NCNG overall communication goals
- Conduct research on social media trends and develop best practices for use of Social Media in unit communication objectives
- Develop news releases and feature articles describing Guard sponsored activities or events, presentations, ceremonies, etc. and distributes these to local and national print, broadcast and digital media representatives
- Publish stories and photos in accordance with journalistic standards for display and release on the NCNG public website and social media sites meeting all deadlines
- In conjunction and with approval of the JFHQ-PAO, oversee military journalist's product development, ensure that the content is complete, meets journalistic standards and deadlines
- Collect, edit and release content produced by Unit Public Affairs Representatives and other NCNG personnel to digital outlets under the supervision and approval of the Media Relations officer and Director
- Develop and monitor official list of NCNG unit and program social media sites
- Immediately report social media violations or controversial online communications connected to the NCNG that could affect public sentiment to the Director and Media Relations officer
- Educate NCNG units on social media use and Operational Security (OPSEC)
- Manage and update the official NCNG mobile app through the BFAC software at https://myapp.bfac.com/login
- Manage and update the official NCNG website at https://ng.nc.gov/
- Provide a Social Media report during PAO sync meetings to include as directed by the Media Relations officer and Director
- Record NCNG social media analytics at least quarterly
- Serve as the subject matter expert on social media policies and practices
- As requested by PAO leadership, compile publicly accessible data in connection with Commander's Critical Information Reports (CCIR), Serious Incident Reports (SIR) or other public information required regarding NCNG personnel
- Assist in preparing holding statements for the media as needed.

- Conduct Social Media operations during crisis situations or State Active Duty (SAD) operations under the direction of NCNG PAO leadership.
- Other duties as assigned

ESGR Coordinator, Community Relations Officer

- Responsible for processing and approval confirmation for all public requests for NCNG participation in local events or projects to include static displays, speaking engagements, military band support, color guard and other community engagements
- Organize, attend, or facilitate community outreach and engagement events to foster a positive relationship between NCNG and local community and organizations.
- Plans and executes JFHQ-NCNG ceremonies and events where NCNG PAO is tasked as the lead section
- Hosts distinguished visitors and ESGR leadership as needed
- Coordinate with J3-Future Operations (FUOPS) to draft official Fragmentary Orders (FRAGOs) to NCNG units that will support major events and community engagements
- Oversees administrative assistant in maintaining the COMREL tracker detailing all events and ceremonies
- Briefs the Director of the Joint Staff on the updated COMREL tracker to confirm approval and further coordination for all requests and ceremonies
- Coordinates with Media Relations regarding community and unit events that may warrant invitations to the media
- Provides the State ESGR Committee operational continuity, financial management, training, and logistical and administrative support
- Serves as liaison with government, civilian and military agencies, and organizations as appropriate to support and execute the mission and objectives of the ESGR program, explaining and coordinating all ESGR service and support activities available to employers and military members
- Review and approve all DTS travel for ESGR contractors and volunteers in the state of NC
- Leads the planning, production, and publication of the official NCNG magazine, *The Hornet*
- Responsible for allocation, maintenance, and execution of funds for different ESGR state projects and ensuring this account is executed within the proper regulatory guidelines based upon directives from the DoD

Operations NCO

- Maintain all NCNG PAO personnel are working IAW troop to task assignments established in the PAO Weekly Sync
- Responsible for reviewing all published JFHQ OPORDS/CONPLANS/FRAGOS/OPNOTIFY, and ensures PAO is tracking taskings relative to NCNG PAO participation
- Assist with COMREL operations and outreach support as directed
- Develop relations with external agencies and partnerships and coordinates collaborative efforts with NCNG PAO
- Tasked with tactical and organizational assignments critical to day-to-day operations

- Primary liaison with JFHQ-HHD and JFHQ Staff section SGMs
- Ensure assigned events are posted to the GKN Joint Planning Calendar
- Primary Government Purchase Card (GPC) holder for the NCNG PAO
- Ensure NCNG PAO staff enforce 2-week notification for Annual Leave (AT) and other scheduled absences
- Attend working groups as directed by the COMREL officer and Director
- Executes PAO Administrative Assistant duties as required

Visual Information (VI) Manager, Creative Director

- Oversees the planning, execution, organization, and delivery all NCNG PAO photography, graphics, and videography products under the Directors guidance
- Handles all requests for VI products through the Visual Information Ordering System (VIOS) including, but not limited to, the creation of graphics, photographs (to include DA photos), photo editing and printing, videography, video editing, audio, copying of photos, video products, VI equipment and product loan
- Primary POC for all audio/visual issues at JFHQ (i.e., TAG Conf. room problems) and ensures personnel are trained in auditorium audio booth operations
- Serve as subject matter expert and a lead contributor for all NCNG PAO visual products
- Manages the Department of the Army Photo Management Information System (DAPMIS)
- Prepares a draft annual VI spending plan IAW VI equipment and supply needs
- Maintains and renews all applicable software subscriptions required for VI team products
- Maintains and manages the NCNG PAO Defense Visual Information Distribution system (DVIDS) account as approved DoD location for published photos, stories, and other visual products

Photojournalist, Illustrator

- Provide photography, videography, and graphic support for all NCNG PAO operations and events
- As directed by the VI Manager conduct VI equipment maintenance, inventory, and management tasks
- Plans the visual aspects of publications, exhibits, or presentations utilizing specialized photographic & audio/video equipment
- Develop professional skills and train others in photography, videography, graphics, cutline writing and other public affairs duties
- Assist with JFHQ visual requests to include command team message to troops, video requests, facility aesthetics, proclamations and other JFHQ staff and program features or highlights
- Advises and assists in scripting, story boarding and visualizing for all required products
- Serve as an auditorium booth operator as needed
- Coordinate and complete command (DA) photo requests
- Support the VI Manager in fulfilling all VI Suite services and VIOS requests
- Accountable for the security of all issued equipment, supplies, and materials

- Perform operator maintenance of cameras and other photographic equipment to standard and document all work performed on equipment. IAW all safety procedures. Report unsafe conditions as required.

Administrative Operations

Customer Service and General Requests

NCNG PAO serves as an informational hub for public information and provides customer service support when responding to internal and external requests and inquiries. NCNG PAO receives inquiries from the public at all levels, some of a controversial and complex nature. Staff must have extensive knowledge of current issues and an overall knowledge of the operations, programs, and projects of the NCNG to ensure inquiries are directed to the correct office such as community relations, media relations, audio/visual information or other NCNG sections, programs, and services. The NCNG PAO Administrative Assistant plays a central role in fielding requests through monitoring and responding to the following lines of communication:

- PAO Inbox: The official NCNG PAO email inbox is ng.nc.ncarng.mbx.pao@army.mil.
- PAO Front Desk Phone: The official NCNG PAO phone line is 984-664-6242.

Each of these lines of communication are monitored daily by the Administrative Assistant with supervisory support from the NCNG PAO leadership.

Requests are forwarded to the appropriate NCNG section or program as follows:

Request Type	Section Referred	Email	Phone
Military support at public events	Community Relations	Current Media Relations officer	984-664-6843
Media/News inquiries	Media Relations	Current COMREL officer	984-664-6308
Family Programs and Services	G1 Soldier Support Services	ng.nc.ncarng.mbx.g1-sab-actions@army.mil	
Recruiting and Retention, Transfers	Recruiting and Retention		984-664-8301
Donations and support offered to the NCNG (ie. ceremony support, material goods, equipment or services, sports tickets)	Community Relations & PAO Director	Current COMREL officer	984-664-6843, 984 664-6244
Facilities Requests (JFHQ campus)	JFHQ Facilities Office	ng.nc.ncarng.mbx.fmo-ral-fco-requests@army.mil	
Facilities Requests (external to JFHQ campus)	Protection Management Office	ng.nc.ncarng.mbx.j3-pmo@mail.mil	984-664-6438
Open Records requests	(see subsequent section)		
Grievance and reports of Misconduct	(see subsequent section)		

Standardized email responses can be found here to expedite prompt and appropriate responses

Open Records/Request for Information

The public has the right to request and obtain certain records kept by government agencies. These records requests are processed through the Department of Public Safety (DPS) through svcdps.publicrecordsrequest@ncdps.gov and forwarded to NCNG PAO. Some requests, such as employment verifications, can be answered as a routine inquiry through the G1 or HRO offices. Their contact information is:

- G1, ng.nc.ncarng.mbx.j1-records-request@army.mil, 984-664-6131
- HRO, 984-664-6000, Select Option 2

In some cases, PAO is not able to answer a query immediately or at all. In these cases, a FOIA request can be made. North Carolina General Statute 127A-17.1, *Confidentiality of National Guard Records,* governs these instances and directs that applicable federal law and regulation be followed. The Freedom of Information Act (FOIA) falls under Title 5, United States Code, Section 552. NCNG PAO is required to acknowledge receipt of FOIA requests, with an assigned tracking number, within 20 calendar days of the request. They are then processed through the following offices:

- NCNG Judge Advocate General (JAG)
- State Publication and Records Management for FOIA and Privacy Act (G6)
- FOIA Specialist, Office of Information and Privacy (NGB)
- Defense Equal Opportunity Management Institute office

NCNG PAO will communicate with the requestor if required during the FOIA process.

If congressional inquiries are received, PAO will coordinate responses with Legislative Affairs, JAG, and identified NCNG leaders.

Grievances and Reports of Misconduct

Grievance and reports of misconduct are received on many topics and situations and through various lines of communication. All communications will be acknowledged and responded to appropriately. NCNG PAO will forward information to the appropriate staff section, leadership, or program when appropriate. When necessary, or when information cannot be retrieved promptly, the NCNG PAO will respond with an approved holding statement while additional information is gathered.

All reports that involve legal situations will be referred to the legal office at ng.nc.ncarng.mbx.sja-staff@army.mil

Other complaints can be routed formally to the Inspector General office by following the information at https://armyeitaas.sharepoint-mil.us/sites/NGNC-IG

General Service Administration (GSA) Vehicle Management

The NCNG PAO GSA Vehicle is the preferred method of transportation for missions when available. It is used for official business and PAO missions. In the event of conflicting missions, other JFHQ sections and NCNG Units are consulted for GSA use.

The NCNG PAO Administrative Assistant is the primary manager for the maintenance and upkeep of the GSA vehicle. However, all NCNG PAO personnel are responsible for the proper care and administrative tracking of the vehicle.

Whenever the vehicle is used, the following information will be recorded in the GSA Binder within the vehicle:

- Name of traveler
- Mileage upon departure
- Mileage upon return
- Remarks of any issues or maintenance needed

The GSA vehicle primary keys are secured in the NCNG PAO office supply closet. The spare key is secured in the VI suite.

The GSA vehicle Government Purchase Card (GPC) is kept with the primary keys. After swiping the card to gas up the vehicle you will be asked to enter the current odometer reading and enter the ID number which are the numbers on the front of the card and also found on the license plate.

Internal New Hire Orientation Checklist

The new hire checklist is used to orient new NCNG PAO employees. It is the responsibility of the direct supervisor to ensure each section is covered with the new employee. Updates will be made to the checklist as needed and saved to the PAO GKN page under the PAO Training and Resources section.

Office Space Management

The office is cleaned and kept by the respective individual in each workspace. Generally, spaces are cleared of excessive clutter, vacuumed, and sanitized weekly at the end of each week. NCNG PAO takes part in the annual building cleaning as directed by leadership and the facilities management office.

Cleaning, office, and paper supplies and managing the shredded paper bin is conducted by the administrative assistant with assistance from other NCNG PAO team members as needed.

The office white board calendars are maintained by the Administrative Assistant and correlates with events and leave as reported in the PAO Weekly sync Calendars

Facility repairs, wall mounts or other building needs are requested by submitting the facilities request form to the building facilities section.

Media Relations

Media Relations Overview

Media Relations contacts, coordinates, and facilitates local, state, and national media access to the NCNG, and provides information to the public. These goals are accomplished through media advisories, press releases, public events, speeches, broadcasted interviews, digital and print posters, flyers, the official NCNG public website, mobile app, and all social media platforms. Media Relations coverage ensures citizens and stakeholders of NC and appropriate state and national media outlets are aware of

NCNG activities to include state emergency situations, disaster response and federal missions (i.e. mobilizations, state active duty missions) IAW operational security. The Media Relations section additionally amplifies positive NCNG stories, imagery, programs, and services, by building professional and lasting relationships with media outlets.

Media Relations regularly communicates with the PAO Director and staff as they work to understand media outlets' informational needs and queries. Media Relations is the lead for the facilitation and escort of media in an NCNG operational area to ensure policies are followed and operational security is maintained.

All media requests for information and interviews regarding NCNG personnel, events or training should be directed to Media Relations for assistance and coordination.

Media Relations contact is 984-664-6308 (office), 919-612-5061 (cell), or though the PAO inbox ng.nc.ncarng.mbx.pao@army.mil.

Units looking for additional training resources and guidelines for preparing to engage with media, please refer to the Media Engagement folder on the Public Affairs Office GKN page under Training and Resources > Training > Media Engagement. Another important method for units to be prepared for media engagements is to ensure they have appointed and trained Unit Public Affairs Representatives (UPAR), (see subsequent section).

Criteria for Media Engagement:

Various events, activities, and circumstances may necessitate communication directed toward the media. Each media release will be reviewed and approved through the PAO Director and, if necessary, through the NCNG JFHQ Command Hall.

Planned events that may necessitate a release include, but are not limited to:

- Major conferences
- Significant training events
- Key leader speaking events
- Community events
- General Officer or VIP visits
- Command Hall - Senior level promotions and retirements
- MSC Change of Command Ceremonies
- Emerging media stories i.e., planned overseas training, significant accomplishments, etc..
- Deployments and redeployments

Unplanned circumstances include, but are not limited to:

- Natural disasters, civil disturbances, terrorist attacks
- Breaking news stories (print, broadcast, or other medium) associated with NCNG and/or the local communities.
- Major crimes in local areas connected to NCNG personnel or property

- Accidents and deaths involving NCNG Service Members, employees, or Families
- DOD / State major policy changes
- Significant events involving State Active Duty (SAD), Federal Deployments or Overseas Deployment Training (ODT) of NCNG Units or Service Members

Media Advisories, Press Releases, and other Media Products

Media Relations is responsible for the production and release of Media Advisories, Press Releases, Media Playbooks, Briefing Cards, and other media-focused products to properly inform the public. TAG delegates release authority to the PAO Director as the primary release authority for all NCNG Public Affairs Guidance (PAG), Media Advisories, News/Press Releases or other content provided to the media.

Media Advisories and Press Releases are archived in multiple locations to include Microsoft Teams and GKN. Files are saved and organized in the following naming convention "YYYYMMDD Title of Event or Story."

Media Advisories alerts the media of an event, whereas Press Releases are published after an event has been completed to notify the public of significant events or ongoing stories. These news releases are primarily published through the CISION distribution system, e-mail, or other appropriate outlets to distribute information efficiently while also reaching the widest audience. News releases are published to promote special events, communicate safety information, release casualty information as appropriate, share the agency's position on public policy issues, promote an award, recognition, or contest, and share information on NCNG activities such as mobilizations, changes of leadership, etc. Media Relations continually updates releases, as required, to ensure media and public awareness of ongoing NCNG activities as well as safety and emergency information.

Media Advisories and Press Releases will be vetted and finalized through the PAO Director to ensure information is synchronized with TAG's communication strategy and properly vetted with affected MSCs or command teams. Final advisories and press releases will be released to targeted areas relevant to the event.

Generally, the media cycle is a 24 - 48-hour process. Media advisories are released NLT 24 hours in advance of a specified NCNG event. Press Releases are published NLT 48 hours after an event or story.

All NCNG released media content for events garnering media presence will be published on DVIDS and Flickr. Content will also be published, as directed by the PAO Director or Media Relations, on official social media platforms, the NCNG public webpage, *The Hornet* NCNG magazine, the National Guard Bureau webpage, and made available to the NCNG Association (NCNGA) for the quarterly publication of the Tarheel Guardsman magazine.

When possible, Media Relations staff should forward draft products to interview subjects, or supporting organizations of the event to confirm accurate information and quotations prior to release. Media Relations will be the primary contact for all media follow up inquiries connected to NCNG events and activities.

Guidelines for Engaging with Media

All media requests for information and interviews should be directed to Media Relations for assistance and coordination. NCNG personnel, excluding senior JFHQ leadership, will only respond to media

questions or requests for information, regardless of how they are received, with the advance knowledge and approval of the NCNG PAO. This is to facilitate a coordinated, consistent, and accurate response in line with current NCNG policies and practices, and to assist the prospective interviewee in responding in an appropriate manner. Even if a reporter indicates that approval has been received, the NCNG employee must still contact NCNG PAO to confirm approval before proceeding with the media engagement.

When contacted by the media, NCNG personnel contact NCNG PAO Media Relations at 984-664-6308 (office) or 919-612-5061 (cell). For planned or anticipated media engagements NCNG PAO can also be contacted through the PAO inbox at ng.nc.ncarng.mbx.pao@army.mil.

NCNG personnel may also notify the Joint Operations Center (JOC) of the requested media engagement and seek assistance in locating a PAO. The JOC can be reached 24 hours a day at, 919-664-6361, 919-664-6426, or 919-896-4913.

If unable to reach the PAO, the NCNG employee should ask the reporter for a name, contact information and topic, and tell them someone will contact them as soon as possible. The employee should continue to attempt to contact NCNG PAO.

When media engagements are approved and coordinated, NCNG personnel will only answer questions about issues with which they are personally familiar and within the confines of operational and communications security. It should be noted that employees are not obligated to speak to the press or media. If an engagement does take place, he or she may end the media interview or engagement at any time.

For additional training resources and guidelines for preparing to engage with media, please refer to the Media Engagement folder on the Public Affairs Office GKN page under Training and Resources > Training > Media Engagement.

Media access to armories or other training areas may only be granted if approval is received by the host facility and if it is physically and operationally safe. NCNG personnel will not grant media access to locations where there has been an aircraft or vehicle accident, or a suspected criminal incident without prior coordination with PAO. In the event of a criminal incident, submit an SIR to the Joint Operations Center at ng.nc.ncarng.mbx.joc-nc-mailbox@army.mil and, if possible, notify PAO and refer media to the local law enforcement agency involved in any investigation.

Following approval to engage with the media, interviewees should follow basic guidelines of appropriate media engagement by being polite, professional, and only speaking on topics they have a personal knowledge of.

NCNG PAO assists the command staff in times of crisis, such as accidents involving NCNG personnel and/or equipment, death of NCNG personnel during combat or state operations, or controversial situations involving NCNG members of a legal nature.

In all situations, the response to these issues must be accurate, timely, synchronized and coordinated with affected MSCs and/or commands to ensure transparent and accurate communications with interested media.

In everyday operations, NCNG Media Relations will coordinate with and assist NCDPS to accomplish state missions in support of the Governor as needed. In these instances, if both NCDPS and NCNG cover a similar story from two different perspectives, NCDPS releases will be the initial release of public information.

The Media Relations staff, upon request from the PAO Director will assist in drafting command information, including, but not limited to talking points, command messages and possible question/answer guidance.

Non-Media Entertainment Requests

For any non-media entertainment requests that involves NCNG personnel, equipment, or imagery NCNG PAO will contact Ms. Christine Thompson, the NGB POC at 703-601-6751 or christine.s.thompson4.civ@army.mil. These non-media entertainment requests include scripted and non-scripted projects, films, promotional ads, university or institutional messages, documentaries, etc.

For other media related questions, the NGB-PA Media Ops section can be contacted at ng.ncr.ngb-arng.mesg.ngb-media-desk-owner@army.mil or 703-601-6767.

Unit Public Affairs Representatives (UPAR) Program

The NCNG PAO is committed to develop and maintain an effective UPAR program and provide units training for this additional duty.

According to AR 360-1, 1-10 (e), "UPARs are non-PA Soldiers identified to increase PA capability across a command. Commanders at the battalion level and below will appoint and resource UPARs to assist higher PA elements achieve the commander's requirement to communicate… UPARs are assigned through additional duty appointment orders to represent their units for PA functions."

Primary duties of a UPAR include, but are not limited to, telling the unit story, highlighting significant training, ceremonies, events, publicizing unit participation in community projects or activities, and serving as the public affairs point of contact for the NCNG PAO.

The NCNG PAO plans and executes UPAR training, at a minimum, annually with additional support available upon request. Training events are planned and published through the J5 orders submission process. Previous appendices, and orders production products are saved on GKN at https://armyeitaas.sharepoint-mil.us/:f:/r/sites/NGNC-PAO/PAO%20Training%20%20Resources/UPAR?csf=1&web=1&e=KM0Ffd and Microsoft Teams.

Crisis Communication with the Media

NCNG PAO will maintain close communication with the NCNG Joint Operations Center and the DPS Public Relations team to ensure accurate and timely information is disseminated to the public. Additional information on PAO operations during a crisis are found in the Responding to the Media in a Crisis section.

The NCNG Joint Operations Center can be reached at: NG NC NCARNG Mailbox JOC-NC Mailbox ng.nc.ncarng.mbx.joc-nc-mailbox@army.mil or 984-664-6119.

DPS can be reached at dps_external_affairs_communications@ncdps.gov DPS_External_Affairs_Communications@ncdps.gov or 919-733-5027.

Social Media, Public Site and Mobile App

Social Media Overview

NCNG PAO manages social media communications and operations in line with the NCNG command information goals and the TAG social media policy found on GKN.

The NCNG recognizes that social media enables prompt communication with larger audiences and in new ways. It has become an important tool for NCNG messaging and outreach. The NCNG uses a variety of social media platforms designed to support a range of media from text, audio, pictures, graphics, and videos. The NCNG understands the risks associated with social media and provides training to help Soldiers, Family members and leaders to use social media responsibly IAW the Army and Air Force social media guides.

The use of social media provides timely access to information for internal and external stakeholders and the local and national media. It also provides a wide-reaching communication outlet for NCNG leadership to meet strategic information goals and communicate priorities to the Soldiers and Airmen of the NCNG. The release of information through social media is approved through the PAO Director and/or Deputy PAO and managed by the NCNG Social Media Manager who can be contacted at ncngpao@gmail.com or (office) 984-664-6847, (cell) 919-616-0696.

Unit and Program Pages

Facebook pages are authorized for Brigade, Battalion, Squadrons, and Company/Troop/Battery, and Detachment level units to meet command information goals and promote awareness for both internal and external audiences. Unit's will coordinate with the NCNG PAO to establish a unit page. The NCNG PAO will be granted full administrative rights to all official unit social media accounts. All units are required to submit a completed Social Media Page User Agreement signed by the commander or section/program lead to NCNG PAO.

Major Subordinate Commands (MSC) level units or leadership may establish social media platforms other than Facebook, with NCNG PAO approval and if a branch qualified, Public Affairs Officer or Soldier is assigned to the unit to assist with proper management.

When determining whether a unit social media presence is necessary leadership can use the following steps along with their designated UPAR or social media representative's recommendations:

1. Determine what the unit plans to achieve with your social media presence and develop a social media outreach strategy with clear goals.

2. Designate who would successfully fill the role of primary administrator.

3. Review social media resources and policies to refine your plan:

    a. The Army Social Media Handbook at https://www.army.mil/socialmedia/
    b. Air Force Public Affairs Operations AFI 35-101 Section 5D on Social Media Guidance https://static.e-publishing.af.mil/production/1/saf_pa/publication/afi35-101/afi35-101.pdf

c. The Army maintains a SlideShare site at www.slideshare.net/usarmysocialmedia with presentations discussing various social media topics.
d. Visit official military social media sites at https://dodcio.defense.gov/Social-Media/ and the Army Social Media Directory at https://www.army.mil/socialmedia/directory/

Complete all required tasks in the NCNG Social Media Page User Agreement and submit a copy signed by the commander or section/program lead to NCNG PAO at ncngpao@gmail.com or (office) 984-664-6847, (cell) 919-616-0696.

NCNG Leaders on Social Media

Social media enables NCNG leadership to communicate command messages transparently and reach more Service Members and families throughout the state of North Carolina.

Social media pages are established and monitored by the Social Media Manager for the following leadership positions:

- NC Adjutant General
- NC Assistant Adjutant General - Air
- NC Army National Guard Chief of Staff
- NC Senior Enlisted Leader - Army
- NC Command Chief Warrant Officer
- NC State Command Chief Master Sgt. – Air

Any changes or additions to which positions are managed through the PAO office are approved through the PAO Director and NCNG leadership.

Leadership pages are primarily updated by the respective leader, and their aides and staff, to highlight visits to troops, State Partnership Program events, policy changes, family support information, and other NCNG priorities. NCNG senior leaders are encouraged to be actively engaged on their official social media platforms which provides a personal aspect in reaching Service Members and their Families.

The Social Media Manager may assist in developing a plan of scheduled posts for each leader. These schedules will primarily consist of non-controversial predictable events such as major holidays, military commemorative dates, and informational posts concerning safety, community events or other general information for Service Members and their Families. When requested, the Social Media manager will provide a regular briefing to NCNG leaders regarding their previous and proposed social media activity.

Outgoing leaders will transfer their institutional accounts to an incoming replacement leader IAW DoDI 5400.17 (Aug. 12, 2022).

OPSEC Violations and Online Misconduct

Social media can pose risks to operational security and mission accomplishment. NCNG Commanders at every level are responsible for their unit's proper use of social media and can enforce unit policies as they see fit. The NCNG PAO Office strongly encourages leadership at every level to brief every Service Member on the risks associated with social media activity and that the Uniform Code of Military Justice (UCMJ) can be enforced for any inappropriate online activity (See AR 360-1, 8-6). It is also advised that

Service Members are mindful that activity or imagery that connects them to the military may be used by adversarial groups online.

Detailed information about the unit missions, location and times of unit deployments, numbers of deployed Service Members, personal transactions, security procedures, and other sensitive Personal Identifying Information (PII) are all information that need to be safeguarded while using social media. Posting internal documents or information that the NCNG has not officially released to the public is prohibited, including memos, e-mails, meeting notes, message traffic, white papers, public affairs guidance, pre-decisional materials, investigatory information, and proprietary information. NCNG members are also not allowed to release e-mail addresses, telephone numbers or fax numbers not already authorized for public release.

Additional details regarding online misconduct can be found in the NCNG TAG Social Media Policy.

The Social Media Manager along with all NCNG personnel and staff are responsible to report any social media OPSEC violations to the PAO Director and G2 staff immediately.

Photos, videos, and other communications on social media displaying major military operations or exercises are to be coordinated and approved through PAO leadership to prevent OPSEC violations. OPSEC violations to check for include:

- Security or access badges visible in photos
- Maps or other operational imagery visible during field training
- Specific deployment information
- Sensitive or classified military equipment, vehicles, or weapon systems
- Location or travel plans of senior leaders, government officials or other distinguished personnel

Passwords for all social media accounts to include Google and other digital accounts and subscriptions are maintained by the Social Media Manager and only shared with the NCNG PAO and other designated administrators as needed. Passwords are changed bi-annually in the spring and the fall.

Public Website

The NCNG PAO manages the official NCNG public website ICW the Knowledge Management (KM) Primary Staff Officer. The KM officer serves as a liaison with the NC State Government staff representatives which provide administrative rights and training for the approved website platform.

The NCNG Social Media Manager regularly monitors and updates the NCNG public website at nc.ng.gov; https://prod-8guard.dc.nc.gov/user/login, to include layout and navigation modifications to meet NCNG communication goals.

The NCNG Social Media Manager coordinate additional training or support needs for the website with NC State government website staff. Current staff contacts and resources for website management include:

- Cathy D Warren at cathy.warren@nc.go or 919-707-9737
- Liz Vines at liz.vines@nc.gov or 919-754-6743
  https://digitalcommons.nc.gov/ for general support

Mobile App

The official NCNG mobile app provides an additional line of communication that is especially beneficial for NCNG employees to access updated information. The Social Media Manager updates the official through the BFAC software found at https://myapp.bfac.com/login. This includes coordinating with the G1 section and other staff sections to update respective areas of the app on a regular basis.

- Additional support contact for the mobile app is as follows:
  - support@bfac.com, 405-635-5651, jean@bfac.com

Crisis Communications

Social media is a valuable resource in communicating with emergency services and relief partner organizations to streamline communications during crisis situations. For more information on social media use during a crisis refer to the Crisis Communications and State Active-Duty section.

Community Relations

Community Relations Overview

Community Relations (COMREL) is a top priority for the NCNG. COMREL events are a key part of an overall synchronized messaging strategy designed to inform the population and key stakeholders about the NCNG's activities, events, and participation in the community. COMREL is vital to uphold the high standards of our agency during every public appearance and presentation.
Community Relations is made up of:

- Community Outreach operations, (i.e., State Fair, Military Appreciation events)
- Community Requests for NCNG support (i.e., speakers, static displays)
- Support of ESGR
- The North Carolina National Guard Association events
- The USO

The community relations section serves as the primary coordination mechanism between outside community-based organizations and the NCNG.

Community Outreach Operations:

COMREL includes a variety of outreach activities to include requests for NCNG speakers, displays, Innovative Readiness Training (IRT) and State Civil Military Community Projects (SCMCP), and support of ESGR (primarily through managing the financial requirements for this program and supporting the program's Boss Lift Operations).

The section processes requests from community-based organizations, NCNG/Military units and/or various Military-specific Non-Profit agencies.

The COMREL Manager verifies whether NCNG resources can be used to support events by referencing the various DoD Public Affairs regulations and directives and reviewing the events with the NCNG Leadership. Events are tracked on the NCNG COMREL Tracker on Microsoft Teams which is described in further detail in the next section.

Once an event has been approved, coordination begins with NCNG units near event location. Internal unit chains-of-command coordinate the allocation of NCNG resources/personnel to various engagements.

Requests for Event Support

Community Outreach events can be separated into two categories:

1. Non-Aviation Support - requested using a DD 2536*

Requests for NCNG participation in community activities is received using DD Form 2536, which include such activities as: NCNG guest speakers, static displays, military color guards, band support, or other types of support utilizing NCNG personnel. Submit completed forms to ng.nc.ncarng.mbx.pao@army.mil.

2. Aviation Support - requested using a DD 2535*

The DD Form 2535 is used for NCNG support requiring military aviation, such as: military flyovers, aviation static displays or other operations requiring military aviation assets (Army or Air Force). Submit completed forms to ng.nc.ncarng.mbx.pao@army.mil.

*Not all requests for NCNG participation in a community event are supportable. Army Regulation (AR) 360-1 (The Army Public Affairs Program), Air Force Instruction (AFI) 35-105 (Community Relations), NGB Pamphlet (NGB PAM) 360-5 (National Guard Public Affairs Guidelines) and applicable Department of Defense Instructions and Directives (DODIs and DODDs) outline what constitutes a supportable community relations activity.

Requesting a Flyover/Aviation Static Displays for an event:

Reference latest NGB / OSD-PA Community Relations Guidance. No requests for funeral flyovers will be accepted until further notice. Approval for Army flyovers will be granted in very rare circumstances and for high-impact events, which meet specific strategic public affairs goals. For guidance on support of military Aviation events, consult the most current guidance for NGB-PA Summary of the Office of the Assistant Secretary of Defense (OASD) (PA) Guidance of Community Relations. Approval authority rests with the Army Vice Chief of Staff. Exception packages must be staffed at least six weeks in advance of an event (reference most current OASD(PA) guidance).

For NCNG Army Aviation assets, individuals or organizations requesting a helicopter static display using Army aviation assets (to include Drug Demand Reduction and Recruiting and Retention events) must submit a completed a DD 2535 to NCNG PAO; the FAA portion is not required for static displays. To ensure proper coordination time for this request, it is recommended that The DD 2535 will be submitted to OCPA at usarmy.pentagon.hqda-ocpa.mbx.aviation-request@mail.mil no later than 90 days prior to the requested event. NCNG PAO will submit this request through the NCNG SAO to ascertain if the static display/aviation request can be resourced with personnel and aircraft before sending it to OCPA.

Static display requests using ANG assets will be submitted through the U.S. Air Force Aerial Events Support web site using the process noted above. As for Army static displays, the FAA portion is not required for ANG static display requests.

To request a flyover or static display using Air National Guard (ANG) assets, in addition to a DD 2535, a U.S. Air Force Aerial Events form must also be completed. This form can be obtained at the following link: http://www.airshows.pa.hq.af.mil. A completed paper copy of the DD 2535 can also be submitted

to Secretary of the Air Force/Public Affairs (SAF/PA) using the contact information found on the web site. Directions for completing this document can be found in Aerial Events form guidance and on USAF Aerial Request website.

Static display requests using NCANG assets will be submitted through the U.S. Air Force Aerial Events Support web site using the process noted above. The FAA portion, just like the Army Aviation request, is not required for ANG static displays. Once approval is received from OCPA or SAF/PA, and if the NCNG can support, PAO will inform the customer and proceed with resourcing the mission. TAG approval is required for support of approved static display requests. However, PAO has been delegated authority from the TAG to proceed with supporting static display requests assuming availability of resources and all OCPA or SAF/PA approvals have been granted.

Requesting Non-Aviation Assets including military bands, Color Guards, and exhibits:
NCNG can support broad-based civic organizations or organizations by using its vast resources from its various MSC's. The primary purpose of supporting these events is to stimulate patriotism, promote public understanding of the necessity of national security, or foster public appreciation of our national heritage, and not promote the organization's private or commercial objectives. In general, ALL events must be open to the entire community and the event must not promote the partisan, fraternal or commercial objectives of the organization itself. (See the pertinent parts of AR 360-1, AFI 35-105 and NGB PAM 360-5 for detailed requirements.)

DoD regulations and policies require that participation in community events will be provided on a non-interference basis to the military mission and at no additional cost to the U.S. Government. Therefore, the sponsor (if required) must bear the cost of lodging and meals for all participants and for other services which have been determined in advance and agreed upon by the sponsor.

To request military support for a community event, the customer submits a DD 2536 to NCNG PAO no less than 90 days in advance of the scheduled event. Instructions for completing the DD 2536 are located on page 2 of the form. The customer will send email/form to NCNG PAO for consideration. Customers must complete and sign the form prior to submission. Completing the form does not guarantee support for the event.

Once the form is received, NCNG PAO will vet the event to ensure it is within DoD regulatory guidance and will also evaluate the event to see that it meets the criteria for support. If the event meets this criterion, PAO will begin the process of resourcing the request through supporting MSC's. In addition, MSC's should understand that all support of community events should be done in lieu of IDT with a SUTA/RMA certificate, use of Annual Training days or other means to execute these missions; NCNG PAO DOES NOT fund these events and events that support will do so by voluntary use of their resources to support these events.

Military Bands:
The PAO has the tasking authority for the Band to direct support activities IAW command priorities via taskings from the G3 utilizing existing Annual Training days and Inactive Duty Training periods.

As part of community outreach events, Military bands are often used for official ceremonial events and in support of troop morale and recruiting purposes. Military bands may also be used in support of certain community events that are patriotic in nature. There are many guidelines that direct the use of Military bands; some of which are: military bands are not authorized to provide entertainment, such as

background music, for dinners or dances, at public or private events or compete with the employment of local civilian musicians if those options are available. Details on the use of military bands can be found in AR 360-1, AR 220-90 (Army Bands), AFI 35-110 (Air Force Band Program) and NGB PAM 360-5. To request Military Band support, a customer must submit a completed DD 2536 to NCNG PAO not less than 90 days prior to the date of the event.

The NCNG 440th Army Band Chain of command will support JFHQ Command directed missions and all other missions with an approved DD 2536. Funding will be coordinated by the requestor via G3 Training prior to approval of the event and issued to the 440th Army Band at the time of the tasking.

Please note that only one band may perform at an event. If more than one military band or choral group is requested for a particular event, OASD-PA must grant approval. NCNG reserves the right to cancel performances without notice.

Color Guards:
Color Guards may be requested to support community events, especially those of a patriotic nature. To request Color Guard support, a customer must submit a completed DD 2536 to NCNG PAO not less than 90 days prior to the date of the event. Support is based on case-by-case basis, and it is up to the Community Relations Manager to identify which color guard can support these types of requests. At no time should Funeral Honors be contacted to provide this resource, as this is not their primary mission. The Community Relations Manager will assist in the exceptions to this policy. Again, due to limited resources, not all requests can be supported.

Speaking Engagements:
The PAO, in conjunction with NCNG J5, Strategic Plans and Policies, oversees the Speakers Bureau for the agency. The intent is to provide speakers to community organizations that have an interest in learning about the NCNG. NCNG personnel are prohibited from participating in fundraising, marketing or commercial events, from taking part in partisan political or religion-based activities and from accepting fees or honoraria while acting in their professional capacities.

The PAO receives numerous requests every year from various community-based or military-centric non-profit groups such as: American Legions, VFWs, schools, civic groups, and other organizations requesting military speakers for events or holidays such as Memorial Day, Veterans Day, and Armed Forces Appreciation Day. Each group has their own specific requests. Some groups prefer speakers that have been deployed, are female, live in a certain area of the state and much more. The Community Relations Manager is the primary facilitator and coordinator for speaker requests; this individual will also be the central point of contact once the event has been confirmed and will also be responsible for maintaining these events on the PAO COMREL Tracker for the PAO Director's situational awareness. The Speakers Bureau is a great opportunity to get out into the communities and tell the Guard story.

Organizations requesting NCNG speakers will use the same prescribed method listed above by completing a DD 2536 to the NCNG PAO. The admin will then forward the request to the MSCs for support, or if there are any questions, will consult the Community Relations Manager to vet for legality issues and then be coordinated if approved. Guidance for these requests is the same as any other Community Relations event and must be submitted no later than 90 days before the event.

COMREL Tracker:

The COMREL Tracker highlights key events going throughout the NCNG involving community relations-specific events such as parades, ceremonies, speaking engagements, etc. This product is maintained on Teams. This calendar is briefed weekly to elements of the Command wing, which includes the DoJS, TAG XO, DoJS Aide, TAG Aide, and NC SEL Aide. This event currently occurs every Monday morning at 0915 in the Command Conference Room but may change due to OPTEMPO.

Protocol and Ceremonies

Protocol is not a Public Affairs function; however, the Community Relations Manager and the PAO NCOIC can provide limited guidance on various matters of protocol. The Community Relations Manager is responsible for the planning and execution of command hall ceremonies. The PAO NCOIC is also a SME and will assist the Community Relations Manager or operate in his/her stead when necessary. Not every ceremony conducted by an element of the NCNG is eligible for support though Community Relations (COMREL), however, this section will guide and advise on various matters of protocol and (if necessary) will provide various examples and checklists to be used in the execution of various ceremonies or special events. Sample products for Ceremony and Protocol can be found here.

MSC's, J/G/J staffs, to include JFHQ-HHD will manage and execute their own ceremonies per FRAGORD 33 to OPORD 17-002 (NOTIFY) 3.c.1.c.

Reference the Ceremony/Protocol Self Help folder on GKN to assist in planning and execution of events. The self-help folder includes checklists, scripts, music, programs, run of shows, and protocol guidance.

NCNG PAO will provide e-invitation support and ceremonial flags to units when requested and is available to assist during unit IPRs and other planning meetings when requested.
NCNG PAO will manage and support hardcopy invitations for the following ceremonies: mobilizations, demobilizations, and general officer/command hall promotions and retirements.

MSCs are responsible to plan and execute the following:

1. Promotion ceremonies (except for GOs)
2. Retirement ceremonies (except for GOs)
3. Mobilization ceremonies
4. Demobilization ceremonies
5. Change of Command ceremonies
6. Unit Activation and Deactivation ceremonies
7. Ribbon Cuttings
8. Invitations

COMREL will assist directly/indirectly with ALL unit Mobilization/Demobilization ceremonies. Units will use the specified guidance and/or resources from the COMREL section to execute these events at the lowest level possible. Additionally, COMREL will work internally to provide support in the form of news releases announcing events at the unit level through the PAO's Media Relations section.

Event Invitations:
COMREL can produce electronic invitations (E-invites) upon request for MSCs and their subordinate units as well as for service member promotion ceremonies.

The section will only produce hard copy invitations for designated ceremonies:

Mobilizations/Demobilizations, General Officer Promotions and Retirements.

COMREL will coordinate with NCNG Legislative Affairs as needed to identify key political stakeholders that may warrant an invitation to the event.

NCNG PAO only sends e-Invites to the total NCNG distro list with JFHQ CMD approval for events at the MSC, O6, E9 and above levels. Otherwise, units work through their S1 section using internal distribution lists.

Recurring NCNG Events
The NCNG PAO supports several major community relations events which are published annually in Annex J. These recurring events are opportunities to maintain and develop existing partnerships and make connections with the community. The link above contains previously published ORDERS to maintain continuity and improve future public affairs support in relation to these enduring events.

- NC State Fair Military Appreciation Day
- Collegiate/Professional Military Appreciation Games
- NCNG Retiree Day/Tarheel Homecoming
- First Fruits Farm Memorial Balloon Festival
- Coca-Cola 600 NASCAR Race

NCNG PAO's support of smaller recurring events can be found at PAO – Community Relations on GKN.

- North Carolina National Guard Birthday
- US Army Birthday
- 9/11 Memorial Wreath Laying Ceremony
- Air Force Birthday
- National Guard Birthday

Employer Support of the Guard and Reserve

ESGR Overview and Relationship
ESGR, a Department of Defense office, was established in 1972 to promote cooperation and understanding between Reserve Component Service members and their civilian employers and to assist in the resolution of conflicts arising from an employee's military commitment. The NCNG PAO ESGR Coordinator is designated as a primary POC to coordinate events, services, and funding with the ESGR office and its staff. See the Budget and Purchasing section for details on the ESGR budget.

The COMREL section has overall financial control of the North Carolina ESGR program and is responsible for allocation, maintenance, and execution of funds for different ESGR state projects and ensuring this account is executed within the properly regulatory guidelines based upon directives from the DoD. In addition to this financial obligation, the COMREL section also provides robust support to other ESGR initiatives such as the Annual Planning and Awards Conference (APAC) and supporting Boss Lift operations.

Boss Lift Operations:

ESGR promotes cooperation and understanding between Reserve Component service members and civilian employers to ensure the resolution of conflicts arising from an employee's military commitment.

As part of this successful collaboration, ESGR routinely conducts events called "Boss Lifts." These operations offer employers an opportunity to visit military installations or training centers throughout the nation to observe National Guard and/or Reserve members involved in training exercises. These events offer opportunities for civilian employers to understand the role that their Citizen-Soldier plays in both their military and civilian occupations.

COMREL is not responsible for the logistical planning and execution of the Boss Lifts, but they do assist with securing funding for the trip from ESGR National and serve as a liaison between the ESGR and NCNG units.

The NCNG has a strong and positive partnership with our state's ESGR Representatives. They are committed to assisting NCNG units by fostering successful relationships with civilian employers and supporting initiatives created to find employment opportunities for Guard members. By highlighting this resource, we build a strong and relevant relationship between our Guard members and their employers that fosters the enduring confidence and respect of the public.

Employee Recognition and Awards

ESGR provides the unique opportunity for NCNG members to recognize their civilian employers for supporting military training. Nominations are made at the following ESGR website. When available, the NCNG PAO highlights Soldiers that have recognized their employers.

Visual Information

VI Overview

The VI Section handles all requests for audio and visual products. These products include, but are not limited to, the creation of graphics, photographs, photo editing, printing requests, videography, video editing, copying of photos and video products, and web page design.

Not all events are eligible for photo and/or video support. Per regulation public affairs resources should not be used for "event photos i.e promotions" unless there is significant historical or organizational specific relevance and/or unless directed by the PAO or Command Team. VI will not provide photo or video support for ceremonies for persons below the rank of O6, CW5 or E9 unless directed through the command hall.

Video support will be provided for events / promotions at the E9, CW5 and GO level. Types of events VI will support are: MOBs and DEMOBs, senior leader retirements, other events directed by PAO or command hall.

Command Photos will be produced for all Command positions. Photos will not be provided to customers in a hard-copy format but can be supplied to customers electronically.

Photos of events will be posted in a high-resolution format on the NCNG Flickr website at www.flickr.com/photos/ncngpao. A "set" will be created for each event photo package. Customers

are free to download photos from the Flickr site. PAO videos will also be posted to YouTube and/or DVIDS.

In most cases, 30-day notice is required from customers for the scheduling of VI support.

All VI support is requested though the Visual Information Ordering System.

The VI Section works IAW all applicable policies and regulations which correspond with the United States Army VI Branch SOP under most circumstances.

VI Content Flow and Archiving

All NCNG PAO photos, graphics and other VI products will be stored on the NCNG PAO Google Drive. Final products of videos will be saved to YouTube to save on drive space. Folders will be organized by year and additional folders will be created named with the following naming convention: YYYYMMDD Title of Event. Stories, additional notes, or other background content gathered are saved within the same folder as the other VI content.

Once photographers have selected their best 3-20 photos, they will upload into the event folder. Approved and Disapproved folders will then be created within each event folder. Photographers will notify the PAO Director and/or Deputy PAO to review the photos once they have been uploaded as described above. The PAO Director and/or Deputy PAO then places the content in either an “Approved” or “Disapproved” folders within the event folder. Within the “Approved” folder, an additional folder will be created titled “Selects”. These photos will be selected by the PAO Director and/or Deputy PAO with the photographer’s insights and preference considered.

All photos in both the “Approved” and “Select” folders will be published to the Defense Visual Information Distribution System (DVIDS) and the NCNG PAO official flickr page to allow easy access by internal and external stakeholders. It is the photographer’s duty to upload the photos to DVIDS and flickr within 7 working days of the content being approved.

All photos in the “Select” folder will be published on social media platforms by the Social Media Manager under the direction of the Media Relations officer and/or PAO Director.

The content flow process above is outlined in detail in the NCNG PAO Content Flow powerpoint presentation saved on the GKN PAO page and in the PAO share folder under Administration.

There should be no duplication of files, i.e. multiple copies of same picture or file in the sharedrive.

VIOS

All requests for VI products, use of audio-visual equipment, print jobs, photography, and other visual information support from NCNG PAO are made through the VIOS site (CAC enabled). Follow these steps to initiate a request:

- Select US East
- Select Work Request (3903)
- Fill and submit all necessary information

- If the site is inaccessible, please attempt using a Microsoft Edge browser

Services offered include:

- Photography
- Prints, Photos, Signs & Charts
- Design / Graphic Services
- Video / Audio
- Audiovisual Events & Support
- VI Equipment Requests

For map products contact your unit engineer representative

Visual Information Studio Point of Contact:

VI Manager, 984-664-6311(office or 919-906-6158 (cell)

DA Photos are no longer required for Soldier Record Briefs. However, individual requests can be made for official photos for example, command photos, soldier of the year, school requirements and other board photos.

Passport photos are not a service provided by the VI team.

VI Equipment

NCNG units, sections and programs can request the use of VI equipment through VIOS as described in the previous section. VI Equipment is maintained, inventoried, and updated by the VI Manager IAW all applicable policies and the W8BPAA property book hand receipt.

The Hornet Digital Magazine

The Hornet is a digital magazine, released quarterly, that provides another avenue to inform and educate internal and external audiences on NCNG activities. Current operations for *The Hornet* production is coordinated at the following Microsoft Teams channel under the direction of the COMREL Officer. The current publishing roles are as follows and may adjust under the PAO Director's guidance:

Publishing Team Position	NCNG PAO Position
Production Manager	Community Relations Officer
Editor	PAO Director
Editor	Deputy PAO
Design	Photojournalist
Writer	Photojournalists, All NCNG PAO

Previous issues of *The Hornet* are found in the AGPAO share folder

Proclamations and Command Messaging

NCNG PAO also assists in facilitating NCNG proclamations signed by the Governor of NC through the following steps.

1. NCNG sections (i.e. Family Programs) or unit requests assistance NLT 5 months prior to required date to meet the governor's office requirements.
2. NCNG PAO asks the requestor to draft the proclamation and send back to PAO. Examples of proclamations can be found at: https://governor.nc.gov/news/procs
3. Once draft is approved by the NCNG PAO, the proclamation request is sent to Office of the Governor IAW the directions found at https://governor.nc.gov/submit-request/request-proclamation.

NCNG PAO assists in facilitating NCNG proclamations signed by TAG through the following steps.

1. NCNG sections (i.e. Family Programs) or unit requests assistance NLT 60 days prior to required date to meet the governor's office requirements.
2. The requestor drafts the proclamation with the assistance of the NCNG PAO.
3. Once the draft is finalized, the proclamation is sent to the NCNG Command Hall for signature and, if applicable, the PAO director schedules a signing event ICW the appropriate aides.

The PAO VI Team assumes responsibility of creating holiday, end of year, and other video projects as directed by the PAO Director and the Command Hall to communicate directly to the NCNG community and the public.

Auditorium

Auditorium Support Overview

Requests for JFHQ auditorium use are submitted to the Facilities Coordination Office (FCO) at ng.nc.ncarng.mbx.fmo-ral-fco-requests@army.mil, 984-664-6815. Current FCO administrators are Michael Pisano and Patrick Dillard. Requests are submitted using the JFHQ Complex Facility Use Request Form two weeks prior to the date of event. For events that fall on a drill weekend HHD is contacted at (984) 664-6162 or 984-664-6399.

A VIOS work Request for Audio Visual/PAO support must also be submitted, as described in the previous section, two weeks prior to the event date.

Last minute requests for additional audio or video facilitation will be not accepted under any circumstances.

The VI specialist, assigned to coordinate support, checks the auditorium and tests all systems along with the media being used (if applicable) one day prior to the event.

No food or drink will be allowed inside the auditorium. Furniture and hardware must not be moved without permission of auditorium crew.

Livestream or Microsoft Teams events require a full technical rehearsal NLT 24 hours prior to event. Advanced rehearsal is recommended for all events.

The assigned coordinator will be responsible for conducting all technical support aspects of the event ie. handing over the mic to the participants or guests, switching lights for media presentation etc. during the event.

The requester and VI coordinator are responsible for any kind of the damage caused in the auditorium due to event.

The requester must ensure that proper decorum and discipline is maintained before, during, and after the event and will be solely responsible for any kind of indiscipline by participants.

Budget and Purchasing

Budget and Purchasing Overview

The NCNG PAO utilizes allocated funds to support PAO operations IAW TAG vision and priorities. The NCNG PAO manages a budget and expenses which fall under G6 funds for all VI and PAO mission expenses and under G1 funds for ESGR expenses. The account information for each of these accounts is below:

Account	Parent Section	Fund Center	MDEP
Visual Information	G6	A18N5	MU1M
ESGR	G1	A18NT	09000000000

The systems used and spend plan annual requirements are described in subsequent sections.

Purchasing Process and Systems

NCNG PAO manages a budget and expenses through multiple systems and programs.

The General Fund Enterprise Business System (GFEBS) is used to create and approve purchase requests (PR). A Level 4 approved GFEBS PR is required before a GPC card is ever used to make a purchase. This ensures that all the required documentation has been provided to justify the purchase IAW policies and regulations.

The assigned PAO Billing Official (BO) inputs the PR and Level 1 approves within GFEBS. Level 2-3 is only required for VI purchases and approved through the G4 and USPFO offices. Level 4 approval is completed by the PAO Director.

Current POCs for Level 2-3 are as follows (as of Dec. 2023):

- Level 2, CW2 Clara DeFeo, G4 984-664-6159 (Office), 910-689-6884 (Cell)
- Level 3, Ms. Mitz Adamson-Kime, USPFO, 984-664-6046

Additional training for GFEBS is provided during initial appointment as a GFEBS inputter. It is critical to track all GFEBS PRs to ensure accuracy and closely monitor all purchases. An example tracker is found in the Budget folder in the PAO share folder at \\ngnca7-350-01\AGPAO\Administrative\Budget.

Once Level 4 certification is complete, the PAO GPC cardholder is authorized to make the purchase. The PAO GPC cardholder will match all purchases promptly on the 19th of each month. The BO will then certify all purchases through the PIEE US Bank system NLT 5 business days following the 19th. A step-by-step guide for the BO approval process is found on the PAO share folder at \\ngnca7-350-01\AGPAO\Administrative\Budget\Montandon docs - BO, COR. The current GPC point of contact and

Agency/Organization Program Coordinator (AOPC) for NCNG is 1SG Maida, Philip, at 984-664-6039 for all questions regarding GPC operations.

Power BI is where current account allotments, obligations and remaining undispersed funds are tracked for each account. USPFO coordinates access to this data. Current POC for access (as of Dec. 2023) is Mr. Kc Anil at anil.k.kc.civ@army.mil, or 984-664-6097. Current account status, requests for additional funds, and plans for expending remaining funds are discussed at regular Program Budget Advisory Committee (PBAC) meetings as scheduled on the JPC.

Spend Plan

NCNG PAO plans and submits a spend plan through engaging in the funding cycle directed by the G3/J3 sections. Key meetings and processes include the Resource Allocation Workshop (RAW) and the Resource Scheduling Workshop (RSW) which typically take place in the fall and spring respectively. These workshops are the approved setting for PAO to outline anticipated funding requirements for PAO operations throughout the fiscal year and request additional funding as needed. Previous RAW and RSW documents are found on the Microsoft Teams G3 channel. PAO leadership along with the VI Manager will regularly meet to ensure funding is properly planned and requested IAW G3 guidance and timelines. All VI equipment and supply requests match the approved property book linked in the next section.

Property Book

The NCNG PAO property book is found on the NCNG JFHQ PAO Microsoft Teams channel. These items are reviewed and inventoried by the VI Manager annually. Any proposed changes are discussed and approved with the PAO Director.

Crisis Communications and State Active Duty

Crisis Communications Overview

NCNG PAO assists the command staff in times of crisis, such as accidents involving NCNG personnel and/or equipment, death of NCNG personnel during combat or state operations or other controversial or legal situations involving NCNG members.

In all situations, the response to these issues must be accurate, timely, synchronized and coordinated with affected MSCs and/or command staff to ensure open communication with the public and interested media.

In the event of joint operations between both civilian and military organizations during SAD operations where state partner agencies are the lead, NCNG PAO media relations serves in a support role to the NC Department of Safety (NCDPS) and state emergency management operations.

In everyday operations, NCNG media relations will coordinate with and assist NCDPS to accomplish state missions in support of the Governor as needed. In these instances, if both NCDPS and NCNG cover a similar story from two different perspectives, NCDPS releases will be the initial conveyance of public information. NCNG media relations will embargo joint stories until NCDPS releases their products first.

The Media Relations staff, upon request from PAO Director and/or Deputy will assist in drafting command information, including, but not limited to talking points, command messages and possible question/answer guidance.

Additionally, the PAO section will maintain situational awareness of events facing the organization by referencing NCNG Joint Operation's Center GREEN 8 (SIR) reports that identify illness, death, and destruction to NCNG property or legal matters affecting NCNG service members.

Media Relations will support the PAO Director as it pertains to obtaining background information, research, drafting questions and answers, and developing command messaging products and talking points designed to inform the public on NCNG-related issues.

Public Affairs Force Packages

NCNG PAO supports the state during emergencies through Public Affairs Force Packages. These packages entail mobilizing two public affairs Service Members as described in the Force Package Playbook found on the GKN - J3 Domestic Operations page. Personnel requirements may be adjusted depending on the nature of the crisis and under the approval of PAO, J3 and NCNG leadership. Upon activation of the State Emergency Operations Center (SEOC) and through the direction of J3, Public Affairs Force Packages will provide public affairs coverage and relay information to PAO leadership to inform JFHQ leadership.

The NCNG PAO has the tasking authority for the 382nd Public Affairs Detachment (PAD) to direct support activities IAW command priorities. This tasking takes place through the G3 utilizing existing Annual Training days and Inactive Duty Training periods. The 382nd PAD Commander and NCOIC will notify and activate Public Affairs Force Packages IAW NCNG PAO guidance to coordinate coverage of affected regions under the direction of the PAO Director.

Responding to the Media in a Crisis

The NCNG PAO will coordinate media coverage and engagements during crisis and emergency situations that involve NCNG operations. All communications will be synchronized with DPS themes and messages.

Under the direction of TAG and J3, the following media guidelines may be published in operations orders during a crisis to support public affairs operations during SAD missions, i.e., civil unrest, natural disasters.

Coordinating Instructions: ALL MSCs

1. All Guardsmen are encouraged to send photos of their SAD missions for NCNG PAO use. Send photos with the 5Ws to ncngpao@gmail.com subject line, SAD

2. For additional information regarding public affairs operations during SAD missions connect with your assigned MSC PAO representative or the NCNG PAO Media Relations officer at 984-664-6308 or ng.nc.ncarng.mbx.pao@army.mil

For more information on appropriate interaction with media, see the Guidelines for Interacting with Media section.