

**National Guard Pamphlet 360-5
Air National Guard Pamphlet 35-1**

Public Affairs

National Guard Public Affairs Guidelines

**Departments of the Army and the Air Force
National Guard Bureau
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SUMMARY of CHANGE

NG Pam 360-5/ANGP 35-1
National Guard Public Affairs Guidelines
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- o Updates requirements and processes throughout the document.
- o Changes the names of chapters in accordance with the changes in the names of divisions and functions.
- o Moves environmental programs under Outreach, Chapter 4.
- o Updates the environmental programs section with technical input from the JA, Chapter 4.
- o Makes extensive technical changes to the Outreach, Chapter 4 (formerly Community Relations):
 - Aviation Section Expanded
 - Aviation Appendices Added
 - New Media Embed Guidance Section
 - Changes to Band Approval Authorities
- o Includes information about the Public Affairs Rapid Response Team (PARRT), Chapter 2 (para 2-11).

Public Affairs

National Guard Public Affairs Guidelines

By Order of the Secretaries of the Army and the Air Force:

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History: This printing publishes a revision of NG Pam 360-5/ANGP 35-1. Major revisions are listed in the summary of changes.

Summary: This pamphlet provides general guidelines and understanding of the procedures and techniques needed to conduct effective public affairs programs within the National Guard.

Applicability. This publication applies to the National Guard Bureau, field operating agencies of the National Guard Bureau, the Army National Guard and the Air National Guard.

Proponent and exception authority: The proponent of this pamphlet is the chief, NGB-PAF. The proponent has the authority to approve exceptions to this pamphlet that are consistent with controlling law and regulation.

Supplementation: Supplementation of this publication is prohibited without prior approval from the Chief, National Guard Bureau, ATTN: NGB-PAF, 1411 Jefferson Davis Highway, Arlington, Virginia 22202.

Suggested Improvements: Users are invited to send comments and suggested improvements, on DA Form 2082 (Recommended Changes to Publications and Blank Forms), directly to the Chief, National Guard Bureau, ATTN: NGB-PAF, 1411 Jefferson Davis Highway, Arlington, Virginia 22202

Distribution: A

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Chapter 1 Introduction

1-1. Purpose

a. This pamphlet contains basic public affairs guidelines for all National Guard agencies and personnel, including state adjutants general and public affairs personnel of the Army National Guard and Air National Guard. It covers current operations, command/internal information, outreach, future operations and other public affairs related activities.

b. Applies to all members of the Army National Guard and Air National Guard.

c. Supplements policies and procedures applicable to the National Guard as set forth in AR 360-1, AFI 35-101, and Department of Defense Directives, Instructions and other publications including regulations, manuals and pamphlets.

1-2. References

Required and related publications are listed in Appendix A.

1.3. Explanation of Abbreviations

Abbreviations used in this regulation are explained in the glossary.

Chapter 2 Current Operations

Responsible for news media programs designed to increase public awareness and understanding of the National Guard and its role in the ongoing war on terrorism in the "post-9/11" environment. The Current Operations Division is the principal point of contact, at the national level, for news media and general public inquiries about the National Guard. It also participates in NGB-PA-sponsored news media training programs, designed for field commanders and coordinates a variety of national level media themes and messages. (see App C, SOP for News Media Releases)

2-1. Public Information Principles

It is the National Guard's objective to keep the public fully informed of its unclassified activities. In meeting this objective, the following principles apply:

a. National Guard agencies should provide unclassified information about the National Guard and its activities to the public. Prompt and maximum disclosure of information is required by the Department of Defense. Bad news does not improve with age. See DoD Principles of Information at Appendix B.

b. Unfavorable news should be released with the same care and speed as favorable news. Candor is essential in dealing with the public.

c. Promotional, self-serving news is suspect in terms of veracity and accuracy and should be avoided. Creating an event solely to generate news coverage is in conflict with the spirit and intent of National Guard public affairs policy and the DoD Principles of Information.

d. All National Guard officials should avoid public discussion of matters which are the responsibility of other governmental agencies (e.g., foreign policy is the responsibility of the Department of State).

e. Information classified in the interest of national security pursuant to DoD Directive 5200.1- (titled DoD Information Security Program) will not be disclosed.

f. Information will not be classified or otherwise withheld to protect the government from criticism or embarrassment.

g. Avoid requiring journalists to submit Freedom of Information Act (FOIA) requests to obtain information that is releasable according to the Act. Unnecessary FOIA requirements only add delay to the process and often are counterproductive to the practice of effective public affairs programs.

2-2. Public Announcements of National Guard Participation in Exercises, Deployments, Redeployments and Contingency Operations

a. Because of the need to inform families and employers about annual training exercises and contingency deployments, NGB-PA recognizes the requirement for National Guard members to be able to discuss their participation in these programs. For major exercises and contingencies (e.g., OCONUS events involving allied nations), the public affairs guidance (PAG) and formal exercise announcements are normally prepared by the controlling joint/specified/unified/major command involved:

- (1) PAG is coordinated through participating major commands, including NGB, to OASD-PA.
- (2) PAG, announcements, and questions and answers usually will be classified prior to approval for use.
- (3) OASD-PA will issue final approval and declassification instructions for PAG.
- (4) NGB has requested of DoD that AGs and PAOs of states involved be included on message traffic.

b. For smaller scale deployments, the controlling command prepares the public announcements, questions and answers, and any PAG. The controlling command must be a service member at the grade of E-7 or above.

c. For deployment for training (DFTs) of small units, sub-units or cells, the headquarters controlling the activity or receiving (requesting) the National Guard support is expected to prepare the necessary PA announcement and guidance. Because DFTs are designed to train Guard units in deployment techniques and focus on enhancing those units' abilities to perform their primary missions, they are planned well in advance and are normally not classified. National Guard PAOs normally can release the information on a unit's DFT as soon as all the facts are known and in coordination with their Adjutant General.

d. Increasingly, National Guard Soldiers and Airmen are deployed to support real-world contingency operations. Respond to queries IAW the appropriate PAG, but if activated, the following general guidelines should be followed:

(1) Operational security and troop safety will always be observed. Units may comment on preparations for deployment such as briefings for family members, organizing and packing equipment, updating medical records, tending to personal affairs and may confirm what is readily observable, but common sense, OPSEC and the exercise of sound judgment are the ultimate determinant factors.

(2) Topics that may be discussed include authorized, not actual, troop strength; types of equipment; and authorized, not actual, numbers of equipment on hand, unit histories, missions and previous deployments and chain of command information. (The Privacy Act of 1974, 5 USC, Section 552a, Government Organization and Employees, Administrative Procedures, may apply. See Appendix D of this pamphlet, AR 360-1 Appendix K or AFI 35-101 paragraph 6-4 for further guidance.) Spokespersons should not discuss deployment dates, modes of transportation, specific mission(s), possible destination(s) or any other aspect beyond their units' current preparations.

(3) Media often wish to cover the departure of mobilized units as they leave home station and/or their mobilization station or are redeploying after a mission. Such coverage demonstrates readiness and capabilities and is beneficial to DoD and the National Guard. Unless otherwise prohibited by PAG, regulatory guidance, the unit or higher-echelon commander, short-notice advisories to the media, which allow reporters to attend and cover these events while minimizing the opportunity for potential enemies to take action, are encouraged. Usually, such notice should not be given more than 18 to 24 hours in advance of the movement. Such advisories can be embargoed until the day of the event to enhance force protection and OPSEC/COMSEC. Sound judgment regarding the potential force protection threat should be exercised when making a decision to publicize a unit departure. Coordination with installation PAOs for media coverage should be accomplished as soon in advance as possible if units are departing from or redeploying to an active-duty post or base.

(4) At commanders' discretion, PAOs may provide media with photo opportunities of deployment activities. When dealing with members of the press, personnel should be open, honest and forthright. Commanders are encouraged, when possible and practical, to allow news media opportunities to cover deployment activities within the confines of OPSEC and COMSEC.

(5) Allow common sense and operational security to guide media activities. For example, PAOs, unit commanders and staffs should allow the media access to information, troops, leaders, and facilities consistent with operational security.

(6) Commanders at all levels are authorized to support efforts that demonstrate to the public, through the media, the United States' resolve and capabilities.

(7) Commanders are authorized to embed media during deployment. Units embedding media are required to inform the appropriate theater Combatant Commander and the appropriate component command. Media embeds during deployment and redeployment operations are subject to appropriate theater Combatant Commander concurrence and compliance with host nation visa requirements, where appropriate. Additionally, OASD-PA will produce PAG in concert with NGB and affected combatant commands to govern the embed or in-theater handling of media covering units participating in contingency operations. PAOs will ensure that they have the latest PAG in order to ensure proper coordination and approval for such media activities.

(8) Unit commanders and service members will not speculate or respond to "what if" questions. Unit commanders, service members and spokespersons should stay within their lane. Other questions should be referred to the next higher headquarters or to other spokespersons, as appropriate.

(9) All discussions will be considered on the record at all times.

(10) Participation of allied forces with U.S. forces in operations or exercises will not be divulged without appropriate theater combatant commander, host nation or seat of government approval. Normally, PAG covering such operations or exercises will address this issue.

(11) General references to the type of mission or duties performed may be mentioned. Specific operations or sensitive details such as mission profiles, available ordnance, tactics, techniques and procedures, call signs, etc., will not be discussed in the interest of operational security.

(12) If a unit is within 60 days of a deployment and has not received the required PA announcement/guidance, contact NGB-PA for assistance.

2-3. Unit Activations, Inactivations and Reorganizations

a. Normally the National Guard Bureau will notify the ARNG/ANG unit concerned, and will provide the state with PA support if requested. When such notification is received, the State Adjutant General concerned may release information, listed at b (1) through (3) about the local unit.

b. Safeguarded information in (1) through (4) is *generally not* releasable, except as provided in c. below, *on any phase of activations, inactivations, redesignations, reorganizations, training, or movement of units either within the United States or to overseas destinations.*

(1) Exact personnel strength and composition of units.

(2) Status, amounts, or quality of equipment.

(3) Combat efficiency.

(4) Information on deployment of units to combat areas.

c. Commanders may approve release of information when release will not compromise operational security.

2-4. Release of Information Regarding Deceased or Injured Personnel

Public release of information on injured or deceased personnel, regardless of the circumstances under which they were injured or killed, will be made as soon as possible within Privacy Act constraints after the next-of-kin have been notified officially. See Appendix D of this pamphlet, AR 360-1 Appendix K and AFI 35-101 paragraph 6.29 for further guidance.

a. Deaths. Federal law requires a "reasonable" amount of time to pass before public notification of a death can be made. DoD policy dictates that that amount of time is not less than 24 hours AFTER the last next-of-kin (NOK) notification has been made. For federally mobilized individuals, DoD retains initial release authority for casualty information. State PAOs may release casualty information IAW the Privacy Act only after the information has been posted on the DefenseLink Web site or DoD has made an initial public release by some other method.

b. Injuries. Information that identifies injured service members, without regard to the circumstances under which they were injured, is not releasable without the permission of the service member or someone with the authority to speak for the service member if he or she is unable to speak themselves such as a family member or spokesperson.

2-5. Accident Involving Military Personnel or Equipment

a. Unit commander, staff and 24-hour Emergency Operations Center (EOC) personnel must be briefed thoroughly on how to respond to news media queries in the event of an aircraft or major vehicle accident. Foremost, they must contact appropriate PA personnel upon learning of any aircraft or major vehicle accident.

(1) Accidents will be reported to SAF/PA and OCPA through NGB-PA as soon as possible.

(2) If the accident occurs on a military installation, notify the installation PAO.

(3) Do not delay calling emergency services to notify EOCs or commanders. Notify the chain of command after immediate life-safety issues have been addressed.

b. When circumstances permit, one-story, single-release coverage of accidents or incidents is desirable. See Appendix J for a sample release. Normally, information released will be as follows:

(1) Announcement that an accident or incident occurred.

(2) Location and time of the accident or incident.

(3) Initial release should state "The names and addresses of deceased will be withheld until such time as next-of-kin have been officially notified IAW federal statute and DoD policy." After the official 24 hour notification of NOK is complete the PAO may release casualty names and city and state addresses. Information about injured must be authorized by the affected service member or someone with the authority to speak for the service member if he or she is unable to speak themselves.

(4) Never speculate on the cause. Simply state "An investigation is being conducted to determine the cause."

(5) To remove or lessen the anxiety of other personnel on the installation, names and addresses should be released simultaneously with the release of accident news or as soon thereafter as possible.

c. For this regulation, a civilian aircraft under military charter is considered a military aircraft and information concerning casualties will be released accordingly.

d. When accidents occur outside military installations, whether overseas or within CONUS, that involve civilian or military vehicles, trains, and commercial or private airplanes, the PAO nearest the scene will coordinate with the appropriate law enforcement officials and transportation personnel, if applicable. The PAO will also work with the appropriate casualty personnel to ensure that the next of kin has been notified prior to the public release of names IAW DoD policy.

e. Requests for additional personal information on deceased and injured by news media:

(1) Information on the news media request will be given to the service member, if applicable, or his or her NOK, and any communication with a requester will be the option of the next-of-kin or the service member. Strict guidelines govern what a PAO may release and when.

(2) Reports of casualty investigations may be released to the individual involved (or to the next-of-kin if the individual is deceased or in a missing status).

f. Although a state PAO or designated PAO will handle the public affairs aspects of most accidents at the local/regional level, inform NGB-PA immediately. NGB-PA will be asked by Department of Defense, Department of the Army and/or Department of the Air Force Public Affairs for as much information as can be provided.

2-6. Criminal Investigations

No information will be released concerning on-going investigations. However, in coordination with local authorities, PAOs may acknowledge the existence of an investigation and information which is a matter of public record. If an investigation has been initiated by civilian authorities, refer media queries to the affected law enforcement agency and/or the district attorney's office. If an investigation has been initiated by military authorities, consult with commanders and your servicing judge advocate for guidance.

2-7. Inspector General Activities

IG investigations contain sensitive information and advice. Unauthorized use or release of IG records can seriously compromise the IG's effectiveness as a trusted advisor to the commander and may breach IG confidentiality. Consult with the Inspector General on what may be released publicly.

2-8. Information Related to Disaster Relief and Civil Disturbances

Information on National Guard participation in disaster relief operations will be made available promptly to news media. Public affairs officers are encouraged to forward to NGB-PA, news and news-feature material of their activities for possible dissemination at national level. Coordinate release of information with the state Emergency Operations Center (EOC) lead PAO (usually part of an Emergency Management Division or Department). Often the governor's office will also be involved in the release of information concerning disaster relief and civil disturbances where the National Guard is called to State Active Duty (SAD).

2-9. Public Affairs Guidance for Counterdrug Operations

a. With concurrence of lead law enforcement agency, state PAOs will take the lead for public affairs activities pertaining to National Guard counterdrug support. Releases must be coordinated with the supported lead civilian law enforcement agencies in supply reduction operations and participating community-based organizations in Drug Demand Reduction (DDR) activities.

b. Where possible, state public affairs officers should look for opportunities in conjunction with the supported lead Law Enforcement Agency (LEA) to provide news media an opportunity to cover National Guard support. State public affairs officers should also seek opportunities to obtain news media coverage explaining in generic terms the type of mission support the National Guard provides law enforcement. OPSEC and the personal safety of National Guard members and their families still remain the primary consideration when talking to news media. Operational risk assessment will be used to determine the advisability of providing interviews. Final decision to provide an interview rests with the state National Guard leadership and the individuals concerned.

c. The Adjutant General is the approval authority for local travel in National Guard aircraft. The state PAO must coordinate LEA approval for media to accompany National Guard aircraft on actual missions. See Chapter 4 and Appendix E of this pamphlet for Public Affairs Travel guidance.

d. Further information on National Guard counterdrug support to law enforcement agencies can be found in National Guard Regulation 500-2 and Air National Guard Instruction 10-801.

2-10. National Special Security Events (NSSE)

a. General. As directed by the Secretary of Defense, U.S. Northern Command (USNORTHCOM) supports designated Lead Federal Agencies (LFA) for NSSEs. NSSEs are designated in accordance with Homeland Security Presidential Directive 7. Designation of an event as an NSSE results in a coordinated operational security plan among Federal security, law enforcement, anti-terrorism, and counter-terrorism assets for events of national interest. Military support for NSSEs is provided in response to a request from the United States Secret Service (USSS), the LFA for NSSEs in accordance with Presidential Decision Directive 62. Public communication with regard to DoD involvement in NSSEs is characterized by the challenges of preserving operational security and accurately communicating the DoD's roles in support of the LFA. This guidance serves as standing, initial guidance for these operations, and is applicable and adaptable to the broad range of NSSEs. As directed by the Secretary of Defense, USNORTHCOM will develop and provide additional guidance for a specific event. This guidance applies to all DoD organizations supporting, attached or assigned to USNORTHCOM for the support of an NSSE.

b. Public Affairs Approach. Unless otherwise stated by the LFA, public affairs posture for DoD support to NSSEs is passive, response to query only. All DoD public affairs releases shall be coordinated through the LFA's Multi-Agency Command Center and Joint Information Center (JIC).

c. Internal Media and Audiovisual Coverage. Internal media coverage of NSSEs and military support to civil authorities events is authorized and encouraged, provided it is consistent with the coverage guidelines issued by the LFA. Internal coverage of NSSE operations should occur on a post-event basis only. Exercise caution and diligence in planning for newsgathering and dissemination of products so as not to jeopardize security of future, similar operations. Internal coverage should focus on the broad, general nature of the military support to civil authorities mission area, the personnel and units involved, and DoD's roles in Homeland Security operations and Homeland Defense rather than on a specific NSSE. Still and video imagery produced in support of these events must be forwarded to the DoD Joint Combat Camera Center (JCCC) at the earliest opportunity and by the quickest available means to support OASD/PA and Joint Staff imagery requirements. Questions regarding imagery transmission should be addressed to the JCCC by e-mail at jccc@hq.afis.osd.mil or jccc@osd.smil.mil.

2-11. Public Affairs Rapid Response Team (PARRT)

a. Background. In the wake of a domestic terrorist incident or natural disaster it is likely that affected states/territories PAOs will be inundated with requests for information from local, national and international media, communities and various governmental agencies and private organizations. As a result of the aftermath of Hurricanes Katrina and Rita it became clear that a rapidly deployable public affairs asset was necessary to support state PAOs in future contingency operations. The National Guard Bureau established and fielded a fully deployable PARRT. The PARRT is self sufficient and consists of associated shelters, generators and communications equipment and is deployable by ground or air within 12 hours of any domestic incident. Any configuration of the PARRT, on request from supported state PAOs, can deploy to any of the 54 states/territories to support and augment JFHQ-State PAO resources and capabilities. The PARRT consists of an Advanced Party and Main Body. Advanced Party PARRT representatives will arrive within 12 hours of an incident. An advanced party will be comprised of those NGB staff representatives who can best support the needs of the affected state PAO in addressing the immediate contingency response. Within 24 to 36 hours following the arrival of the advanced party the main body of the PARRT with all required equipment and personnel will arrive in the JOA and begin supporting public affairs operations. PAOs from the NGB-PARRT and other supporting states will augment and backfill the supported states as required and directed by the state PAO. The PARRT Chief will normally deploy with the advanced party to assist the supported state PAO in developing initial public affairs plans and guidance and facilitate PA support to the state using National Guard assets from other states as determined by Emergency Management Assistance Compacts (EMAC). All PARRT members will be well-trained and experienced in the PA profession. This provides the supported state with a corps of staff members who can provide expert advice, counsel and response to ensure that the mission is successful, proper resources are available, and personnel involved in the mission are properly supported with all required resources. Team members are considered "Personal Staff" to the State JFHQ and may coordinate with other states for EMAC support on behalf of the supported state and allow the JFHQ-State PA staff to focus on the missions at hand.

b. Mission. The National Guard PARRT mission is to deploy to the affected areas or geographic locations bordering the affected areas to establish a link between NGB, supporting EMAC states, to assist the state in conducting Public Affairs operations. This includes media operations, embeds, outreach, JTF support and interagency coordination.

c. Objectives.

(1) The PARRT will augment state public affairs capabilities during incidents of national significance or during other emergencies that exceed local capabilities or resources.

(2) The PARRT will provide media relations, media escort, command and public information, media operations, media embed, JIC, JIB, and JVB support to TAG, JFHQ-State and JTF level.

(3) The PARRT is deployable within 12 hours or less.

(4) The PARRT is capable of sustained operations in austere conditions for at least 15 days.

d. Contingency Operations (CONOPS). The PARRT is a modular force package. The PARRT chief will be from NGB-PA. PARRT personnel will be drawn from NGB-PA and supporting states subject to TAG approval. Supporting state PAO PARRT volunteers will remain in an "on call" deployable status and will be contacted by NGB-PA in the event of a contingency. All PARRT equipment will be stored and maintained by NGB-PA. While deployed the PARRT will be OPCON to the state PAO through the TAG. NGB-PA reserves the right to task, through the state PAO, for national missions.

Chapter 3

Command/Internal Information

3-1. General References

Command and Internal Information programs are treated in detail in the following: DoD Instruction 5120.4; Air Force Policy Directive 35-1 and relevant Air Force Instructions concerning public affairs.

3-2. Purpose of Command/Internal Information Programs

Provide members of the National Guard, their families and other interested persons with timely, factual information about the mission of the National Guard and benefits of National Guard membership. Such efforts enhance unit recruiting, retention and readiness.

3.3. NGB-Command Information Support

- a. Develops and coordinates Command/Internal Information programs at NGB level.
- b. Assists National Guard commanders and public affairs officers with their Command/Internal Information efforts.
- c. Conducts annual National Guard Bureau media contest.
- d. Critiques Command/Internal Information products for the states and territories upon request.
- e. Produces the following items to assist and public affairs personnel in their information programs:
 - (1) The On Guard. A monthly newspaper mailed in bulk to each National Guard armory/base throughout the nation. This publication provides for dissemination of news about the U.S. Army, U.S. Air Force, Total Force, the National Guard, as well as serve as a forum for states and units to publicize worthwhile accomplishments to a national audience. Text and photos are also available on the National Guard homepage.
 - (2) Unit Public Affairs Representative (UPAR) Handbook. A reference to provide simplified instructions and guidelines to individuals who have additional duties as public affairs representatives.
 - (3) National Guard Bureau Web site. Available at <http://www.ngb.army.mil/>
 - (4) First Muster and Speaking With One Voice – websites for Guard PAOs and GOs

3-4. State Command/Internal Information Programs

Command/Internal Information programs may take a variety of forms (e.g. state/unit publications, commanders' calls, homepages, open houses, and family correspondence programs, spouse councils and bulletins). Publications, specifically newspapers and newsletters, are among the most popular instruments for dissemination of information within a command. Adjutants general may use federal funds to publish and mail command newspapers to the homes of members within the following guidelines:

- a. State-level publications having a combined Army and Air National Guard readership may be published with Army appropriated funds under the guidelines of AR 360-1 if the following criteria are met:
 - (1) A feasibility study has determined that a publication cannot be published as a commercial enterprise and a copy of that study is provided to NGB-PAC.
 - (2) Approval to publish the publication is granted by NGB-PAC.
 - (3) The following mandatory distribution is made of command information publications, regardless of funding source:
 - (a) Two copies to NGB-PAC, Suite 11200, 1411 Jefferson Davis Highway, Arlington, VA. 22202-3231.

(b) One copy to the Director, American Forces Press Service (AFIS), 601 North Fairfax Street, Alexandria, VA, 22314-2007.

(c) One copy to the Director, Journalism Department Defense Information School, Fort Meade, MD, 20755-5620.

(d) One copy to HQDA (OCPA-CI), Room 2E625, Pentagon, Washington, DC, 20310-1510.

(e) One copy to Air Force Newspaper Services, HQ AFNEWS, IIOP, 203 Norton St., San Antonio, TX 78226.

(f) One copy to Newspaper and Periodicals Librarian, State Historical Society of Wisconsin, 816 State Street, Madison, WI, 53706-1488. The library maintains a microfilm archive of all National Guard command/internal information publications it receives.

b. Unit publications.

(1) Army National Guard publications may be published with Army appropriated funds under the guidelines of AR 360-1 if criteria in sub-paragraph 3-4a, above are met.

(2) Air National Guard publications may be supported with Air Force appropriated funds under the guidelines of AFI 35-101 and associated instructions if criteria in sub-paragraph 3-4a, are met except that one copy of the publication must be distributed to Air Force Newspaper Services, HQ AFNEWS, IIOP, 203 Norton St., San Antonio, TX, 78226. Do not send Air Guard publications to HQDA.

c. Special publications. Units may not produce other publications with federal funds without the specific approval of NGB-PA. These include special annual training issues, annual reports, brochures and pamphlets, which are not incorporated into the approved publication plan for the state-level command newspaper. Exceptions to this restriction are those publications produced during annual training as part of an evaluation requirement of public affairs detachments.

d. Unit newsletters. Where possible, Unit Public Affairs Representatives (UPARs) are encouraged to publish unit newsletters, when other publications are not feasible, to inform members and families of programs and activities affecting them.

3-5. Reports and Surveys

Both Army and Air Force regulations require annual newspaper/magazine reports. In addition, audience surveys and command information program assessment reports are required. Chapter 3 of AR 360-1 details requirements of Army Command Information publications. Chapter 5.19 of AFI 35-101 details reporting requirements for Air Force Internal Information publications. Readership surveys must be conducted every three years by public affairs offices publishing Army and Air Force publications. Results of the surveys should be provided to NGB-PAC.

3-6. Media Contests.

The National Guard Annual Media contest is held every January to select winners to participate in the Air Force Media contest and the Army's Keith L. Ware contest. Contest rules from both services are sent to the Chief of Command Information or his designated representative and forwarded to all state Public Affairs Officers, placed on the First Muster Website and sent to all addresses on the First Muster Web Site. Winners are selected by a panel of judges invited from Public Affairs Offices throughout the Military District of Washington and within the office of Public Affairs at the National Guard Bureau Headquarters. First place winners from the Air and Army National Guard are forwarded to their respective service PA headquarters to compete against entries from other Major Commands. The Departments of the Army and Air Force will not judge entries sent directly from units of a Major Command; any entries so submitted will be disqualified. Results of the Media Contest are posted on the First Muster Website, and forwarded to all state PAOs. Winners from all competitions are awarded a plaque and certificate during the Annual Public Affairs Training Workshop. Current information on NGB and DoD media contests is available at: <https://firstmuster.ngb.army.mil/ngbpa/contest.asp>.

Chapter 4 Outreach

4-1. General

Appropriate participation by National Guard personnel and units in outreach projects is essential to continued acceptance and success of the National Guard in the community. However, there are limitations and constraints associated with such participation that must be noted to preclude conflict with civilian enterprise and to avoid the possibility of compromising National Guard personnel. Additionally, not all activities which have outreach impact

are conducted under the outreach authority. Specifically, 10 USC 2012, Support and services for eligible organizations and activities outside DoD, provides the authority to provide DoD support to eligible entities outside of DoD. This statute provides the authority to provide operational support, such as construction support, to eligible entities. The provision of this type of support must meet the statutory and regulatory requirements.

4.2. Approval Authority

a. The Office of the Assistant Secretary of Defense for Public Affairs (OASD-PA) reserves the authority for approving participation in events of the following nature, which must first be coordinated through NGB-PA:

(1) OCONUS events to include OCONUS travel of news media representatives aboard DoD aircraft.

(2) Participation of CONUS-based resources such as bands, exhibits or other resources to overseas areas for outreach purposes.

(3) The Assistant Secretary of Defense for Public Affairs is further responsible for the conduct of Armed Forces Day and support to non-DoD related national conventions, e.g., the Veterans of Foreign Wars and the American Legion.

b. Secretary of the Air Force, Public Affairs (SAF/PA) and the Army's Office of the Chief, Public Affairs (OCPA), through coordination with NGB-PA, approves the following:

(1) ANG or ARNG units for participation in aerial events, aerial reviews, Thunderbirds and Golden Knights performances, exception to policy requests, nationally televised sports events, and participation in commercial, non-DOD motion pictures, television programs, documentaries, and advertisements with regional, national or international impact.

(2) All support of Outreach programs in the National Capital Region (NCR), except speaking engagements to non-foreign groups. The NCR includes the District of Columbia; Montgomery and Prince George's counties in Maryland; Arlington, Fairfax, Loudon, and Prince William counties in Virginia; and the cities of Alexandria, Fairfax and Falls Church in Virginia.

c. NGB-PA is the approval authority for Public Affairs orientation flights, all CONUS out of state public affairs travel, all CONUS out of state static displays, civic leader tours (CLTs) within the Military District of Washington, D.C. (MDW), OCONUS deployments for ARNG bands and OCONUS deployments for ANG bands (except for AEF rotations).

d. State Adjutants General are authorized to approve the use of unit resources for Outreach programs when approval is not otherwise specifically reserved to OASD-PA, SAF/PA, OCPA, NGB-PA or other federal agencies. Requests for use of National Guard assets should be submitted to NGB-PA for further consideration and approval by National Guard, Army or Air Force as applicable.

4-3. Duty Status

The status of Guard members participating in Outreach programs will depend on the availability of funding and if the requested support meets the criteria in section 4-6. This pamphlet does not address personnel on state active duty.

a. Funded training status. Participation by units, elements, or individuals may be in a funded status if participation is mission related, contributes to the combat readiness of an individual or unit, and is approved in accordance with procedures outlined in 4-3 of the pamphlet and meets the criteria of section 4-6. It is essential that MOS- or AFSC-related training be accomplished. The exception to this is ARNG units are authorized one paid UTA each fiscal year for participation in parades and ceremonies of a civic nature (guidance for use of IDT for community projects can be found in NGR 350-1)

b. Volunteer, non-pay, duty status. Participation in Outreach programs that do meet the criteria described in section 4-6 below may be performed in a volunteer, non-pay, duty status if the participation contributes to the training experience of National Guard personnel in accordance with NGR 350-1. The Adjutant General may authorize issuance of orders or other prior written authorization governing training in a non-pay, duty status.

c. Volunteer, non-pay, non-duty status. Participation that does not meet the requirements in subparagraphs a. and b., above, must be in a volunteer, non-pay, non-duty status. National Guard personnel participation is in a purely private status (see NG PAM 4-4e). Participation in lieu of Annual Training (AT). Participation in support of Outreach programs in lieu of AT will only be considered for the most vital humanitarian projects. Such participation must be mission related and contribute to combat readiness of the entire unit or element; the training received by all members of the unit or element must be duty related, and it must be approved in accordance with procedures outlined in 4-3. A request to provide this support must be sufficiently justified. TAG will submit the request to CNGB with the AT administrative plan for approval. For ARNG, NGB-PA and NGB-ARO-OY will approve. For ANG, NGB-PA and NGB-A3 will approve.

d. Insurance liability. National Guard personnel may be held personally liable for injury or damage caused by them while participating in Outreach/domestic action programs in a volunteer, non-pay, non-duty status. They are not covered by the Federal Tort Claims Act, unless they are in a Title 10 or Title 32 duty status. Likewise, any injuries sustained by National Guard personnel while in a volunteer, non-pay, non-duty status will be considered "Not in the Line of Duty." For this reason, National Guard units or personnel should not be encouraged to volunteer or participate unless the project sponsor provides liability insurance in an amount satisfactory to the Adjutant General concerned.

4-4. Environmental Programs

a. Introduction

(1) Purpose. This section establishes responsibilities and requirements for administering effective public involvement initiatives to support environmental programs within the National Guard. This section details specific requirements for implementing public affairs actions for National Guard environmental programs. National Guard planning and decision-making should reflect sound environmental practices and management.

(2) Policy. It is the National Guard's policy to keep the public fully informed of past, on-going, and future actions that have the potential to affect the health and habits of humans and natural resources environments. This includes public involvement when required and/or appropriate in accordance with regulatory requirements and law. Information concerning the implementation of public affairs requirements for environmental programs are in NGB Public Affairs booklet, "Public Affairs Guidance on National Guard Bureau Environmental Programs."

(3) References. PAOs should consult with their Judge Advocate and environmental management offices for a complete listing of environmental laws, regulations and instructions to learn which environmental programs beyond those listed here have public affairs requirements.

b. Public Affairs Officer Responsibilities

(1) Provide guidance to TAGs and environmental project officers on compliance with National Environmental Policy Act (NEPA) public notification and involvement requirements.

(2) Develop public information and news media materials, Outreach plans, and coordinate public meeting locations and logistical needs in support of NEPA actions. The PAO maintains files of all public correspondence and news clippings regarding NEPA projects. Copies of these items are forwarded to the appropriate Army National Guard or Air National Guard environmental office, at the respective readiness centers, or to the contractor preparing the administrative record, if applicable.

(3) Be aware of and involved with NEPA actions at the earliest stages of proposal development.

(4) Work closely with the environmental office, operations personnel, legal and command staff and functional area officials in preparing and reviewing all draft and final documents to ensure they are written factually, timely and comprehensively and address public concerns that can be anticipated.

(5) Prepare news releases and other information products and assist with review of legal notices, displays and advisories.

(6) Coordinate all release of information on environmental issues with the NGB public affairs office.

(7) Coordinate with the installation environmental office to establish, implement and maintain a procedure for receiving, documenting and responding to relevant communication from external parties interested in environmental issues at the installation. The PAO will coordinate with the environmental office to prepare information for the scheduled management reviews, to include communications received from external parties, including complaints.

(8) Coordinate with the TAG to update the environmental policy and ensure it is available to all Airmen, Soldiers, civilians and contract employees of the National Guard and the public.

(9) Provide support in communicating the environmental aspects and environmental management systems among the various levels and functions of the organization and the systems.

(10) Support the establishment of methods for external communication of the environmental management system as determined by the organization.

c. National Environmental Policy Act (NEPA) Programs

(1) Army Regulation 200-2, (as promulgated in 32 CFR Part 651, as amended) and Air Force Instructions 32-7061, (as promulgated in 32 CFR Part 689, as amended) are the implementing regulations for NEPA, the President's Council on Environmental Quality (CEQ) regulations and DoD Directive 6050.1. These regulations contain policy and procedures for all Army and Air National Guard activities, except state-funded projects. The NEPA of 1969 (42 USC Sections 4321-4370e,) and the President's CEQ regulations (40 CFR parts 1500 through 1508) require federal agencies and National Guard organizations that use federal resources or property to analyze potential environmental impacts of proposed federal actions and alternatives.

(2) To comply with NEPA and its processes for environmental analysis, the CEQ regulations and the specific Army and Air Force regulations must be used together. No proposed actions involving federal resources may take place until all NEPA and service requirements are met. There are three levels of analysis specified by the CEQ regulations:

(a) Categorical Exclusion (CX or CATEX). To qualify as a CX or CATEX, the proposed action must be demonstrated through the documented use of screening criteria contained in AR 200-2 (32 CFR Part 651) to have clearly insignificant impacts on the environment. Both Army and Air Force environmental regulations have lists of actions approved by the CEQ for CX or CATEX and therefore do not require additional environmental impact analysis. Public notification regarding CX or CATEX proposals is not required. However, it is essential that the PAO be prepared to respond to the public and news media concerning CX or CATEX actions.

(b) Environmental Assessment (EA). A concise public document prepared by the proponent that describes a proposed action, its alternatives and potential impact. Every EA must lead to a decision to prepare a Finding of No Significant Impact (FNSI or FONSI), an Environmental Impact Statement (EIS), or to take no action on the proposal. A FNSI/FONSI is a decision-making document that explains why the proposed action will not significantly affect the environment, and negates the requirement to prepare an EIS. An EIS is a detailed study prepared by the proponent, that analyzes, through an extensive public involvement process, significant environmental impacts of a proposed action and its alternatives.

(1) Public notification regarding the initiation of an EA is not required, however, aggressive Outreach efforts may be appropriate for the actions listed below. This may include public notifications and community involvement that exceeds the mandatory requirements outlined in Paragraphs 4-5D(4)(c) and (d). A public affairs plan for the events and circumstances listed below should be developed to assist the National Guard in educating and informing the public concerning the NEPA process, the purpose and need for the proposed action, and the unit's mission. In all instances, it is essential that the PAO be aware of any NEPA action being planned and get involved at the inception of proposal development. Following are some examples:

- (a) Training area land acquisitions or land use modifications.
- (b) Airspace modifications or acquisitions below 3,000 feet above ground level (AGL).
- (c) Equipment conversions or relocations
- (d) A precedent-setting proposal, i.e., a first intrusion or a minor development into an undeveloped area.
- (e) The potential for environmental, public, or scientific controversy over the proposal.
- (f) If the proposed action would be located in a flood plain, wetland, or cultural resource area.
- (g) Special training exercises or test activity.

(2) There are three stages during an EA (preliminary draft, draft final EA, and final EA). The preliminary draft, which is an internal working document, is not made available for public review. The draft final EA, used for NGB and intergovernmental agency coordination, is released for a 30-day public comment period. This draft is distributed to any state or federal agency, public organization and individual that have expressed an interest in the proposal. When releasing the draft final EA, it is extremely inappropriate to attach a draft FNSI/FONSI, a final FNSI/FONSI or a Notice of Intent to conduct an EIS. The final EA is made available to the public with the draft (unsigned) FNSI/FONSI attached.

(3) Public notification of the availability of the draft final EA will be made by news release and display advertisements in newspapers of the area affected by the proposed action. Display advertisement should appear in a news section of general circulation publications, not in the classified or legal sections. All news releases, legal notices and display advertisements are to be coordinated with NGB-PAR before publication.

(4) State requirements for notification of document availability should be in addition to, and should not supersede, these requirements when the proposed actions involve federal resources or property.

(5) It is important for the PAO to assist the environmental planning staff in making certain that documents are made available for public review at locations such as public libraries and other easily accessible public offices.

(6) All comments received by the state proponent will be forwarded to the appropriate Army National Guard or Air National Guard environmental programs office at the respective readiness centers.

(7) If an EA can support a FNSI/FONSI, it is approved and signed by the Chief, NGB, or his designee at the appropriate environmental programs office. The FNSI/FONSI will then be published. The PAO makes arrangements for public announcements of the availability of the FNSI/FONSI as described for the draft final EA. No action may be taken on the proposal for a minimum of 30 days following publication of the FNSI/FONSI. At the conclusion of the 30-day public review period, and assuming no court actions are filed or significant changes are made, the proposal may be initiated. If interest in a proposed action extends beyond the local area, an announcement must be prepared by the appropriate Army National Guard or Air National Guard environmental programs office for publication in the Federal Register. If this course of action is required, the FNSI/FONSI must

not be released before the announcement is published in the Federal Register.

(8) A Notice of Intent (NOI) to prepare an EIS is required whenever it is determined that an EIS is necessary for the proposed action. The PAO prepares a proposed news release and forwards it to the appropriate Army National Guard or Air National Guard environmental programs office, at the respective readiness center, for coordination prior to its publication in the Federal Register. Copies of the notice and news release will also be provided to applicable federal and state agencies and news media through a coordinated effort between the state PAO and the appropriate Army National Guard or Air National Guard environmental programs office, and NGB-PAR. Local announcement of the NOI may precede its publication in the Federal Register or congressional notification, but should be made simultaneously with these formal announcements and notifications.

(9) It is extremely important for the PAO to develop and coordinate a public affairs plan for all EIS projects prior to the publication of an NOI. The plan should provide for briefing and educational materials to be used in community relations initiatives with elected officials, government agencies and the general public. The plan also should detail the locations and format for public meetings required for the EIS process. The EIS public affairs plan should be developed through a team approach that is coordinated with the environmental project manager, operations personnel, legal and command staff at both the proponent and NGB level.

(10) It is important that the PAO assists in conducting public meetings, such as scoping meetings, to solicit the public's environmental concerns with the proposed action. The PAO provides similar support for public meetings during the draft EIS phase.

(11) Using the same methods described for EAs, the PAO notifies the public regarding the conduct of public meetings and EIS document availability.

(12) Public Notification of Availability (NOA) of the draft and final EIS, and the Record of Decision, must not precede NOA publication in the Federal Register and congressional notification. Coordination for Federal Register announcements and Congressional notification is made by the appropriate Army National Guard or Air National Guard environmental programs office at the respective readiness centers.

(13) The public must have a minimum of 45 days from the public announcement of Draft EIS (DEIS) availability to review the DEIS. Within this review period, public meetings must be conducted within the affected area of the proposed action. The public must have at least 15 days to review the DEIS before the public meetings are conducted. Comments and questions received during the public comment period must be forwarded by the proponent to the appropriate Army National Guard or Air National Guard environmental programs office at the respective readiness centers. Public questions and concerns will be addressed in the Final EIS (FEIS) and become part of the document's permanent record. Should extensive changes be made to the action proposed in the DEIS, a preliminary final EIS must be prepared to explain how the National Guard plans to revise its original proposal. In this event, the PAO follows the same procedures outlined for the DEIS.

(14) The final action taken during the EIS process is the Record of Decision (ROD), which will become part of the environmental documentation for the proposed action. The ROD is a public document prepared by the agency and signed by either the secretary of the Army or Air Force, or a designee, as applicable. It summarizes the findings of the FEIS and explains any preferred alternative the National Guard might initiate. The ROD will also detail any mitigation that will be implemented to minimize environmental impacts and public concerns. A ROD on the proposed action will not be made until 30 days after the FEIS announcement appears in the Federal Register and the FEIS has been filed with the U.S. Environmental Protection Agency. Once the ROD has been signed, the PAO will distribute a news release or display advertisement summarizing the ROD. The PAO provides copies of the ROD in response to public and media requests for this document. Public comment on the FEIS and ROD is not required. However, it is always National Guard policy to be open to receive and respond to public concerns regarding National Guard actions. This document concludes the EIS process.

d. Defense Environmental Restoration Program

(1) The National Guard Cleanup Program is a nationwide effort to identify and resolve environmental impacts from past practices, accidents, and other environmental compliance-related activities on National Guard installations. These practices typically occurred years ago when there was limited knowledge of the environmental consequences associated with accidental spills or the routine disposal of waste oils, cleaning solutions, fuels and other substances.

(2) The Defense Environmental Restoration Program (DERP) was established through the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and the Superfund Amendments and Reauthorization Act of 1986 (SARA).

(3) CERCLA, SARA, and the National Contingency Plan (NCP), 40 CFR Part 300.415(b)(2), require the National Guard to solicit and consider the comments of interested individuals, groups, the general public and government bodies before selecting a remedial alternative. The public includes installation residents, personnel and

local citizens. This communication is particularly important if environmental studies show that contamination has migrated off-site or is present on the study property in any significant quantity posing a threat to human health or the environment. Residents of local communities will be interested in the results of environmental studies conducted under the DERP because of potential impacts on their health, environment and economic well-being. Commanders are encouraged to foster open, two-way communication with local communities, throughout the environmental restoration process, to gain optimal public participation. The National Guard's DERP consists of several phases, with the typical phases being:

- (a) Preliminary Assessment (PA).
- (b) Site Inspection (SI).
- (c) Remedial Investigation (RI).
- (d) Feasibility Study (FS).
- (e) Decision Document (DD).
- (f) Remedial Design (RD).
- (g) Remedial Action (RA), which may include Interim Removal Actions or an Engineering

Evaluation/Cost Analysis.

(h) Record of Decision (ROD) that documents Site Closeout (SC), a No Further Action (NFA) Decision Document or No Further Remedial Action Planned (NFRAP). A Site Closeout, or No Further Action, may occur at any point in the DERP process based upon environmental conclusions during prior phases.

(4) All National Guard PAOs should be aware of the public participation requirements of the DERP and should ensure requirements are met. All DERP public participation actions should reflect the following standards and methods of NEPA requirements:

(a) To facilitate the DERP, major documents that become part of the public domain must be congressionally coordinated through NGB congressional channels. In order for congressional representatives to receive adequate information, a minimum of two weeks should be provided for congressional notification prior to public notification.

(b) In addition to public documents, congressional coordination should be accomplished for all DERP actions and notices likely to receive strong public response.

(c) Major documents that become part of the public domain must be offered to the public for review and comment. A public comment period should be no less than 30 days. A paid public notice must be placed in the local community's general circulation newspapers. The public notice should be placed in the front section of the newspaper and may not be placed in the classified or legal notice sections. A news release should be issued in concert with the paid public notice.

(d) Documents released for public comment must be placed in a public information file established at a publicly accessible information repository. The information repository must be in a location easily accessed by the public, such as a public library.

(e) Public participation activities will begin no later than the initiation of the RI/FS, unless a situation develops during the preliminary assessment/site inspection (PA/SI) that would dictate earlier involvement.

(f) A Community Relations Plan (CRP) is required for National Guard properties with active DERPs approaching the RI phase or with off-installation contamination, and installations with interest in establishing a Restoration Advisory Board. Such plans will be developed per EPA guidelines, the NCP, and guidance from the chief of public affairs (CPA). The CRP must include a mailing list of local community leaders, interested parties, neighbors, the media, regulatory and elected officials. The installation will complete the CRP before fieldwork begins on the remedial investigation (RI) and will be implemented and updated through all subsequent stages of the DERP.

(g) Installations are encouraged to keep the public informed and involved throughout the RI/FS process. This communication can be done using various public affairs methods, such as public meetings, availability sessions, site tours, briefings, and/or workshops. PAOs need to develop and give information to the general public and media. This information can be in the form of fact sheets, executive summaries, and/or news releases.

(h) Additional requirements apply during Removal Actions. A Removal Action is used when a threat to public health, public welfare or the environment exists or when, for other considerations, an interim removal action is required. Time is normally a critical consideration in a removal action. The public affairs requirements vary depending on the classification of the removal action.

(1) All removal actions. The National Guard must, when conducting a removal action, designate a spokesperson at the removal site, who will inform the community of actions taken, respond to inquiries, and provide information concerning the release. The spokesperson will also notify immediately affected citizens, State and local officials, and when appropriate, civil defense or emergency management agencies. SARA also states that the agency (National Guard) must establish an administrative record file and make it available to the public at a central location

at or near the site, if applicable.

(2) For CERCLA actions where, based on the site evaluation, the National Guard determines that a removal action is appropriate, and that less than six months exists before on-site removal activity must begin the National Guard must make the administrative record available to the public and publish a notice of availability in a major local newspaper within 60 days of beginning on-site removal activity. A public comment period of not less than 30 days from the time the administrative record was made available for public inspection must be accomplished. A comment period is considered appropriate for time critical removals if cleanup activity is ongoing at the time the administrative record is made available to the public and if the public's comments may have an impact on future actions at the site. The National Guard must also address significant public comments with written responses.

(3) For CERCLA removal actions where on-site actions is expected to extend beyond 120 days, the PAO assists with the preparation of a Community Relations Plan (CRP). The CRP must be completed within 120 days of the start of on-site removal activity and must be based on community interviews conducted with local officials, community residents, public interest groups, and other interested and affected parties to solicit their concerns, information needs, and how or when citizens would like to be involved in the process. The CRP must specify the communication activities that will be undertaken in response. In addition, an information repository must be established at or near the location of the response action. Within 120 days of the start of on-site removal activity, the National Guard must establish at least one information repository at or near the site of the removal action. All items in the information repository must be available for public viewing and copying. The CRP must be placed in the information repository. The administrative record must be available for public viewing in at least one of the repositories. The public must be informed of the existence of the information repository and provided notice on the availability of the administrative record.

(4) Whenever a planning period of at least six months exists before on-site activities must be initiated, and the National Guard determines, based on a site evaluation, that a removal action is appropriate, the National Guard must follow the rules set forth in Paragraph (4)(h)(3), and also take the following actions: The community interviews and CRP must be finalized prior to the completion of the engineering evaluation/cost analysis (EE/CA) or its equivalent. An information repository must be established and the administrative record made available for public viewing no later than the signing of the EE/CA approval memorandum. A notice of availability and a brief description of the EE/CA must be published in a major local newspaper of general circulation. Upon completion of the EE/CA, a public comment period of not less than 30 days must be held, and extended by at least 15 days upon timely request. Additionally, a written response to significant comments must be accomplished and made available to the public in the information repository.

(i) A Restoration Advisory Board (RAB) is a forum for discussion and an exchange of information between governmental agencies and the affected community concerning an installation's environmental restoration program. Each National Guard installation participating in the DERP must determine community interest in establishing a RAB. A RAB should focus on environmental restoration only and not be a forum for other community concerns. While other environmental issues may arise, non-cleanup issues should be referred to the appropriate installation officials for processing. The installation commander is ultimately responsible for identifying sufficient and sustained community interest, if any. Community involvement techniques such as surveys, advertisements, interviews and public information meetings should be used to educate the community and solicit feedback. If an installation solicits for interest and finds that there is not enough support to establish a RAB, efforts that were taken to determine interest must be documented. Ongoing follow-up procedures to monitor community interest must be developed. This documentation should be placed in the installation's Administrative Record. If an installation determines that there is sufficient interest in establishing a RAB, the installation should proceed to establish one.

(j) Criteria for determining sufficient and sustained interest are:

- (1) Request from a local Government to form a RAB.
- (2) Fifty or more local residents sign a petition requesting that a RAB be formed.
- (3) The installation commander determines the need for a RAB.

(k) RAB Criteria. The intent of a RAB is to serve as a forum for the early and continued exchange of cleanup information among the community, installation and regulatory agencies.

(1) If an installation needing a RAB already has a Technical Review Committee (TRC), the TRC will be expanded or modified to become a RAB if interest in a RAB is expressed. These modifications shall include adding additional community representatives, a community co-chairperson and ensuring meetings are open to the public. A RAB complies with 10 USC 2705(c).

(2) RAB membership will include representatives from the installation, the EPA and state environmental regulatory agencies, local Governments, and members of the local community.

(3) A RAB should be no larger than 20 individuals but no smaller than is necessary to adequately reflect the diverse community interests regarding installation cleanup.

(4) A RAB will be chaired jointly by an installation representative and a member of the local community. The installation and community co-chairperson shall share leadership responsibilities. The RAB's charter and operating procedures shall define the responsibilities of each co-chairperson.

(1) RAB member responsibilities include:

(1) Providing advice on environmental restoration issues to NGB installations and regulatory agencies.

(2) Holding regular meetings, publicly announced and open to the public, at times and locations convenient to the general public.

(3) Reviewing, evaluating and commenting on documents.

(4) Identifying project requirements.

(5) Recommending priorities among sites or projects.

(6) Identifying applicable standards (consistent with Section 121 of the CERCLA) and, proposing cleanup levels consistent with planned land use.

(m) Installations with RABs will:

(1) Inform RAB members on the relative risk process, the NGB budgeting process, and how these affect the sequencing of restoration actions.

(2) Encourage RABs to participate in the initial development and/or reassessment of relative risk evaluations of sites.

(3) Develop budget requests within NGB guidelines while considering RAB advice on sequencing projects.

(4) Advise the RAB of what funds were received, what restoration projects were funded, and what work is remaining.

(5) Provide the RAB with all relevant information on cleanup alternatives, including implications of land use choices and corresponding cleanup levels and remedies.

(6) Ensure that RAB members understand the installation's chain-of-command and appropriate avenues for obtaining assistance within the chain-of-command.

e. Operational Noise Management Program (ONMP)

(1) The ONMP is a proactive program, which identifies and mitigates noise impacts and problems on installations and surrounding communities. It serves as a useful planning and information tool for local governments and communities. The program assesses current uses of adjoining land and land use patterns, which could lead to conflict in the future. The purpose of this program is to prevent degradation of the installation's mission due to controversy and litigation over noise impacts, while at the same time protecting the health and safety of the local community, both civilian and military, on and off the installation. Instead of waiting for controversy, the ONMP study process attempts to identify areas of potential future conflict and take steps to prevent these conflicts from becoming unmanageable.

(2) National Guard facilities will work with communities and exchange information which will identify and mitigate noise impacts. Land Use agreements between the installation and the community can prevent community land uses that are incompatible with installation noise impacts.

(3) PAOs will assist in developing a community involvement program.

(4) The establishment of a noise hot-line should be considered when noise becomes an issue at National Guard installations.

(5) National Guard installations should consider establishing an Operational Noise committee with a minimum membership of representatives to include the following: installation commander, environmental management, master planning, PAO, staff judge advocate, as well as plans, operations, and training (range control and/or airfield operations).

4-5. Outreach Programs - Support and Restrictions

a. National Guard commanders/TAGs may provide limited support to outreach programs when such support is in the best interests of the National Guard and is not in violation of paragraph 3-211 of the Joint Ethics Regulation and in accordance with the following criteria (refer to Joint Ethics Regulation, AR 360-1, and AFI 35-101 for additional and mandatory requirements):

(1) Outreach programs should be structured to enhance a unit's primary mission or readiness and does not interfere with the performance of official duties and would in no way detract from readiness.

(2) The event or occasion is of general interest or benefit to the community as a whole.

(3) The sponsor is a broadly based civic organization or an organization whose primary purpose 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 objectives. (Exception: an organization whose membership is based on sex or national origin, or whose membership is otherwise narrowly defined, may be supported, if the program or event is open to the entire community. The program or event must not promote the partisan, fraternal, or commercial objectives of the organization itself).

(4) Specifically authorized support by public law or executive order and is not restricted by other statutes or regulations.

(5) The command is able and willing to provide the same support to comparable events that meet the criteria of this section and are sponsored by similar non-federal entities.

(6) Outreach with the immediate community and/or other legitimate National Guard public affairs or military training interests are served by the support.

(7) No admission fee (beyond what will cover the reasonable costs of sponsoring the event) is charged for the event or charged for the portion of the event supported by the National Guard.

b. Restrictions.

(1) Participation is prohibited unless admission, seating and all other accommodations and facilities connected with the event are available to all without regard to race, creed, color, or national origin. Participation is also prohibited in public events when the sponsoring organization or group excludes any person from its membership or function because of sex, race, creed, color or national origin.

(2) National Guard participation in outreach programs must not interfere with military operations and training programs, and must be at no additional expense to the U.S. government. The sponsor will be required to reimburse additional costs such as meals, lodging and other travel expenses. Continuing type costs to the federal government, which would have existed had the National Guard not participated in the event, will not be the responsibility of the sponsor.

(3) Participation that supports commercial advertising, publicity, promotional activities or events so as to benefit or favor a commercial venture is prohibited.

(4) Participation is prohibited in any event in which the public is charged admission specifically to observe National Guard participation.

(5) Use of National Guard personnel as ushers, guards, parking lot attendants or messengers in support of outreach programs in the civilian domain is prohibited. Additionally, DoD 5410 and AR 360-1 prohibit the use of personnel as escorts or other forms of support for beauty pageants, modeling, or similar events. Because it is categorized as "demeaning or menial use of DoD personnel," employing military personnel in uniform in community outreach activities in such a capacity is discouraged; and it is prohibited for personnel in a federally-funded status (refer to AFI 35-101 for additional restrictions).

(6) Units and individuals participating in outreach programs may not be used in any manner to enforce local laws, statutes or ordinances (State active duty situations not included).

(7) Use of National Guard personnel in outreach programs will not compete with the civilian labor force, or deny employment opportunities to civilians in their regular profession. Guard participation in the program should be coordinated with local elected officials and labor unions in order to preclude potential for claims of unfair competition.

(8) Support will not directly or indirectly:

(a) Endorse or selectively benefit or favor any person, corporation, whether profit or non-profit; religion, sect, quasi-religious or ideological movement; fraternal organization, political organization or commercial venture.

(b) Be associated with solicitation of votes in a political election.

(9) Insurance liability. (See 4-3.e)

4-6. Support and Services for Eligible Organizations and Activities outside the Department of Defense

a. In 1996, Congress passed legislation to consolidate and clarify the procedures that enable all military components to provide support and services to eligible non-Department of Defense organizations and activities. The law, Section 2012 of Title 10 of the U.S. Code, incorporates provisions found in Section 508 of Title 32 of the U.S. Code and applies to the Army and Air National Guard.

b. Broadly speaking, providing "support and services for eligible organizations" defines the National Guard's long-standing practice of helping local communities and organizations with projects that can be accomplished as a product of military training during a weekend drill or annual training. The projects may include--but are not limited to--construction of public parks and assistance to various youth organizations. Section 2012, expands the procedures for the conduct of these operations to include training events specifically funded as "Support and Services" missions. Also called "Innovative Readiness Training (IRT)" missions, these events are conducted within the boundaries of the United States. The civic and community assistance provided is accomplished primarily by

combat service support and combat support units, and personnel primarily in the areas of healthcare services, general engineering, and infrastructure support and assistance. At the state level, the Plans, Operations and Training Office is the proponent for these missions. Regulatory guidance for the conduct of these missions is found in DoD Directive 1100.20.

c. Planning and execution of these missions, whether funded or unfunded, remains largely the responsibility of operations and training sections within a command or unit. Public interest in these missions often is very high, thus requiring that Public Affairs Officers be involved in the planning and execution phases from the beginning stages. An appropriate and well-coordinated public affairs plan should be developed for all support and service missions. At a minimum, these plans should be coordinated with the state's Plans Operations and Training Officer (POTO) and the U.S. Property and Fiscal Officers (USP&FO).

4-7. National Guard Association of the United States, Adjutants General Association of the United States, and Enlisted Association of the National Guard of the United States National Conventions

a. Public Law. Public Law 101-189, November 29, 1989, amends Chapter 151 of Title 10 United States Code by adding the following section: 2558. National military associations: assistance at national conventions.

b. Authority to Provide Services. The Secretary of a military department may provide services described in subsection (c) in connection with an annual conference or convention of a national military association.

c. Conditions for Providing Services. Services may be provided under this section if:

- (1) The provision of the services in any case is approved in advance by the Secretary concerned.
- (2) The services can be provided in conjunction with training in appropriate military skills.
- (3) The services can be provided within existing funds otherwise available to the Secretary concerned.

d. Covered Services. Services that may be provided under this section are:

- (1) Limited air and ground transportation.
- (2) Communications.
- (3) Medical services.
- (4) Administrative support.
- (5) Security support.

e. National Military Associations. As a result of Public Law 101-189, the Secretary of Defense has designated the National Guard Association of the United States (NGAUS), the Adjutants General Association of the United States (AGAUS) and the Enlisted Association of the National Guard of the United States (EANGUS) as "national military associations."

f. Approval. Submit all requests for approval to NGB-PA. Approval will be based on the following criteria:

(1) Security. Limited, based on letter from local law enforcement requesting assistance and stating inability to provide for need and detailing the security requirement. All personnel for this function will be in AFSC/MOS-related field and in drill status.

(2) Communication. Limited, based on support to federally-funded attendees only. All personnel for this function will be in AFSC/MOS-related field and in drill status.

(3) Medical. Limited to emergency, lifesaving capability only, no sick call, colds, sprains, etc., and only when such capability is not already available locally. All personnel for this function will be in AFSC/MOS related field and in drill status.

(4) Authorized Personnel. The Chief, NGB has authorized two officers per state to attend the NGAUS annual conference. The Chief, NGB has authorized two senior NCOs per state as liaison to the TAG to attend the EANGUS annual conference.

(5) Ground transportation. Transportation to and from conference, and to and from conference functions only. Spouse functions are not authorized. No sedan transportation except for federally-funded distinguished visitor attendees. Transportation by a DoD vehicle shall not be provided when the justification is based on reasons of rank, prestige or personal convenience. All personnel for this function will be in AFSC/MOS-related field and conducting normal drill training (refer to DoD regulation 4500.36-R for additional restrictions).

(6) Air transportation. Those authorized by the Chief, National Guard Bureau to attend the annual NGAUS and EANGUS conferences in an official duty status are eligible for transportation to and from the event by scheduled military aircraft (refer to Army Directive 2007-01, AFI 24-101, DoD 4515.13-R., and the Joint Travel Regulation for additional restrictions).

(7) Space Available. Other National Guard members attending the NGAUS or EANGUS conferences as private association members are eligible for space available transportation on scheduled military aircraft missions.

(8) When using military aircraft to support official conference travel to and from NGAUS and EANGUS, one or more of the following criteria must be met:

(a) The air travel must be the most economical mode of transportation consistent with mission accomplishment.

(b) The aircraft used is the least costly one capable of satisfying the transportation requirements for those in an official duty status.

(c) An emergency situation exists whereby the military mission could not be completed without the use of military aircraft.

(d) The use of commercial aircraft causes significant scheduling delays over several legs in a multi-stop mission.

(e) Military aircraft will not be used if commercial airline service is reasonably available to meet mission requirements within a 24-hour period. OSA flights must be validated by the Adjutant General and scheduled through the appropriate channels. Training aircraft will not remain overnight in the conference locality unless reflected in the normal training profile.

(9) Status of attendance at NGAUS, AGAUS and EANGUS National Conventions. The status of National Guard personnel attending private organization events will be in accordance with DODI 5410.19 Enclosure 10, and/or NGR 37-106.

(a) Attendance at DoD expense.

(1) Military technicians authorized to attend will be in a military technician TDY status in accordance with JTR Vol. 2.

(2) The USPFOS and individuals serving on AGR tours under Title 10 and 32, U.S. Code, who are authorized to attend, will be in military TDY status.

(3) Other ARNG and ANG personnel authorized to attend, e.g., M-day personnel, will be in a military status on orders under special training/other special training workday funding.

(b) NGAUS.

(1) NGB-assigned personnel specifically authorized by the Chief, NGB, to perform duties for NGB may attend meetings of NGAUS at DoD expense. The Chief, NGB, cannot authorize state-assigned personnel to attend.

(2) State active-component Inspectors General, USPFOS, and others in Title 32 AGR or military technician status, may attend the NGAUS annual conference at DoD expense when approved by TAG and attendance will contribute to the National Guard's mission; be directly related to the member's/employee's primary duties; and enhance the member's/employee's value to the National Guard. In any event, no more than two individuals from each state will attend the NGAUS annual conference at DoD expense unless specifically approved by the Chief, NGB.

(3) Active Army Advisors may attend the NGAUS annual conference with the approval and support of the First Army or U.S. Army, Pacific, Commander, as appropriate.

(4) Individuals will not attend the NGAUS annual conference in special training, other special training or active duty for training status with or without pay.

(5) Attendance at NGAUS executive council meetings at DoD expense is not authorized.

(c) AGAUS.

(1) NGB-assigned personnel specifically authorized by the Chief, NGB, to perform official duties for NGB, may attend meetings of AGAUS at DoD expense.

(2) No other attendance at DoD expense is authorized.

(d) EANGUS.

(1) NGB-assigned personnel specifically authorized by the Chief, NGB, to perform official duties for NGB may attend these meetings at U.S. Government expense.

(2) TAG is authorized to identify two NCOs (one ARNG and one ANG) to attend the EANGUS Annual Conference at DoD expense. Attendance will contribute to the National Guard's mission; be directly related to the member's primary duties; and enhance the member's value to the National Guard. In any event, no more than two individuals from each state will attend the EANGUS Annual Conference at DoD expense. The Chief, NGB, may approve the attendance of others, on a case-by-case basis, when it is clearly in the best interests of DoD to do so.

(3) Attendance at EANGUS Executive Council meetings at DoD expense is not authorized.

4-8. Loan and Lease of Equipment in Support of Outreach Programs

a. Federal property issued to the National Guard may be provided for use and loan in conjunction with approved outreach programs. In considering requests for loan of military material, TAGs and commanders must determine that similar material is not reasonably available from commercial sources before providing the support requested.

As proof, the TAG/commander should require the sponsoring organization to submit a written statement that the material is not commercially available or that all pertinent private enterprises, labor unions and government officials do not object to the National Guard providing the material. This statement helps preclude claims of unfair competition. Guidelines in AR 360-1, AR 700-131, DFAS-IN REG 37-1 and AFI 35-101 are to be adhered to, to include requiring the requesting civilian organization to sign or provide:

- (1) A formal lease agreement.
- (2) A surety bond for the price of the equipment to be loaned.
- (3) Payment of a fair, monetary rental fee for leased items. The fee should be based on the prevailing commercial rates.

b. The Adjutant General or a designee are the approval authorities for use and loan of equipment for outreach programs allowable under the regulations set forth in paragraph a. Requests for support should be staffed with the USPFO for review of federal property accountability and reimbursement.

c. USPFOs are authorized to waive both the lease fee and administrative fees, in whole or in part, for ARNG equipment provided for less than one year to any organization specified in 32 USC 508(d), or any other youth, social or fraternal non-profit organization as determined by the Chief, NGB, on a case-by-case basis. The requirement for a recipient to post a surety bond, or have proper insurance coverage, may not be waived. The USPFO may only delegate this authority to Supervisory Logistics Management Specialists (SLMS) for the period of time they are absent from their office. The authorization will not be further delegated.

d. Authority for temporary loan/lease of Air Guard equipment, material or facilities for outreach activities is suspended under the guidance of HQ USAF/ILS message, dated 14 Sep 98, Subj.: Lease/Loan of Non-Excess personal property and donation of excess research equipment. If equipment, material or facilities are on the Air National Guard inventory they may NOT be loaned and/or leased except to an Air Force, Air Force Reserve, or Air National Guard organization or activity.

4-9. CONUS Public Affairs Travel

a. An easy to use chart is located in Appendix E to assist you with the different types of PA travel.

b. Purpose. Public Affairs (PA) travel is authorized under the pertinent parts of DoD Regulation 4515.13-R, including primarily, but not limited to, Chapters 2, 3 and 4 as well as DoD Instruction 5435.2, AFI 35-101, primarily, but not limited to, Chapter 19, and AR 360-1, primarily, but not limited to, Chapter 10. Other regulations may also apply (see App F). PA travel is defined as any travel or transportation of individuals, groups, or materiel undertaken as a result of a request to or an invitation from, and authorized by, an approving authority in the interest of adding to the public understanding of DoD activities. It includes travel or transportation involving individuals or things, military or civilian, government or non-government, U.S., or foreign requests. The purpose of each flight/visit should be to enhance the civilian guests' understanding of DoD by giving them insight into DoD and National Guard operations, support missions and stewardship of national resources. States are reminded that no commitments will be made until each invitee is approved by the appropriate approving authority. (see App I). Travel on military carriers authorized for PA purposes must reflect the following elements of consideration:

- (1) PA travel is flown in conjunction with aircrew proficiency training missions, within command flying hour allocations, and at no additional cost to the government.
- (2) It shall not compete with U.S. flag commercial, sea, land or air transportation when that capability exists and is adequate and when PA objectives of the travel can be obtained through its use.
- (3) Travel for PA purposes must be determined to be primarily in the interest of DoD and the National Guard.
- (4) Travel designed solely to improve relations, increase goodwill, or serve humanitarian purposes does not meet the criteria for PA travel.

c. As the National Guard is comprised of both the Air National Guard and the Army National Guard, travel can take place on Military Carriers of either component. Refer to the Glossary, Section II, for the definition of Military Carrier.

d. Liability releases, or Hold Harmless Agreements, are required for all non-DoD personnel taking part in PA travel aboard military aircraft. See Appendix K, Figure K-1, for a sample reliability release.

e. Travel can be local, non-local or overseas (for news media representatives or State Partnership Program participants). Refer to the Glossary, Section II, for definitions.

f. News media travel should only be approved when one or more of the following conditions are met:

- (1) The military travel portion itself is an integral and essential part of the story or stories to be covered, such as an air evacuation, maneuvers, or the movement of troops. In such cases, the transportation will be limited to the

extent and duration necessary to cover the story. Travel will not be used solely for point-to-point transportation or for the convenience of the media.

(2) The proposed news coverage is of a major emergency nature and coverage will be impaired or delayed to the serious detriment of the interests of DoD and the National Guard, if military transportation is not provided.

(3) The travel is a matter of special interest to the military department or command involved and is part of a PA approved project. Approved projects are those sanctioned by an appropriate higher headquarters.

g. No commitment should be made by any individual or agency to military or civilian travelers until travel has been coordinated and approved by an appropriate approving authority (see App I-1).

h. No aircraft missions will be generated for the sole purpose of PA travel.

i. Approval may not be provided for:

(1) An aircraft flight during which a record attempt is made;

(2) A first flight on an aircraft just entering the inventory;

(3) A first flight over an isolated geographical area;

(4) Any other flight of a similar or special nature where abnormal conditions may exist.

j. Do not use Army aviation assets to transport persons costumed as Santa Claus, Easter bunnies, witches or any other holiday-related character whether the person is military or civilian, on or off a military installation.

k. Civic leader travel will be limited to persons who have not received such a flight in the past. This requirement is unique to each individual and does not expire. Approval authority for Civic Leader Travel:

(1) In State: TAG

(2) Out of State: NGB-PA]

4-10. OCONUS Public Affairs Travel

a. Purpose. Acquaint news media representatives with various Guard exercises/deployments; illustrate the Guard's capability to mobilize and deploy overseas; develop the public's understanding of the increased reliance DoD is placing on the National Guard in its Total Force policy and in support of DoD-sponsored programs.

b. Approval. States are reminded that no commitments will be made until each invitee or requestor is approved by the appropriate approving authority. All requests involving overseas travel must be approved by OASD-PA through NGB-PA (excluding travel to Alaska, Hawaii, Guam, Puerto Rico and the U.S. Virgin Islands).

(1) OASD-PA requires a complete package to be submitted at least 60 days before travel commences.

Short-notice requests for approval may not be able to be processed and should be submitted only in emergency situations. These requests should be rare.

(2) Overseas PA travel package submission requirements are similar to CONUS PA travel. Refer to Appendix I-2, Package Submittals.

c. Country Clearance. In addition, country clearance must be granted by the U.S. embassy in the country to be visited, and theater clearance by the U.S. military command responsible for the country (or countries) to be visited and, for certain countries, special area clearance. Clearance requirements for each country can be found in the Foreign Clearance Guide on the internet at <https://www.fcg.pentagon.mil/>.

d. Documentation. The requesting National Guard unit will ensure travelers obtain passports and visas, are in good physical condition, obtain required immunizations, and will sign ground rules and a hold harmless agreement prior to departure. Travelers are responsible for carrying their own personal and professional equipment.

e. Itinerary. Developed by the state public affairs office and host theater command/U.S. embassy to meet the needs of all involved. A majority of a normal working duty day must be spent participating in or observing DoD and/or National Guard related activities (refer to Appendix I-2.b) such as: military theater operations briefing, visiting hometown troops, meeting with U.S. embassy staff and host government officials, etc. All travel with NMRs must have a PAO escort. State Partnership Program (SPP). SPP Travel is not considered Public Affairs Travel. Requests for OCONUS travel in support of the State Partnership Programs must be forwarded to NGB-IA (International Affairs), for SAF-IA and OSD approval. E-mail an informational copy to NGB-PA at NGB.PAR@ngb.af.mil.

f. Other considerations.

(1) ANG aircraft support. NGB/A3 is responsible for coordinating aircraft support. Generally, transport or refueling aircraft are scheduled for trips overseas. States desiring to use their own aircraft should mention so in their requests to NGB-PA. States needing aircraft support should indicate so in their request and forward an NGB Form 214 to NGB/A3 as soon as possible for airlift validation. Once the aircraft is scheduled, the aircrew will forward the tail number, call sign, names of crew members and aircraft type to the appropriate embassy and military command for diplomatic clearance to enter foreign air space. Aircrew should check Foreign Clearance Guide for additional requirements.

(2) Billeting and food costs. Travelers are responsible for their lodging, meals and all other personal expenses. Travelers should be instructed to bring enough cash or a major credit card to cover the standard per diem rates for each country visited.

(3) Currency. For overseas travel, some countries accept U.S. dollars. However, almost all countries accept major credit cards. Most cities will also have automatic teller machines (ATMs).

(4) Medical and immunization requirements. Each traveler should consult with his/her personal physician or state/county health department to determine what medical treatment and immunizations are needed before departure.

(5) Travel documentation. When visiting foreign countries, news media representatives should carry passports. Some countries require visas. Consult the Foreign Clearance Guide to determine if a visa is needed.

(6) Country-specific requirements. Each country has different requirements and restrictions for visiting media representatives. The State PAO should find out what those are and brief each media representative in advance on any restrictions.

(7) Cancellation. Media must be aware that mission requirements may require cancellation of flights up to and including the day of departure and be prepared to fund their own transportation if mission requirements change originally scheduled flights.

(8) Orders. Participating states are responsible for publishing invitational travel orders for the visit, once approved. The following is an example of invitational travel order wording that can be tailored for individual use:

“The Adjutant General of (state) invites (list) to proceed on or about (date) from (point of origin) to (destination) for (number) of days and return to (point of origin). Purpose of travel is to observe and report on National Guard units training in the (name of theater command) and to receive (theater command) orientation. Travel is authorized by the Office of the Assistant Secretary of Defense for Public Affairs and is authorized by DoD Regulation? Or Memorandum? Authority is Message Subject Daytime Group (MSG, SUB, DTG). Travel is authorized on a space required, non-reimbursable basis aboard ANG training mission aircraft. Access to flight deck is at the discretion of the aircraft commander. Intra-theater airlift will be provided as permitted under U.S. theater command provisions. All billeting, messing, personal transportation, and incidental expenses will be borne by the individual traveler. Access to classified information is not authorized. Passport, visa and immunization requirements are the responsibility of the traveler. No per diem is authorized. Travel abroad is necessary in the public interest. Escort officials will accompany traveler on board military aircraft. Travel as Air Mobility Command mission observers on AMC aircraft must be authorized by HQ AMC.”

(9) Point of contact. Each State PAO should submit their name, title and phone number as the POC.

(10) Once approval has been granted by OASD-PA, State PAOs should notify POCs from the theater commands, U.S. embassies, NGB/A3, and any other location listed under the last paragraph in the request message. Be sure that all subsequent messages keep all addressees, at least as information addressees.

(11) A one-page after action report should be submitted to NGB-PA NLT 14 days after return.

4-11. Orientation Flights

a. Purpose. Travel “around the flag pole” commonly known as “Orientation flights” are defined in DoD 4515.13-R as continuous flights in DoD-owned aircraft performed within the local flying area and terminating at the point of origin. An orientation flight may be conducted for civic leaders or news media representatives in order to ensure a better understanding of a particular weapons system and its role in the ANG mission, or when a flight is in the best interests of the National Guard. Approval Authority for Public Affairs Orientation Flights:

(1) In-State: NGB-PA

(2) Out of State: NGB-PA

b. Scheduling. Flights will be scheduled so as not to interfere with programmed missions. The final determination to execute approved flights is contingent upon availability of resources and operational commitments. Flights must be made within allocated flying hours. Access to classified information is not authorized. Aircraft familiarization and egress training will be conducted prior to flight.

c. Prohibited. Public Affairs orientation flights are not to be used as rewards for retiring civilian employees or as performance awards for current civilian employees. Secretaries, students, spouses, children and employees of companies and firms are not qualified for Public Affairs orientation flights. Exceptions are students and youth enrolled in congressionally-approved federal youth programs (e.g. ChalleNGe and STARBASE).

d. Eligibility. Refer to Appendix H for Eligibility. Each individual is eligible for only one Public Affairs orientation flight.

e. Approving authority. Refer to Appendix E for more guidance. States are reminded that no commitments will be made until each invitee is approved by the appropriate approving authority.

(1) NGB-PA is the approval authority for orientation flights for civic leaders, news media representatives, and youth participating in congressionally-sanctioned DoD-approved youth programs. Written parental permission is required for youth participating in orientation flights. (see App G, News Media Orientation Flights)

(2) Spouse, ROTC, JROTC, Civil Air Patrol and incentive orientation flights and familiarization flights are handled within the state. Obtain an endorsement from the JFHQ-State PAO and the Wing/Group Commander for the State Adjutant General's approval. The State Adjutant General may delegate authority no lower than the Wing Commander or the State Army Aviation Officer (SAAO) for these flights.

(3) Orientation flight requests for Congressional delegations or their staffs should be forwarded to NGB-LL for coordination and processing. Fax or e-mail an information copy to NGB-PA at NGB.PAR@ngb.af.mil.

(4) Orientation flight requests for foreign nationals (non-media) and military participating in the DoD sanctioned Partnership for Peace or Security Cooperation Programs should be forwarded to NGB-IA for SAF/IA or OC-IA and DoD coordination. Fax or e-mail an information copy to NGB-PA at NGB.PAR@ngb.af.mil.

(5) High performance aircraft (F-15, F-16, B1). Submit requests for orientation flights in these types of aircraft for news media representatives and civic leaders to NGB-PA (NGB.PAR@ngb.af.mil) for coordination. NGB-PA can only coordinate on these requests. State PAOs *must* obtain Wing Commander and TAG approval prior to flying civic leaders and news media representatives in high-performance aircraft. This should be done before sending to NGB-PA for concurrence.

(6) Refer to Appendix E for more guidance.

f. Package submission. All requests must include the following information:

(1) Justification for the orientation flight including the public affairs purpose to be served.

(2) Type of aircraft and the unit performing the flying mission.

(3) Proposed date of flight.

(4) Name of individual, title, organization, and any other pertinent facts that would support approval of the request.

(5) Signed Validation and Concurrence letter from the State PAO, Deputy State PAO (in the absence of the State PAO), or a higher authority.

4-12. Non-Aviation Travel

a. The Adjutant General authorizes travel on vehicles belonging to his or her state or territory. He or she may delegate authority to authorize media or non-media passengers to travel aboard National Guard vehicles to the lowest echelon of command. The opportunity to tell the National Guard story to the media or other audiences by demonstrating National Guard capabilities through the use of travel on a non-aviation carrier may present itself with little or no notice. In some situations, delay for a lengthy approval process would result in a missed opportunity. *Whenever possible and practical*, these opportunities should be seized. Adjutants General are urged to delegate authority for non-aviation travel and to ensure that personnel are aware that such authority has been delegated. Unless otherwise specified, there is no requirement to coordinate approval for this type of travel through NGB-PA or other higher headquarters.

b. Such travel will not interfere with the performance of the operational or training mission taking place, regardless of the duty status of the vehicle and the personnel operating it. Such travel must be able to be accomplished safely without placing in undue jeopardy the military crew, their non-military passengers, the general public or public or private property. In the case of vehicles and crews involved in contingency operations, such travel will be conducted IAW regulations and guidance from and through the affected command.

c. All passengers on National Guard vehicles will receive a thorough safety briefing before travel commences and be given an overview of the vehicle's operation.

d. The personnel operating the vehicle will ensure that all passengers have any safety equipment necessary to ensure safe travel before travel commences (i.e. ear or eye protection, Kevlar, etc.).

e. In accordance with SECDEF Memorandum, Dtd 22 Feb 01, civilian guests are prohibited from operating military equipment.

4-13. Flyovers

DoD policy limits flyovers in the civilian domain to aviation-related public events such as dedications of airports, aviation shows and air fairs. The policy allows flyovers for those events designed to encourage the advancement of aviation, and contribute to public knowledge of armed forces aviation equipment and capabilities.

a. TAG is approval authority for on base, military flyovers except for change of command and retirement ceremonies for TAGs, which require SAF/PA approval for ANG units and NGB-AVS approval for ARNG units and must be processed through NGB-PA. Off-base flyovers for change of command and retirement ceremonies are

prohibited. Requests for all other off-base flyovers, except funeral/memorial flyovers, which are processed through the respective installations mortuary affairs office, will be submitted to NGB-PA and/or the Services for further consideration and approval by National Guard, Army or Air Force as applicable. A completed DoD Form 2353 is required to begin the approval process. Requests for ANG/AF flyovers, should be submitted to SAF/PA via the Aerial Events Web site at: <http://www.airshows.pa.hq.af.mil>. Requests for ARNG/Army flyovers should be submitted to NGB-PA at NGB.PAR@ngb.ang.af.mil.

b. TAGs may approve the following off-base flyovers with prior coordination with NGB-AVS or NGB-A3XE:

(1) Approved events listed on the Army Public Affairs Web site, <http://www4.army.mil/ocpa/community/resources/aerial.php>, for ARNG units, or the Air Force Public Affairs website, <http://www.airshows.pa.hq.af.mil> for the ANG.

(2) Non-aviation related public events observing one of the national patriotic holidays: Armed Forces Day, Memorial Day, Independence Day, Veteran's Day and POW/MIA Day. The events must occur within seven days before or after the national day of observance. The requestor should submit a completed DD Form 2535 to JFHQ-State PAO.

(3) Gubernatorial Flyovers. TAG is the approval authority for gubernatorial inauguration flyovers utilizing National Guard aircraft. The flyover must occur at a patriotic juncture during the actual inauguration ceremony. States may not borrow National Guard aircraft from another state. Aerial reviews in support of inauguration ceremonies are prohibited.

c. Funeral/Memorial Flyovers. Funeral/Memorial flyovers are not processed through public affairs channels. For ANG, these flyovers are requested by the Next of Kin (NOK) through the closest base mortuary affairs office. If there is not active duty Air Force base located in the vicinity, call HQ AF Mortuary Affairs to locate the office servicing the region. ARNG requests are made by the Person Authorized to Direct Disposition (PADD) to the installation commander owning the aircraft. ARNG requests for other military funeral honors such as pallbearers, buglers, and honor guards should call Casualty Mortuary Affairs Operation Center to find the servicing Casualty Area Command office.

d. Missing Man Formation Flyovers. Use of the missing man formation is reserved for funeral services and are only authorized for solemn off base ceremonies commemorating Memorial Day, POW/MIA Recognition Day, and Veterans Day. Use of the missing man formation for any other public ceremony requires an Exception to Policy. Submit all exception requests along with a completed DD 2535 through NGB-PA for coordination with DA or SAF respectively.

e. Public events that do not qualify for flyover support in the civilian domain include: town and state jubilees, festivals, anniversaries and centennials, celebrations or dedications of buildings, shopping centers, parks, town squares and bridges, and sports events such as boat races, horse races, rodeos, professional and amateur ball games, parades, and testimonies and remembrances of individuals, places and events.

f. If the public event is not qualified, but the AG would like to support the event, then an exception to policy request must be made. The state PAO will send the written request along with DD Form 2535 to SAF/PA at <http://www.airshows.pa.hq.af.mil> if specifically requesting ANG aircraft, or NGB-PA and OCPA if specifically requesting ARNG aircraft. Read the instruction page of the form before submitting the DD Form 2535. If known, fill in the specific unit that will perform the flyover in Section 1 block 1a(3). Requests for exception to policy should include an indication that the non-aviation related event is of a patriotic nature and not designed primarily to stimulate sales and increase the flow of business traffic for the sponsor. The event should be of community-wide interest and the event sponsor should allow the appropriate use of recruiting booths, musical units, ceremonial units, drill teams, swearing-in ceremonies, color guards, military exhibits, and speakers in support of recruiting and retention programs. Requests should include the number of people expected to attend, special guests invited, and any type of media coverage planned. The form should be received 90 days (and no later than 30 days) prior to the event signed by the civilian sponsor, not the military unit. It is the responsibility of the event sponsor to obtain FAA coordination/signature from the Flight Standards District office having jurisdiction for the event site.

g. E-mail request letter and DD Form 2535 to NGB-PA at NGB.PAR@ngb.ang.af.mil or fax to DSN 327-3686 or Commercial (703) 607-3686.

h. If the event is non-aviation related and the Adjutant General does not wish to request an exception to policy, the PAO should decline the civilian request at the state level.

4-14. National Guard Parachuting and Rappelling Demonstrations and Static Displays in Support of Public Affairs Programs

a. Parachuting and rappelling demonstrations and static displays do not have to be in support of aviation-related community events. Eligible events should meet criteria as outlined in Sec. 4-6 "Outreach Support and Restrictions."

b. Pertinent flight, parachute and safety regulations must be observed and adequate crowd control must be ensured. National Guard soldiers are prohibited from performing public parachute demonstrations into confined areas such as stadiums, sports fields, or urban areas. All out-of-state requests must fax a Risk Assessment and FAA approval to NGB-PA for event approval. NGB-PA will forward event approvals to NGB-AVS for Risk Management evaluation and approval. When a parachute sports jump team or club requests to jump out of a National Guard aircraft the request must first go the State J-3. After the State J-3 approves the request the State Aviation Officer reviews and decides if this is something that can be supported. After the State Aviation Officer decides the request can be supported it then is forwarded to the State TAG. If the State TAG concurs it is then forwarded to NGB-AVS for final approval. What needs to be considered when facilitating jump platform requests is how the jump team adds value to the National Guard and the type of impact the jump would have. Rappelling demonstrations can only be performed by units that have a rappelling mission included in their Mission Essential Task List. Civilians are not permitted to rappel from military aircraft except for approved law enforcement operations. Flying time devoted to aircraft participation will be used to the fullest extent.

c. On base. The Adjutant General can approve qualified military parachute and rappelling demonstrations from National Guard aircraft on installations under TAG control, including joint use airfields and facilities. If performed at a military installation not under TAG control, TAG and host installation must approve.

d. Off base. Requests for qualified military parachute and rappelling demonstrations from National Guard for off-base community events must meet the approval criteria in Sec. 4-6 and safety criteria as determined by NGB-AVS and be submitted to NGB-PA.

e. Static Displays. Static displays include aircraft, ground vehicles, and other types of military equipment. TAGs can approve on base and off base in-state static display requests. Out of state static display requests should be forwarded to NGB-PA for approval.

4-15. Guidelines for Civilian Aerial Demonstrations/Civilian Aircraft for Military-Sponsored On-Base Open Houses

a. The installation commander must ensure that civilian performers participating in military open houses/air shows:

(1) Comply with all applicable FAA regulations and waivers, especially regarding site evaluation, pilot certification and aerial demonstration profiles.

(2) Have performer liability insurance.

b. No federal funds are allowed for payment to civilian air show performers.

c. Use DD forms 2400, 2401 and 2402 for civilian insurance, landing permit and hold harmless agreement.

d. TAG approves civilian aircraft aerobatics performances at National Guard open houses.

4-16. Open Houses

a. Military sponsored. TAG approves all activities ensuring:

(1) No admission is charged to specifically view a National Guard exhibit or activity.

(2) No National Guard endorsement or implied endorsement of commercial activities, products or personnel at an open house.

(3) No political activities occur on base.

(4) Event is open to the public.

b. Civilian sponsored. Each military service must approve aerial support to off-base civilian-sponsored air shows, airport dedications, and similar aviation related events. Civilian organizations must submit a DD Form 2535 to SAF/PA (<http://www.airshows.pa.hq.af.mil>) for ANG eligibility, or NGB-PA and OCPA for ARNG eligibility. Check the Web sites, <http://www.airshows.pa.hq.af.mil> for Air Force or ANG or <http://www4.army.mil/ocpa/community/resources/aerial.php> for Army or ARNG, for a list of approved events.

4-17. Military Personnel Participation and Support to Civilian Air Shows and Military Open House Events

a. The primary reason for support to civilian sponsored air shows and military open houses is to respond to public interest in Department of Defense equipment and personnel through public display, explanations of unit mission, and demonstration of good stewardship of defense resources. It provides visibility for the U.S. Armed Forces throughout the world, aids in recruiting and retention goals of the armed forces, and builds morale for DoD personnel.

b. Individual installations and PAOs should evaluate eligible civilian events in their area and support as appropriate. Make no commitment to civilian sponsors before an event has been approved by the appropriate military service.

c. General information, responsibilities and concerns:

(1) Contact should be made with event representatives prior to departure from home station to coordinate all activities and requirements.

(2) As there may be media requests to interview aircrews attending these events, service/command guidance should be developed and made available to participating aircrews. Requests should be arranged and assisted by the unit or state public affairs officer.

(3) Intelligence officials should be consulted regarding contact with foreign nationals participating in events.

(4) Applicable public affairs and media guidance should be reviewed, especially that regarding the former Soviet Union aircraft and personnel participating in civilian sponsored air shows. Current policy does not permit their official presence at U.S. military installations unless it is part of the official two-year military contact plan.

(5) During the hours when an event is open to the general public, military personnel attending the event on behalf of their unit are official representatives of DoD.

(6) Static display aircrews are required to remain with their aircraft during display periods to meet the public and answer questions about the aircraft. The general public will have access to the aircraft within applicable command restrictions and instructions.

(7) Crews or the event sponsors should display placards generally describing static display aircraft parameters and missions.

(8) Photographs of civilian personnel sitting in or posing in front of DoD aircraft or equipment, or posing with military personnel, will not be taken if the purpose is to sell the photographs to the general public.

(9) Military personnel in uniform will not sell memorabilia at civilian air shows. In all situations including military open house events, the selling of memorabilia in close proximity to military static display aircraft is prohibited.

(10) A narrator or narration will be provided to the event sponsor for aircraft performing aerial demonstrations.

(11) Aircrews are encouraged to contact appropriate recruiting representatives and assist in recruiting efforts at air shows.

(12) Applicable service regulations regarding the wear of uniforms must be enforced.

(13) Applicable regulations regarding liability for damages to rental or courtesy vehicles provided by event sponsors must be observed.

(14) All flying activities must be coordinated with the event sponsors and the local FAA inspector. Final approval for flyovers in the civilian domain rests with the Army and Air Force Public Affairs offices through NGB-PA.

(15) Participating aircrews should review applicable service regulations regarding standards of conduct and ethics, particularly the acceptance of gifts and gratuities.

(16) Provide a post-event report if requested.

4-18. Bands

ARNG and ANG bands support the National Guard mission by providing music throughout the spectrum of military operations to instill in our forces the will to fight and win, foster the support of our citizens, and promote our national interests at home and abroad. Bands promote the National Guard in the community by highlighting the talents and professionalism of National Guard personnel, and communicating the National Guard Story at the local level. Bands assist in unit and state recruiting efforts and support local, national and international outreach programs.

a. Approval authority.

(1) ARNG bands.

(a) In state: TAG.

(b) Out of state to U.S. States and Territories: TAG.

(c) Out of country: OASD-PA through NGB-PAR.

(2) ANG bands.

(a) In designated multi-state AOR: TAG.

(b) Non-AOR, but a U.S. State or Territory: TAG.

(c) Out of country: (non-AEF) OASD-PA through NGB-PAR.

b. Approval procedure.

(1) ARNG (OCONUS) band tours: The U.S. embassy, USMILGP, or an agency's public affairs office requests a military band from the unified theater Combatant Commander. The Combatant Commander determines which requests to support. The Combatant Commander then requests a National Guard band for selected tours by sending a message to NGB-PAR. NGB-PAR will review the proposed list of tours and determine which tours meet

community relations objectives and are the most cost-effective. Before approving these OCONUS tours, NGB-PA staffs the requests for approval through OASD-PA, Office of Policy and Community Relations. Once OASD-PA approves, NGB-PAR will formally invite a band, through its TAG, to participate in a tour. The band POC and the state PAO, can further coordinate the tour with the U.S. embassy in the host country. The Combatant Commanders will also receive notice about what tours have been approved. OCONUS tours are performed only in an AT status. NGB Form 214-R will be submitted to NGB-A3 six months prior to deployment, the band POC will provide NGB-PA and NGB-ARO with a copy of the NGB Form 214-R. . The band commander should submit an after action report to NGB-PAR within 30 days after completion of the band tour. Report should include tour dates, total cost of travel and per diem, number of band members deployed, cities and towns visited, media coverage, estimated audience count, VIPs in attendance, other significant events and recommendations on how to improve the tour, etc. Band personnel must enter appropriate operations data into their monthly Army Band Operations Report within this 30 day period. NGB-PAR will provide OASD-PA with an informational copy of the AAR within 45 days of completion of the tour.

(2) ANG (OCONUS) band tours (non-AEF rotations): NGB-PAR, with input from Chief, ANG bands, selects bands for overseas tours. The approval procedure is similar to the ARNG OCONUS band process. OCONUS airlift requests must be submitted to NGB-A3 no later than six months prior to deployment. Failure to adhere to the procedures and deadlines will cause automatic cancellation of the band deployment. OCONUS tours are done in AT/ST status only. The band commander should submit an after action report to NGB-PAR within 30 days after completion of the band tour. Report should include tour dates, total cost of travel and per diem, number of band members deployed, cities and towns visited, media coverage, VIPs in attendance, other significant events, and recommendations on how to improve the tour, etc. NGB-PAR will forward an informational copy of the AAR to OASD-PA within 45 days upon completion of the tour. Consult AFI 35-101, Chapter 10, Paragraph G (Band Readiness and Deployment) for information concerning OCONUS deployment of ANG bands through the AEF construct.

c. After a tour has been approved, if required for proper travel coordination, the band may send an advance team for site visit to the host country. Approval for advance team travel is coordinated through the Army Staff Bands Officer (for ARNG bands) or Chief, ANG Bands (for ANG bands). The band POC is responsible for arranging the travel and obtaining all clearances from the host country/COCOM. The band POC must coordinate all phases of a deployment with the state as appropriate. See Appendix E, PA Travel Matrix 'Bands' for more information.

d. Requester, embassy, or host sponsor must provide all in-country travel. Because the program must remain cost-effective, countries that can provide housing for the band while in country will receive priority. All OCONUS tours are subject to aircrew and airlift availability and may be canceled at anytime due to last minute changes in mission priority. If an embassy or USMILGP contacts your band or state directly to invite you to their country, please refer them to the appropriate Combatant Commander.

e. All travel, billeting, and rations funding shall be provided by the military or civilian requestor. Confirmation of requestor's funding intentions shall be sent to NGB-PA with the initial request. All OCONUS tours are subject to aircrew and airlift availability and may be canceled at anytime due to last minute changes in mission priority. If U.S. Embassy personnel, U.S. Military personnel, or foreign nationals contact your band or band's chain of command directly regarding potential performances in their country or area of operations, refer the inquiry directly to the applicable Combatant Command. Commitment to action or approval on such inquiries by bands or their chain of command is not authorized.

4-19. Base Tours

Members of the public should be encouraged to visit National Guard facilities to increase their understanding and appreciation of National Guard contributions to the state and national defense.

a. Make the itinerary 100 percent National Guard and/or DoD related, and ensure the activities planned meet the special information needs of the group.

b. Ensure that the group is escorted and that no political or commercial activities are included. Take security and safety precautions.

c. In most situations, the AG may approve standard base tours to foreign nationals traveling on tourist passports. However, TAG does need permission to give tours to citizens of certain designated countries. The list of designated countries changes periodically. If in doubt of a nation's status, contact NGB-J5-IA.

d. Visits by foreign military personnel should be approved by NGB-J5-IA.

e. For non-public affairs visits to Guard bases, foreign national visitors should contact their embassies in the United States.

4-20. Media Embed

a. Overseas (OCONUS) Contingency Operations. Media embed is defined as media representatives remaining with a unit on an extended basis--perhaps a period of weeks or even months, during OCONUS contingency deployments. Media members become attached to the unit and travel, eat and sleep with the unit. Media embeds are normally only used during contingency deployments and the Assistant Secretary of Defense for Public Affairs (OASD/PA) determines whether or not media embeds will be used. Media embed may begin from home station and may involve transportation to the area of responsibility (AOR). Media embed is approved and authorized by OASD/PA and Combatant Command Public Affairs through NGB-PA in accordance with appropriate governing public affairs guidance.

b. CONUS Contingency Operations. In emergency or natural disaster situations occurring within the 54 states and territories, the Chief of the National Guard Bureau via NGB-PA may delegate the authority to approve media embeds during CONUS Contingency Operations to the JFHQ-State PAO.

c. JFHQ-State PAOs are encouraged to release information and invite media coverage of preparations, deployments and redeployments of units. Contact NGB/A3 or the Operational Support Airlift Agency (OSACOM) for opportune airlift opportunities to the AOR.

d. All media embeds or opportunities are subject to the ground rules laid out by NGB-PA and/or JFHQ-State PAOs. Ground rules should include provisions that protect specific missions and other operational details as appropriate. Security at the source is the policy. Ground rules will also include provisions for embargoing media transmissions as appropriate to maintain operational security. Ground rules may include provisions regarding inadvertent disclosure of classified information, provisions regarding identification of deployed personnel, and to protect operational/intelligence tactics, techniques and procedures and propriety of images of deceased. JFHQ-State PAOs will info copy their ground rules to NGB-PA.

e. To the extent possible, space on military transportation will be made available for media equipment necessary to cover a particular operation. The media is responsible for loading and carrying their own equipment at all times. Seats aboard military carriers will be made available to allow maximum coverage. See Appendix F for specific information regarding media travel.

f. Media representatives are expected to be in good physical condition and are responsible for carrying and maintaining their own personal and professional gear. Media representatives may not carry personal weapons. Commanders may, at their discretion, equip media with protective gear, but media representatives should obtain their own protective gear prior to deploying.

g. Embedded media are not authorized use of their own vehicles while traveling in an embedded status.

h. Commanders will provide billeting, rations and medical attention, if needed, to the embedded media commensurate with that provided to members of the unit, as well as access to military transportation and assistance with communications filing/transmitting media products, if required.

i. See Appendix I for current complete embedding guidance.

4.21. Speakers Bureau

The National Guard Bureau Public Affairs Outreach Division is currently developing a speakers bureau program in accordance with AR 360-1, Chapter 6 and AFI 35-101, Section 8G. Refer to these publications as appropriate for interim guidance until the Guard program is incorporated into NGB PAM 360-5.

Chapter 5**Historical Services****5-1. Overview**

a. The history of the militia and National Guard dates to 1636; the Army National Guard is the oldest component of the armed forces of the United States, and its oldest units are the oldest units in the U.S. Army. The proper presentation of National Guard history may assist in telling the Guard story to target audiences.

b. NGB-PAH handles all matters relating to history, heraldry, and museums. The office maintains a file on all units, from division down to detachment level, in the Army National Guard, and every separate Air National Guard unit. In these files are documents pertaining to the post-World War II federal recognition and any subsequent re-designations of the particular unit. Many files may contain additional information such as lineage and honors certificates, combat histories of the unit, award citations, etc.

5-2. Responsibilities

The Historical Services Branch, NGB-PAH, is responsible for:

- a. Providing historical information to NGB leadership and staff, the Adjutants General and their staff, individual ARNG and ANG units, and the public at large.
- b. Producing the Annual Review of the Chief, NGB, which serves as the Army National Guard's official annual history; and the ANG Directorates' periodic histories.
- c. Overseeing field history programs, including the training and employment of ARNG Military History Detachments, the JFHQ Command Historians, and the ANG Wing history program.
- d. In coordination with the Museum Division, U.S. Army Center of Military History, and the U.S. Air Force Museum, providing guidance for and oversight of National Guard museums in the states and territories.
- e. Coordinating with state Plans Operations and Training Officers (POTO) and state Force Integration Officers (FIRO), NGB-ARF and Chief of Military History on NGB organizational action matters which affect ARNG unit designations, lineage and honors in accordance with NGR 870-5.
- f. Documenting ARNG and ANG participation in wars and contingencies.
- g. Researching, writing, and publishing books, monographs, pamphlets, fact sheets, posters, articles and other products that describe the history of the National Guard.
- h. Authorizing insignia for ARNG and ANG units and coordination with The Institute of Heraldry.

5-3. National Guard Museums

NGB-PAH is responsible for coordinating the activities of ARNG and ANG Museums in the states and territories with the Departments of the Army and the Air Force.

a. The U.S. Air Force discourages the formation of museums on active and Reserve bases. However, the Air Force Museum oversees a program to provide display aircraft for active Air Force, Air Force Reserve, Air National Guard, and other military components' installations. Condition reports, including photographs, for all USAF display aircraft on loan to the Air National Guard must be submitted through NGB-PAH to the USAF Museum every other year.

b. There are more than 40 ARNG museums and historical activities located throughout the States and Territories. If approved by the U.S. Army Center of Military History, they are authorized to receive Federal historic property for exhibit and display.

(1) Facilities in which approved ARNG museums and their collections are housed are eligible for listing on the Federal Installation Support Plan (FISP). All requests to place museum facilities on the FISP must be routed through NGB-PAH, to NGB-ARI (Installations Division).

(2) Federal funds for travel of ARNG museum directors, staff (paid and unpaid), and volunteers are authorized for attendance at military and civilian conferences, workshops, and other training. NGB-PAH will notify USPFO's that Invitational Travel Authorizations can be issued.

(3) Federal funds are also authorized for members of the Army National Guard Museum Advisory Council to attend meetings of the Council. NGB-PAH will notify USPFOs of members' states so that ITAs can be issued.

5-4. Historical Services Prints and Publications

a. Historical Services produces a wide variety of prints, books, pamphlets, facts sheets, etc. for distribution within the National Guard and other military services, and to the general public. NGB-PAH products are listed on the NGB Warehouse's stock list, for which PAOs should be on the distribution list. PAOs have authority to order products on their own, subject to the restrictions on the stock list.

b. Many Historical Services products are shown on the NGB, ARNG, and ANG websites, and are available to the public. Printing costs preclude orders being placed directly from the websites; the public is instructed to put their requests in writing, for not more than five products at any one time, and mail to NGB-PAH.

c. The most popular Historical Services products are:

(1) The National Guard Heritage Series, a combat art series begun in 1960 and now numbering more than 65 prints. The prints are available in an 11 x 14 size; a larger size, 20 x 24, is reserved for the NGB Awards Program, but can be specially requested in small numbers. Subjects for the Heritage Series are selected by a committee which meets yearly; states may submit recommendations for paintings to the committee through NGB-PAH.

(2) The Presidential Series, begun in 1976, depicts U.S. Presidents who have served in the militia and National Guard. The "Presidentials" come in sets in 11x14 and 20 x 24 sizes.

(3) The State Mission Series. This series shows the actions of Guard members in state service.

(4) Books and Pamphlets. Written by NGB-PA historians, these include paperback monographs on various aspects of ARNG and ANG, including general histories of the ARNG and ANG, the Korean War, and the Gulf War.

Chapter 6 Future Operations

6-1. Overview

NGB-PAF Future Operations oversees public affairs plans and policies.

6-2. State Plans

a. States are encouraged to prepare public affairs plans for all emergency contingencies (e.g., floods, tornadoes, civil disturbances). These plans may be used as annexes to state emergency plans. A sample plan is available on the FirstMuster Web site.

b. Public Affairs plans should be prepared as a part of annual training and other major training events. State/unit public affairs goals, plan objectives, and anticipated results should be planned well in advance of events.

6-3. Public Affairs Guidance and Talking Points

NGB-PA Future Operations creates and maintains public affairs guidance and talking points on all major issues involving both the ANG and ARNG. These products are available from the First Muster Web Site under "PA Tools." It is important that PAOs check this site while developing PAG and Talking points on subjects that affect more than just their state.

6-4. Exercises and Operations

Public affairs guidance and talking points should be developed for all exercises and operations conducted by National Guard units. NGB-PAF is responsible for creating and distributing PAG and talking points for national and international exercises and operations. It is the affected state and unit PAOs responsibility to acquire these products and modify them for local use. PAO's will contact NGB-PAF with any questions concerning PAG and talking points.

6-5. Interaction with Members of Congress

It is the responsibility of all members of the National Guard to avoid improper activity, or even the perception of improper activity, when dealing with members of the United States Congress. Improper activity includes lobbying with federal funds, a violation of 18 USC 1913, Crimes and Criminal Procedures, Lobbying with appropriate moneys, and misuse of government assets. The following information should be used as a guideline when dealing with the Congress.

a. Federal funds appropriated for the training and administration of the National Guard may not be used to facilitate lobbying. Federal aircraft may not be used to fly to Washington, D.C., to influence state or local interests in Congress. Travel to Washington, D.C., in a federally-funded duty status must be to perform official military duties.

b. If a Guard member is in Washington, D.C., for a valid federally-funded official purpose, that member may meet with elected representatives of congressional staffs. This meeting must not be subterfuge for lobbying. The meeting must not consume the major portion of the duty day or interfere with official duties. Civilian attire should be worn by all National Guard members for these visits whenever possible. The NGB Office of Legislative Liaison must be advised of the meeting in advance. Notification may be by telephone, but should be followed up in writing.

c. Guard members are not authorized to attend congressional hearings in a federally-funded duty status unless subpoenaed by proper authority, or requested by the National Guard Bureau. Any such appearance must be coordinated through NGB-PAF and NGB-LL.

d. The National Guard Bureau does not intend to interfere with the right of individuals or the states to communicate with Congress. Guard members may communicate with Congress in a personal non-duty status or in a state-funded duty status, individually or collectively, through private associations as long as no federal resources are involved.

6-6. Political Activities

Do not endorse or appear to endorse a partisan political activity, group or candidate through official position, actions or resources. This includes full-time military technicians and AGRs in either Title 10 or Title 32 status. Those not in a federal status are exempt from the Hatch Act, however other restrictions apply. The following policies pertain to all election year political activities at local, state and federal levels.

- a. Election year. An election year is defined as the calendar year during which a candidate seeks election or reelection.
- b. Inquiries. Inquiries from political campaigns should be considered as inquiries from the general public and not as media inquiries, and responded to accordingly. If unable to respond locally, refer inquiries to NGB-PAM.
- c. On installations. Installation commanders should not permit the use of installation facilities by any candidate, either incumbents or new office seekers, members of their staffs, or their campaign representatives for political assemblies, meetings, press conferences, fund raising, or similar campaign/election-oriented activities. Members of Congress, whether or not candidates for reelection, may visit military installations to receive briefings, tours, information and/or materials. Any request received directly from the office of a member of Congress to visit an installation should be referred to NGB-PAF. NGB-PAF or the PAO should then instruct the necessary installation personnel about the proper procedures. Further explanation on status of installations/armories and how that affects what political activities can be conducted there follows:
 - (1) The following kinds of armories/installations are governed by the above guidelines:
 - (a) Armories constructed with 100 percent federal funding on federally-owned land.
 - (b) Armories built with 100 percent federal funding on land leased by the federal government from the state or any other non-federal entity.
 - (c) Portions of state owned armories leased by Army and Air Force Reserve units.
 - (2) Those armories/installations not subject to federal prohibitions against political activities are:
 - (a) State owned armories on land, which is neither federally-owned nor leased, whether or not constructed with federal funding.
 - (b) State owned armories that are federally financed. These are subject to 10 USC 18236, which authorizes outside activities, provided such use does not interfere with the administration and training of the Reserve component.
- d. Airlift and orientation flights. As civic leaders, candidates may participate in airlift and orientation flights if the activities are to increase their understanding of the National Guard and other pertinent criteria are met.
- e. Community activities. National Guard spokespersons may not participate in a candidate's news conference. News media should be advised to contact the appropriate National Guard Public Affairs office independently for the National Guard's response. Ensure that the information provided factually answers the media's specific questions rather than reacting to a candidate's stance on an issue.
- f. Military support. Military support, including troops, bands, color guards, equipment, weapons, and other assets, is prohibited for political meetings, ceremonies or similar events, except official civil ceremonies such as inaugurations, public building dedications or convening of legislative bodies. Commanders will decline requests for support to any event with the potential for identification with or apparent association with, any partisan candidate or cause.
- g. Speeches and articles for publication. Requests for military speakers should be evaluated carefully to preclude participation in politically-oriented programs. Speeches, articles and public comments by military personnel in their capacity as service representatives must not contain material, which may be construed as political in nature. Established review procedures must be followed for speeches and articles for publication.
- h. Command publications. Federally-funded authorized military newspapers, civilian enterprise publications and military radio and TV systems in CONUS will not carry partisan discussions, cartoons, editorials, commentaries or advertisements dealing with political campaigns, candidates or issues. Publications will maintain balanced coverage of political news without comment, criticism, analysis, or interpretation of a political nature.

6-7. Audio/Visual Support to Private Corporations/Defense Contractors

- a. Because Army National Guard and Air National Guard units are receiving many new, first-line weapons systems, states and units may receive requests for photographs, videotape, etc. of this equipment in action. Often, these audio/visual products are requested to support an advertising or promotional program by a civilian concern/defense contractor.
- b. Any such support by National Guard units must first be authorized by OASD Public Affairs through NGB Public Affairs, and the service (DA, USAF) PA offices. The National Guard does not have any latitude or special rules that apply to this subject. It is important that the National Guard not be cast in such a light as to infer or imply endorsement of any product or weapons system. All such support will be approved in writing by OASD-PA.
- c. All adjutants general, their staffs, and unit commanders should be briefed annually on this point by the state PAO. Remember that all such support will be approved in writing by OASD-PA. State PAOs should contact NGB-PA as early as possible when working requests of this type.

6-8. National Guard Assistance to Non-Government, Entertainment-Oriented Motion Picture, Television, and Video Productions

- a. Approval authority. Directorate for Defense Information, OASD-PA through NGB-PAF
- b. Approval procedure. Script review by: State Public Affairs Office, and NGB-PAF, and either OCPA-LA or SAF/PAN-E, as required; and OASD/PA for final approval.
- c. Approval criteria. The approval criteria and other guidelines are provided in DoD Instruction 5410.16 (entertainment movies and entertainment TV programs) and DoD Instruction 5410.15 (documentaries or historical programs). Basic criteria include:
 - (1) The production must be authentic in its portrayal of actual persons, places, military operations, and historical events.
 - (2) The production is of informational value and considered being in the best interest of public understanding of the U.S. Armed Forces and the Department of Defense.
 - (3) The production company shall reimburse the Government for any additional expenses incurred as a result of assistance rendered, provide liability insurance and adhere to hold harmless agreements in accordance with DoDI 5410-16.
 - (4) Operational readiness of the Armed Forces shall not be impaired. Diversion of equipment, personnel, and materiel resources shall be kept to a minimum, and shall be on a non-interference basis with military operations and training.
 - (5) There shall be no deviation from established DoD safety standards.
 - (6) Official personnel services and DoD materiel shall not be employed in such a manner as to compete directly with commercial and private enterprises.
 - (7) Military personnel in an off-duty, non-official status may be hired by the production company to perform as actors, extras, etc., provided there is no conflict with any existing service regulations. In such cases, contractual arrangements are solely between those individuals and the production company.
 - (8) Interviews. On-camera or radio interviews with DoD personnel speaking as official representatives of the DoD or one of its components shall be arranged and assisted by the public affairs office of the organization to which the speaker is assigned.
 - (9) On location production assistance. With a PAO escort, arrangements should be made to allow video and audio recording, and photography of National Guard personnel, equipment, facilities and activities.
 - (10) PAOs shall ensure that production crews are fully aware of all restrictions before recording or filming.
 - (11) News and documentary production events shall not be staged to accommodate producers. For other types of production, staging shall be held to a minimum and should not interfere with normal operations or result in additional cost to the government.
 - (12) Requests for DoD footage shall be satisfied from stock footage collections to the greatest degree possible. Stock footage and photography may be provided free of charge to legitimate news organizations working on news-related productions, news documentaries, or print productions intended to inform the public of DoD activities.
 - (13) There will be no implied DoD endorsement of any product, service, organization, individual or cause.

6-9. National Guard Assistance to Non-Government, Non-Entertainment-Oriented Print and Electronic Media

- a. Approval authority. Directorate for Defense Information, OASD-PA through NGB-PAF.
- b. Approval procedure. The same as those stated in 6-8b.
- c. Approval criteria. The approval criteria and other guidelines are provided in DoD Instruction 5410.15. Basic criteria include:
 - (1) Interviews. On-camera or radio interviews with DoD personnel speaking as official representatives of the DoD or one of its components shall be arranged and assisted by the public affairs office of the organization to which the speaker is assigned.
 - (2) On location production assistance. Arrangements should be made to allow video and audio recording, and photography of National Guard personnel, equipment, facilities and activities.
 - (3) PAOs shall ensure that production crews are fully aware of all restrictions before recording or filming.
 - (4) News and documentary production events shall not be staged to accommodate producers. For other types of productions, staging shall be held to a minimum and should not interfere with normal operations or result in additional cost to the government.
 - (5) Requests for DoD footage shall be satisfied from stock footage collections to the greatest degree possible. Stock footage and photography may be provided free of charge to legitimate news organizations working

on news-related productions, news documentaries, or print productions intended to inform the public of DoD activities.

- (6) There will be no implied DoD endorsement of any product, service, organization, individual or cause.

6-10. National Guard Assistance to Providing Material for Print Advertisements

a. TAGs can approve local or state impact requests, based on appropriate DoD instruction. Send all other requests to NGB-PAF for approval. Upon NGB-PA approval these requests must then be approved by OASD-PA.

b. There will be no endorsement or implied endorsement of a product, private company, or individual. Exceptions to policy are only considered in cases in which there is an obvious benefit to DoD to assist in the advertisement.

c. Any depiction of the National Guard or other DoD elements and activities must be realistic and factual.

d. The materials and services requested must not be available commercially, or all pertinent labor unions, commercial enterprises and local government officials within a 50-mile radius must grant permission for the National Guard to provide the assistance.

6-11. Appointments and Duties of Public Affairs Representative

Each unit (detachment size and larger) should appoint a public affairs representative (preferably not a full-time administrative NCO, executive officer, or first sergeant). The individual should be responsible for publicizing unit activities in the local media. The public affairs/information representative should have the ability to write short articles, contact key individuals in the community, and have some expertise in the field of mass media. In order to be effective, the public affairs/information representative should be able to devote significant duty time in support of public affairs responsibilities. To further facilitate this program, a public affairs channel of communications should be established from the state headquarters public affairs office and/or public affairs detachment commander to each public affairs representative.

a. Reporting procedure. The unit public affairs/information representative should forward copies of locally generated news articles or television/radio stories to the state PAO.

b. Unit Public Affairs Representative Handbook. NGB-PA has published a handbook for UPARs. Electronic copies are available from state public affairs offices, the First Muster Web Site and the NGB-PA Annual Workshop CDs.

6-12. NGB Public Affairs MOS/AFSC Training Waiver Policy

a. The purpose of this policy is to clarify policies and procedures for requesting training waivers for the award of Public Affairs-specific MOS or AFSC for National Guard soldiers and airmen. Since formal military schooling provides a common high standard, requests for exemption should be limited to those few mission essential situations that benefit both the individual and the National Guard. Requests must be submitted through one of the respective services (for Army Guard, NGB-ARP; for Air Guard, ANG/A1) to the National Guard Bureau Public Affairs Office (NGB-PA).

b. Waivers are granted, by exception, only to individuals who:

(1) Have a combination of significant direct public affairs education and/or employment experience in mass communication, journalism, or public relations. Documentation is required. These individuals must apply to attend the formal training course, be on a class waiting list for at least 6 months, and be unable to get into a class slot with NGB-PA assistance, or,

(2) Have a combination of significant direct public affairs education and/or employment experience in mass communication, journalism, or public relations (documentation required), who are scheduled for formal training and are unable to attend the formal course because of a short-notice unit activation/deployment.

c. Although the award of an MOS or AFSC is a personnel action, the Defense Information School (DINFOS) does require actual course attendance at lower-level courses for attendance at higher-level courses as a prerequisite. Only the Commandant, DINFOS, can approve waiver of their courses as a prerequisite for higher courses. Therefore, to preclude potential delays in future training, NGB-PA will coordinate all requests through DINFOS prior to approval.

d. In order to expedite your request, please use the following three-paragraph format, plus attachments for all training waiver requests:

(1) Paragraph 1. Must include the individual's full name, military rank, SSN, and what requirement is to be waived.

(2) Paragraph 2. Provide a brief justification to explain the unit's rationale for favorable consideration that complies with this headquarters' exemption policy.

(3) Paragraph 3. Provide full-time POC to include unit, address, office symbols, phone and facsimile numbers.

(4) Attachments. Include documentation of ASVAB scores, school transcripts, course certificates, civilian and military letters of recommendation, resume, documentation of previous attempts to enroll in the particular course, and chain of command (to include TAG) concurrence if not already documented on basic memorandum.

e. All Training Waiver requests must be routed through the State PAO for concurrence and include a TAG Endorsement.

Chapter 7

Management of Information Resources and Technology

7-1. General

a. References. AR 25-1 and AFI 35-101. For more details on DoD Web Site Administration Policies and Procedures, consult:

http://www.defenselink.mil/webmasters/policy/dod_web_policy_12071998_with_amendments_and_corrections.html.

b. Using the World Wide Web and other media tools to enhance public and internal communication programs is strongly encouraged. These technologies provide powerful tools to convey quickly and efficiently a wide range of topics relating to the people, mission and resources of the National Guard. However, the use of these new technologies must be weighed against potential risks to security and privacy of military operations and personnel. Users and administrators must be sensitive to operational security (OPSEC) and posting information to public audiences vs. internal audiences.

c. Each organization operating an official National Guard World Wide Web site will implement technical security best practices as well as procedures to ensure information distributed via the Internet is consistent with the policy and communication strategies of the Department of Defense and the National Guard Bureau Strategic Communications Plan developed by the CNGB, TAGs, senior Guard leadership and state public affairs representatives. These policies can be found at <http://www.defenselink.mil/webmasters/>

d. Additionally, the National Guard has a responsibility to meet the DoD Principles of Information, which are included at Appendix B.

e. Technology definitions are included in the glossary.

7-2. Web Site Management

a. All content for public web sites must be coordinated with the local public affairs office prior to public release. Only information intended for wide distribution and with appropriate interest to the general public will be placed on official public Web sites. Organizations seeking to establish a public Web site must justify a wide public audience and coordinate with local public affairs and communications authorities.

b. Security and Policy Review. The American public, as taxpayers and traditionally strong supporters, have a basic need and right to know about our military operations. This basic need and right does not outweigh your responsibility to safeguard information that risks military operations and the privacy of our Guard members. Information is limited only to the extent that it does not compromise national security and the safety of our military members. There are many criteria that must be considered when deciding to release information to the public; such criteria are governed by public law, others by Executive Orders or by Department of Defense or Service publications.

c. Operational Security (OPSEC) Considerations. OPSEC is a process of collecting, identifying and analyzing information on friendly military operations and other activities to identify and minimize actions which inadvertently provide an adversary timely indication of military action or access to critical information. By identifying and denying this information, operational success and force protection are enhanced. The OPSEC analysis examines the planning, preparation, execution, and post execution phases of any activity, across the entire spectrum of military activity, and in any operational environment.

7-3. Web Site Content

a. A National Guard public web site is a means for commanders to keep Guard members' families, interested community members and the general public informed of news and information affecting our Guard units.

b. Only information cleared for public release should be posted to public Web sites. Information intended to communicate the business of the Guard or influence unit productivity should be appropriately safeguarded from the public.

7-4. Inappropriate Material and Prohibitions

The following items are inappropriate for public Web sites:

- a. Inappropriate Links. Links to offensive or unrelated commercial material must be avoided.
- b. Operational and Personnel Security. No reference to any information that would reveal sensitive movements of military assets or personnel, or the locations of units, installations or personnel where uncertainty is an element of security of a military plan or program, shall be posted to National Guard Web sites.
- c. Personal Information. Use of personal information protected by the Privacy Act Program is prohibited.
- d. Copyright Information. Copyrighted material may only be used with written permission from the owner. United States laws on copyright, primarily 17 U.S.C. 101, et seq., preserve for the owner of copyrighted material the benefits and earnings to be derived from the reproduction and distribution of such works. Material that is subject to copyright protection includes "original works of authorship fixed in any tangible medium....," 17 U.S.C. 102(a). It is now accepted that computer software, sequences of code and instructions, are, in fact, subject to copyright. National Guard Web sites are produced with taxpayer dollars and are, therefore, in the public domain. They shall not claim to be copyrighted.
- e. Trademarks and Logos. The use of commercial trademarks or logos is strictly prohibited.
- f. Inactive or broken links. Inactive or broken links should be corrected or removed immediately.
- g. "Under Construction" Notices. These notices frustrate users and will not be used. Areas of a Web site under construction should not be linked until complete with meaningful information and newly constructed Web sites, awaiting approval or review should have appropriate access restrictions until testing and approval is obtained.

7-5. Appearance

- a. The appearance of a unit's Web site is often the initial contact the general public will have with an organization. Failure to provide a quality professional public Web site degrades the credibility and overall image of an organization.
- b. Each page of a site should be visually recognizable as an element of its overall Web site to effectively communicate the source and level of information being provided.
- c. Large or excessive graphic elements create unnecessary download delay. They should be avoided.
- d. Graphics, animations and audio elements should be purposeful and not detract from the overall quality or professionalism of the Web site.

7-6. Blogs

- a. Blogging is covered by several existing policies -- and exactly which policies apply depends on who the blog owner is.
- b. For official DoD blogs (i.e., those with DoD sponsorship/funding), DoDD 5230.9, DoDI 5230.29, DoDD 5205.2 and the web site administration policy (http://www.defenselink.mil/webmasters/policy/dod_web_policy_12071998_with_amendments_and_corrections.html) apply, and depending on specific instances there may be others.
- c. For personal blogs (i.e., those not having DoD sponsorship and purpose) of DoD employees/military members, at a minimum applicable policies are DoDD 5230.9 -- requires that personal disclosures may not contain information on military activities that is not available to the general public; and the Joint Ethics Regulation (DoD 5500.7-R)--preparation activities cannot be done during normal duty hours or with use of DoD facilities or property except as authorized (personal blogs may not be created/maintained during normal duty hours; use of DoD equipment/networks is allowed at the discretion of the local commander). Information not available to the general public would include comments on daily military activities and operations, unit morale, results of operations, status of equipment, etc.
- d. DoD policies do not apply to personal blogs of non-DoD personnel (e.g., spouses). In some instances individual units/organizations have undertaken, as part of their family outreach activities, to explain concerns/risks associated with posting certain types of information so that non-DoD personnel understand the DoD perspective on such activities.

Appendix A
References

Section I
Required Publications

AFI 35-101
Public Affairs Policies and Procedures (Cited in paras 1-1, 2-2, 2-4, 3-4, 3-5, 4-6, 4-9, 4-10, 4-19, and 7-1.)

AR 360-1
Army Public Affairs (Cited in paras 1-1, 2-2, 2-4, 3-4, 3-5, 4-6, 4-9, 4-10, 4-19, and 7-1.)

Section II
Related Publications

A related publication is a source of additional information. The user does not have to read a related publication to understand this publication. U.S. Code is available at www.gpoaccess.gov/uscode.

AFPD 35-1
Public Affairs Management

AFPD 84-1
Historical Information, Property and Art

AFI 11-209
Aerial Event Policy and Procedures

AFI 35-101
Public Affairs Policies and Procedures

AFMAN 35-106
Ceremonial Music

AFI 84-101
Historical Products, Services and Requirements

AFI 84-102
Historical Operations in Contingency and War

AFI 84-103
U.S. Air Force Heritage Program

AFI 84-104
Art Program

AFI 84-105
Organizational Lineage, Honors and Heraldry

AR 25-1
Army Knowledge Management and Information Technology

AR 25-51
Official Mail and Distribution Management

AR 25-55

The Department of The Army Freedom of Information Act Program

AR 58-1

Management, Acquisition, and Use of Motor Vehicles

AR 340-21

The Army Privacy Program

AR 360-1

The Army Public Affairs Program

AR 870-5

Military History: Responsibilities, Policies, and Procedures

DoD 4515.13-R

Air Transportation Eligibility

DoD 5400.7-R

DoD Freedom of Information Act Program

DoD 5400.11-R

Department of Defense Privacy Program

DoD 5500.7-R

Joint Ethics Regulation

DoDD 1100.20

Support and Services for Eligible Organizations and Activities Outside The Department of Defense

DoDD 5120.20

Armed Forces Radio and Television Service

DoDD 5122.5

Assistant Secretary of Defense for Public Affairs

DoDD 5122.8

Use of Military Carriers For Public Affairs Purposes

DoDD 5122.10

American Forces Information Service (AFIS)

DoDD 5160.48

DoD Public Affairs and Visual Information (PA & VI) Education and Training (E&T)

DoDD 5200.1

DoD Information Security Program

DoDD 5230.9

Clearance Of DoD Information For Public Release

DoDD 5230.16

Nuclear Accident and Incident Public Affairs Guidance

DoDD 5400.4

Provision of Information to Congress

DoDD 5400.07

DoD Freedom of Information Act (FOIA) Program

DoDD 5400.11

Department of Defense Privacy Program

DoDD 5400.13

Joint Public Affairs Operations

DoDD 5405.2

Release of Official Information in Litigation and Testimony by DoD Personnel as Witnesses

DoDD 5410.1

Release of Information Concerning Accidental Casualties Involving Military Personnel or Equipment

DoDD 5410.12

Economic Adjustment Assistance to Defense-Impacted Communities

DoDD 5410.14

Cooperation with U.S. News Media Representatives at the Scene of Military Accidents Occurring Outside Military Installations

DoDD 5410.18

Public Affairs Community Relations Policy

DoDD 5500.07

Standards of Conduct

DoDD 5535.7

License Agreements with Foreign Performing Rights Societies

DoDI 5040.02

Visual Information (VI)

DoDI 5040.04

Joint Combat Camera (COMCAM) Program

DoDI 5120.4

DoD Newspapers, Magazines and Civilian Enterprise Publications

DoDI 5400.10

OSD Implementation of DoD Freedom of Information Act (FOIA) Program

DoDI 5400.14

Procedures for Joint Public Affairs Operations

DoDI 5405.3

Development of Proposed Public Affairs Guidance (PPAG)

DoDI 5410.15

DoD Public Affairs Assistance to Non-Government, Non-Entertainment-Oriented Print and Electronic Media

DoDI 5410.16

DoD Assistance to Non-Government, Entertainment-Oriented Motion Picture, Television and Video Productions

DoDI 5410.17

United States Field Studies Program (FSP) for International Military and Civilian Students and Military-Sponsored Visitors

DoDI 5410.19

Public Affairs Community Relations Policy Implementation

DoDI 5410.20

Public Affairs Relations with Business and Non-Governmental Organizations Representing Business

DoDI 5435.2

Delegation of Authority to Approve Travel in and Use of Military Carriers for Public Affairs Purposes

NGR (AR) 350-1

Army National Guard Training

5 USC 552a

The Freedom of Information Act

10 USC 2012

Support and services for eligible organizations and activities outside Department of Defense

10 USC 2705

Notice of environmental restoration activities

10 USC 18236

Contributions to States; other use permitted by States

17 USC 101

Definitions

17 USC 102

Subject matter of copyright: In general

18 USC 1913

Lobbying with appropriated moneys

32 USC 508

Assistance for certain youth and charitable organizations

42 USC 4321-4370

National Environmental Policy Act of 1969

Appendix B

DoD Principles of Information

Secretary of Defense memorandum on principles of information, codified in DoDD 5122.5.

B-1. It is Department of Defense policy to make available timely and accurate information so that the public, the Congress, and the news media may assess and understand the facts about national security and defense strategy. Requests for information from organizations and private citizens shall be answered quickly. In carrying out that DoD policy, the following principles of information shall apply:

B-2. Information shall be made fully and readily available, consistent with statutory requirements, unless its release is precluded by national security constraints or valid statutory mandates or exceptions. The Freedom of Information Act will be supported in both letter and spirit.

B-3. A free flow of general and military information shall be made available, without censorship or propaganda, to the men and women of the armed forces and their dependents.

B-4. Information will not be classified or otherwise withheld to protect the Government from criticism or embarrassment.

B-5. Information shall be withheld when disclosure would adversely affect national security, threaten the safety or privacy of U.S. Government personnel or their families, violate the privacy of the citizens of the United States, or be contrary to law.

B-6. The Department of Defense's obligation to provide the public with information on DoD major programs may require detailed Public Affairs (PA) planning and coordination in the Department of Defense and with the other Government Agencies. Such activity is to expedite the flow of information to the public; propaganda has no place in DoD public affairs programs."

Appendix C

SOP for News Media Releases

C-1. The National Guard Bureau Public Affairs Current Operations (NGB-PAM) is release authority for all National Guard news releases on issues affecting the Guard at the national level.

C-2. Issues within the authority of the individual state may be released at the local (State HQ) level. Adjutants General are also encouraged to delegate partial or full release authority, as appropriate, to selected Army or Air National Guard units under their control. Issues extending beyond the individual State involved or affecting more than one state (i.e. force structure changes, base closures, etc.) should be cleared through NGB-PAM.

C-3. Matters affecting U.S. Army or U.S. Air Force programs or policies must be reviewed by the next higher level headquarters' public affairs offices. Office of the Chief, U.S. Army Public Affairs (OCPA) or Secretary of the Air Force Public Affairs (SAF/PA) must review and approve all news releases affecting their respective services through NGB-PAM.

C-4. For issues with national or international implications, or affecting programs or policies at the DOD level, Office of the Secretary of Defense Public Affairs, Directorate for Press Operations (OASD-PA-DPO), through NGB-PAM, must review and approve the release prior to release by any state headquarters.

C-5. Questions regarding release authority not outlined above should be referred to NGB-PAM.

Appendix D

Guidance on Freedom of Information Act and Release of Information Under the Privacy Act

Freedom of Information Act (FOIA) and Privacy Act, as amended (PA). Subject to certain exemptions, federal statute, DoD, Army and Air Force policy requires timely and accurate disclosure of information to the public. The FOIA (Title 5, United States Code, Section 552) and the Privacy Act of 1974 (Title 5, United States Code, Section 552a), as amended, are important to public affairs. The FOIA directs maximum release of information. All proposed responses and information releases pursuant to a FOIA or PA request should be reviewed by the full-time state National Guard judge advocate or the office of the chief counsel, National Guard Bureau.

D-1. Scope of the Privacy Act

The term individual, as defined in the Privacy Act, applies only to living citizens of the United States or an alien admitted for permanent residence. The Privacy Act rights of a minor or an incompetent individual may be exercised by the parent or legal guardian. The Privacy Act confers no rights on deceased persons, nor may next-of-kin exercise any rights for them.

D-2. Age or date of birth

Age or date of birth information is not routinely or normally releasable. Reasons for disclosure must be evaluated and balanced against the degree of personal privacy invasion.

D-3. Home of record/present address

Do not release information containing the home of record, home address or home telephone number of an individual service member without the express written consent of the service member. Release of similar information on family members also should be avoided, even in written articles intended for command information publications. Prior to the release of any information, the proposed release should be staffed through appropriate legal counsel and the organizational FOIA coordinator. Any information that is released must be compatible with the intended use of the information. The National Guard Bureau routinely redacts the city and state of an address in a release of records pursuant to a FOIA/PA request.

D-4. Marital status/dependents

An individual's marital status is not routinely or normally disclosed. Reasons for disclosure must be evaluated and balanced against the degree of personal privacy invasion.

D-5. Awards and decorations/citations

Award and decoration/citation information is releasable. Award, decoration, and/or other proper citation presentations are generally a public event that is usually publicized in the installation newspaper. For most awards and decorations there is a visible token to be worn on the uniform.

D-6. Education/schooling/specialty

Information on the major area of study, school, year of graduation, degree, and specialty designator is generally releasable under FOIA.

D-7. Race

In most cases, an individual's race is not releasable. To release race information from departmental records may constitute an unwarranted privacy invasion. However, a specific request may be made for such information under circumstances where it is relevant; for example, a racially-oriented protest or altercation. When an individual's race is relevant to the essential facts, it may be released to the news media.

D-8. Character of discharge

a. Administrative--not releasable. The character of discharges resulting from administrative processing is not a matter of public record. Do not release any indication of whether or not a discharge is honorable, general or under other than honorable conditions. The release of this information to the general public is viewed as an unwarranted invasion of personal privacy and not releasable under the Privacy Act unless the individual provides his or her written consent.

b. Punitive -- releasable. In discharges resulting from courts-martial, the proceedings and record are not restricted by the Privacy Act because that act incorporates the definition of agency found in Title 5, U.S. Code, Section 551(1), which specifically excludes court-martial (Title 5, U.S. Code, Section 551(1)(F)). Court-martial proceedings are public, therefore, the adjudged sentence and subsequent clemency action, if any, are releasable.

D-9. Duty status

Duty status information is releasable. Releasing information such as the fact that an individual is present for duty; unauthorized absence or desertion; is in a hospital; in the hands of civil authorities awaiting trial; and confinement by military authorities awaiting trial is permitted. Note, however, that though one may be hospitalized, release of medical information regarding the patient is not authorized.

D-10. Decisions of personnel boards

Personnel board decision information is releasable after decision by final approving authority if the board action applies to a category of persons as opposed to an individual; otherwise, it is not releasable. Results of personnel board actions affecting groups such as promotion boards and augmentation boards are releasable. The results of personnel board actions affecting individuals, such as administrative discharge boards and aviator flight boards, are not generally releasable. The results of the latter category of boards traditionally have not been released. The board proceedings are not public and the nature of the action taken, often adverse, warrants preservation of its

confidentiality. Information that has become a matter of public knowledge through the action of the individual or his/her counsel may be confirmed.

D-11. Photographs in the custody of the Department of Defense

Photographs of DOD military and civilian personnel taken for official purposes are generally releasable in accordance with the Privacy Act, Title 5, U.S. Code, Section 552a(b)(2), unless matters are depicted that would constitute a clearly unwarranted personal privacy invasion if disclosed to public view. Generally, award ceremony photographs, official selection file photographs, chain of command photographs, and similar photographs are releasable.

D-12. Name and/or duty address of a member assigned to a unit that is sensitive, routinely deployable or stationed in a foreign territory

The name and/or duty address of a member assigned to a unit that is sensitive, routinely deployable or stationed in a foreign territory is not routinely releasable. Releasing this information would constitute a clearly unwarranted invasion of privacy and a breach of national security interests. Disclosing information about a member’s degree of involvement in military actions in support of national policy, the type of military unit to which the member is assigned, and presence or absence from his or her household poses a security threat to the individual. The releasing authority, normally the soldier's unit commander, must weigh the public interest in disclosure against the invasion of personal privacy that will result from the disclosure.

Appendix E

Aviation Travel and Other Use of Aviation Assets Approval Matrix

Reference AR 360-1, AFI 35-101 and DoD Reg 4515.13-R. All requests for travel must be coordinated through the state Public Affairs Office. This support matrix is provided to help you understand the specific steps required for each type of public affairs travel. Required templates mentioned in the matrix are included at the end of this appendix. All requests for PA travel must be IAW this chart. Please consult the FirstMuster Web site for up-to-date Aviation Support Matrix information.

Table E-1

Public Affairs Aviation Support Matrix

All requests should be forwarded to the State PAO

CONUS Public Affairs Travel					
Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
Supervisors, owners, high-level managers, CEOs, educators, state legislators, religious leaders, approved Youth programs	NGB-PA	30 days prior	4-9b DoD 4515.13-R (C3.4.2, pg 63); DoD5435.2; AFI 35-101; AR 360-1	Request Template ; Validation Letter	Certain State employees; DoD 4515.13-R (C2.2.16.6)
In-State Travel	TAGs	30 days prior	4-9k (1)	Request Template ; Validation Letter	
Out-of-State Travel	NGB-PA	30 days prior	4-9k (2)	Request Template ; Validation Letter	
Foreign Nationals	NGB-IA	30 days prior	4-9b	Request	

(non-media)/Military	(International Affairs) coord w/ ANG or ARNG approval ; copy to NGB-PA			Template; Validation Letter	
U.S. Congress, staff members	DoD approval via NGB-LL (Legislative Liaison); copy to NGB-PA; Sec Def	60 days prior	DoD 4515.13-R (C10.4.3, pg 102)	Request Template; Validation Letter	NGB-LL process request; send to: Congresson.Travel@ngb.af.mil ; fax 703 607-3687
Civilian DOD Contractors	Flight Ops (Wing CC/TAG approval)	30 days prior	DOD 4515.13-R (C.2.2.9)	Request Template; Validation Letter	

OCONUS Public Affairs Travel

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
TAG	NGB-PA to CNGB (coord w/TA & GOMO)	60 days prior	DoD 4515.13-R, C3.2.2.2, C3.3.3.2	TAG OCONUS request form; Validation Letter	
News Media	OASD-PA via NGB-PA	60 days prior	4-10 a, b, c, d e,	Request Template ; Validation Letter	
State Partnership Program (SPP)	NGB-IA	90 days prior	4-10.e	Validation Letter	

Orientation Flights

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
Civic leader, news media, state officials, educators, and approved Youth programs	NGB-PA	30 days prior	4-11e(1); DoD 4515.13-R (C3.4.4, pg 63 and C3.2.4, pg 61)	Orientation Flight Request; Validation Letter	
Military members, ROTC, JROTC, CAP cadets, FAA employees, spouses of military members	TAG via flight ops; Chief NGB (DoD 4515.13-R, C4.2, pg 64)	30 days prior	4-11e(2); DoD 4515.13-R (C4.3, pg 65)	Orientation Flight Request; Validation Letter	

Federal senators, members of Congress and staff	DoD approval via NGB-LL (Legislative Liaison); copy to NGB-PA	30 days prior	4-11e(3)	Orientation Flight Request; Validation Letter	NGB-LL process request; send to: Congression.Travel@ngb.af.mil; fax 703-607-3687
Foreign Nationals (non-media)/Military	NGB-IA (International Affairs) coord w/ ANG or ARNG approval; copy to NGB-PA	30 days prior	4-11E (4)	Orientation Flight Request; Validation Letter	
Civilian DOD contractors	Flight ops (Wing CC/TAG approval)	30 days prior	AFI 11-401, ANG Sup 1	Orientation Flight Request; Validation Letter	
High Performance Aircraft F-15, F-16, B-1	NGB-PA concurrence; State PAOs must obtain TAG and Wing CC approvals	30 days prior	4-11e (5)	Orientation Flight Request; Validation Letter	

Flyovers

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
On-base	TAG except for Change of Command and retirements	State Discretion	4-13.a	Aerial Events Request Form	Coordinate through Flight Ops
Change of Command/ Retirement (TAGs)	SAF/PA for ANG units; NGB-AVS for ARNG units	30 days prior	4-13.a	Aerial Events Request Form	Coordinate through NGB-AVS or NGB-A3XE and info NGB-PA
Off-base	SAF/PA for ANG units/OCPA for ARNG units	90 days prior (no later than 30 days prior)	4-13 .b (1)	Aerial Events Request Form	Requests for ANG units should be submitted via the SAF/PA Aerial Events Web site. ARNG units should send form to NGB-PA
Pre-approved events	Websites for both SAF-PA and OCPA	60 days prior	4-13.b.(1)		Coordinate through NGB-AVS or NGB-A3XE and info NGB-PA and Service
Gubernatorial	TAG	State Discretion	4-13.b (3)		Coordinate through NGB-AVS or NGB-A3XE

Funeral/Memorial					
Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
ANG	Closest base mortuary affairs office or HQ AF Mortuary Affairs	As soon as notified	4-13.c.; AFI 11-209	Validation Letter	HQ/AF Mortuary Affairs.
ARNG	Installation CC owning aircraft	As soon as notified	4-13.c.	Validation Letter	Casualty Mortuary Affairs Operations Center
Missing Man Formation	NGB-PA to OCPA; SAF-PA	60 days prior	4-13.d.	Validation Letter	
Off-base public events (exceptions)	NGB-PA to OCPA or SAF-PA	60 days prior	4-13.f.	Validation Letter	

News Media Rep Travel

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
News Media	NGB-PA	30 days prior	DoD 4515.13-R (C3.3.2.3, pg 62; C3.4.1, pg 62)	Validation Letter	
In-State: NG Facility to NG Facility	TAG	State Discretion	Appendix F-1(a)	Validation Letter	
In-State: NG Facility to AD	NGB-PA	30 days prior	Appendix F-1(b)	Request Template ; Validation Letter	
Out-of-State Travel	NGB-PA	30 days prior	Appendix F-1(c)	Request Template ; Validation Letter	
OCONUS	OASD-PA via NGB-PA	60 days prior	Appendix F-4	Request Template ; Validation Letter	

News Media Rep Orientation Flight

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
News Media	NGB-PA		4-9-F-1,2,3; Appendix G; DoD 4515.13-R (C3.4.1, pg 62)	Orientation Flight Request; Validation Letter	

ARNG	NGB-PA	30 days prior	Appendix F, F-2	Orientation Flight Request; Validation Letter	
ANG Aircraft other than fighters/B-1	NGB-PA	30 days prior	Appendix F, F-3	Orientation Flight Request; Validation Letter	
State Emergencies	NGB-PA	As soon as possible		Validation Letter	
ANG Fighter and B-1 aircraft	NGB-PA Concurrence; State PAOs must obtain Wing CC and TAG approvals	30 days prior	Appendix F, F-3	Orientation Flight Request; Validation Letter	
Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
Boss Lifts	NGB-PA and OASD/RA-NCESGR	60 days prior	Appendix H-8 AFI 35-101 (16.8)	Request Template; Validation Letter	

Ground Transportation

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
Management, Acquisition and Use of Motor Vehicles	Invitation Installation Commander	State Discretion	Army Regulation 58-1, 5-5 c	Validation Letter	
Vehicle Transportation	Invitation Installation Commander	State Discretion	AFI 24-301, 2.6.3	Validation Letter	

USO

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
OCONUS	Invitation of overseas commander	60 days prior	DoD 4515.13-R (C2.2.6.3)	Validation Letter	

Bands

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
ARNG: In-State	TAG	State	4-18.a.(1)(a)	Non-Aviation	

		Discretion		Events Request Form; Validation Letter	
ARNG: Out-of-State	TAG	60 days prior	4-18.a.(1)(b)	Non-Aviation Events Request Form; Validation Letter	
ARNG: OCONUS	OASD-PA through NGB-PAR	6 months prior	4-18.a (1) (c)	Non-Aviation Events Request Form; Validation Letter	
ANG: In-State	TAG	60 days prior	4-18.a(2)(a)	Non-Aviation Events Request Form; Validation Letter	
ANG: Out-of-State	TAG	60 days prior	4-18.a (2)(b)	Non-Aviation Events Request Form; Validation Letter	
ANG: OCONUS	OASD-PA through NGB-PAR for non-AEF rotations	6 months prior	4-18.a.(2)(c)	Non-Aviation Events Request Form; Validation Letter	

Embeds

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
OCONUS Media Embed	OASD-PA/Combatant Command	90 days	4-20.a	Validation Letter	
CONUS (Out of State) Media Embed	NGB-PA	30 days	4-20.b	Validation Letter	

Appendix F

News Media Travel with National Guard Units

F-1. Approval authorities for news media travel via military aircraft departing from one location (Point A) and landing at another location (Point B), with or without return to Point A are as follows:

- a. TAG approves travel within a state from one National Guard facility to another Guard facility.
- b. Travel within a state from a National Guard facility to an active duty base is approved by NGB-PA. Request are forwarded by the state PAO to NGB-PA.
- c. Travel to other CONUS facilities is approved by NGB-PA. OCONUS news media travel requests are coordinated through NGB-PA and approved by OASD-PA.

F- 2. NGB-PA encourages ARNG and ANG units to invite local news media representatives (NMRs) to deploy with the units, both to training sites in the U.S. and overseas. This is beneficial in telling the Guard story to a wide audience. Deployments, especially overseas deployments for training, are excellent means of showing a large segment of the local community that its National Guard is proud, skilled and ready. The National Guard enjoys good support from all the various DoD agencies in our efforts. To continue receiving this support, public affairs officers must plan news media activities in a timely manner.

F- 3. A unit's request for news media travel will be disapproved if the request arrives at NGB-PA without sufficient time to process. Units that want to have news media travel with them must forward the requests through channels in ample time for orderly approval.

F- 4. State and unit PAOs must submit written requests for news media travel to NGB-PA based on these time limits: CONUS travel--30 days prior to the start of the travel; OCONUS travel--60 days prior to start of travel.

F-5. NGB-PA, SAF/PA, OCPA and OASD-PA realize that news media representative names are not always known several weeks in advance. CONUS travel requests can be worked in the name of the medium as well as by a reporter's name. For example, a unit may request authority to transport one reporter and one cameraman from a given television station, with names provided later. OCONUS travel requires names of media.

F-6. The paperwork and advanced planning are easy. The National Guard story is too important to be told in anything less than a professional manner. News media travel can display units and people to the public as important members of the Total Force. Attention and cooperation are vital.

F-7. NGB-PA processes many requests from ARNG and ANG units for local news media representatives to travel with a unit and report on a deployment, exercise, or annual training. To ensure your requests can be processed through command channels in an expeditious manner, several areas must be addressed in the requests to NGB-PA. One of the most important is for the host PAO to have an idea of the topics the NMRs want to cover. Do the media representatives want to talk to local military commanders, tour specific areas, interview local political figures on the importance of the Guard, fly with local aircraft, etc.?

F-8. To assist in providing NGB-PA complete information, National Guard PAOs should communicate the five "Ws" and the "H:"

- a. Who? Names, titles and affiliations (publication names and locations, radio and TV call letters and locations) of NMRs. For overseas travel, include citizenship, SSN, passport number, place of birth and current address.
- b. What? Type of event to be covered (exercise, deployment, AT) with major unit involved. Is there a unit project officer? PAO escort officer? Who? Phone (DSN and commercial)? It is mandatory that NMRs have a PAO escort officer/NCO assigned for any travel with National Guard units. This responsibility cannot be delegated to a co-pilot, flight engineer or someone else making the trip.
- c. When? Dates of travel, inclusive. Primary and alternate, if necessary.
- d. Where? Locations NMRs will depart from and go to during travel. Be sure to include all intermediate stops, R-O-Ns. Has the base/post/station public affairs officer to be visited been notified?
- e. Why? Is this trip important for a reason not readily apparent?
- f. How? Type of aircraft, or other vehicle to be used for travel. Flights must be an integral part of the story to be covered, not specially generated for NMRs, and must be conducted on a no additional cost, non interference with the mission, and no access to classified information basis.

NOTE: It is important to remember that the principal justification for non-local public affairs news media travel is that the travel is an integral part of the story. All requesting units should include the following statement: "Travel by

LIST STATE PAO

DATE

MEMORANDUM FOR NGB-PA

SUBJECT: Request for Public Affairs Orientation Flight

1. Request validation and approval of the following individuals as eligible passengers for orientation flight aboard a UNIT, AIRCRAFT on or about DATE:

<u>NAME</u>	<u>TITLE</u>	<u>Employer/Organization</u>
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2. The purpose of this request is to _____ The candidates listed above are not repeat passengers and meet Department of Defense guidance criteria which authorizes orientation flights for certain individuals whose position and contacts with various organizations can make a positive contribution to public understanding of DoD's roles and missions.

3. The Adjutant General supports this request. POC for further information about this request is the undersigned at DSN XXX-XXXX.

PAO's Signature block

Figure F-2. Public Affairs Travel Request

JFHQ letter head

JFHQ-PAO

1. Name & Rank:
2. Duty title:
3. Branch:
4. Unit of assignment:
5. Dates of visit:
6. Specific area to be visited:
7. Purpose of visit:
8. Units to be visited:
9. Means of transportation:
10. Name and phone number of host POC:
11. Information if visit will entail meeting with foreign government officials, industry representatives, or U.S. Embassy personnel: N/A
12. Threat briefings scheduled:
13. Status of country clearance(s):

Figure F-3. TAG OCONUS Travel Request Template

Appendix G

News Media Orientation Flights

G-1. Reference AR 360-1, AFI 35-101 and DoD Reg 4515.13R. News media orientation flights are defined as continuous flights departing from one location (point A) and terminating at the same location (point A).

G-2. All Army National Guard news media orientation flights are approved by NGB-PA.

G-3. Air National Guard news media orientation flights are approved by NGB-PA except for fighter and B-1 aircraft. Fighter (F-15, F-16) and B-1 requests must be approved by the Wing Commander and TAG and then forwarded to NGB-PA for concurrence.

G-4. Send all other requests to NGB-PA for coordination and approval. News media orientation flights that include non-standard tactical maneuvers such as cargo drops or parachute jumps must be approved through operational channels. The requesting unit should initiate the ops approval through flight operations.

G-5. Apply the same Who, What, When, Where, Why and How criteria outlined in the news media travel information paper applies for orientation flights.

G-6 After action reports, copies of clippings or videotapes are mandatory. Forward reports, clippings, audio tapes or video tapes to NGB-PA, 1411 Jefferson Davis Hwy Suite 11200, Arlington, VA 22202-3231, FAX: DSN 327-3686 or Commercial (703) 607-3686.

Appendix H

CONUS Public Affairs Travel Eligibility

Public Affairs determines eligibility of participation in keeping with Department of Defense Directive 4515.13-R, Department of Defense Directive 5410.18, Department of Defense Instruction 5410.19, and AFI 35-101. PA reviews the appropriateness of an event for National Guard participation.

H-1. Civic leaders

Civic leaders are preferably individuals with limited knowledge of national defense issues. However, the more substantive discriminator in selecting and approving nominees is that their professional and community involvement indicates a strong likelihood they will share their experience with many others to the benefit of the National Guard and Department of Defense. Therefore, nominees should be influential leaders in their professions as well as leaders in their communities. U.S. citizenship is required. Prior participants, persons either currently in active Federal service or retired from Federal service, and employees of Government contractors whose primary job responsibilities are military related are discouraged as nominees unless the requestor can articulate a clear benefit to the National Guard and Department of Defense in their attendance. Further, nominees are and will be encouraged to apply their strong ties to established professional and/or regional or national forums in which to share their experiences upon the conclusion of the trip/tour. Ultimately, successful nominees are those whose background indicates that their participation will enhance the public understanding of national security issues and the Department of Defense and the National Guard (Governors, local elected officials, supervisors, owners, high level managers, CEOs, educators, legislators, and religious leaders) and should be drawn from a broad variety of community leadership, professional, and business occupations. Tour participants should reflect the greatest possible cross section of local civic leaders based on age, sex, race, and ethnic backgrounds. Under no circumstances will a group be predominantly from one organization.

a. Do not include spouses or family members on the guest list as Civic Leaders, unless they are bona fide community leaders in their own right.

b. Do not include retired military members unless they qualify as bona fide community leaders who are active in the community. Do not include secretaries, students and children (except those participating in congressionally-sanctioned DoD-approved youth programs), and regular employees of companies and firms.

H-2. Youth Programs

Youth participating in congressionally-sanctioned, DoD-approved youth programs such as ChalleNGe, STARBASE, Explorer Scouts and FAA co-sponsored ACE Academy students are eligible for Public Affairs Orientation Flights. Parental permission must be obtained in writing. Service Academy and Reserve Officer Training Corps (ROTC) cadets and midshipmen, JROTC and Civil Air Patrol are approved through Ops channels for TAG approval, not Public Affairs.

H-3. (Non-TAG) Spouses of Military Members

Refer to accordance with AFI 11-401, ANG SUP1, Table A9.1. for more guidance.

H-4. Congressional Delegations

Congressional travel is defined as travel for official DoD purposes by members of Congress or Congressional staff members: Congressional delegations are termed CODELs and staff delegations are STAFDELs. Travel can be at the request of Congress or at the invitation of the Secretary of Defense and, in certain circumstances, the Service Secretaries. Requests for members of Congress and/or staff members must be forwarded to NGB-LL (Legislative Liaison) for coordination and processing for SAF/LL or OC-LL and DoD approval. Fax or e-mail an information copy to NGB-PA (Interns, lame ducks, and first term personnel require an exception to policy by OSD-LA).

H-5. Foreign Nationals (non-media), Partnership for Peace and Security Cooperation Program requests are processed through NGB-IA (International Affairs). Send an info copy of the request to NGB-PA.

H-6. News Media Representatives (NMR)

NMRs may travel, individually or in groups, for assignments to cover military exercises or military operations, provided they are credentialed members of print, radio, Internet, television, magazines, and/or authors who are employed to write or broadcast news and use of military airlift is justifiable. See Appendix E for specific travel requirement.

H-7. Media Embed

Media embed is defined as a media representative remaining with a unit on an extended basis--perhaps a period of weeks or even months. Refer to 4-21 Media Embed for additional information.

H-8. Employer Support for the Guard and Reserve (ESGR)

ESGR tour requests, more commonly known as "Boss Lifts," are submitted and verified through NGB-PA and the National Committee for Employer Support for the Guard and Reserve. Refer to App I-2.g, ESGR for additional guidance.

H-9. DoD Regulation 4515.13-R provides the following with reference for the approval of certain categories of groups or individuals wishing to travel. These travel requests are not considered Public Affairs travel and must be coordinated through flight operations, and may require invitational travel orders (ITOs).

- a. State National Guard officials including state governors, lieutenant governors, adjutants general and assistant adjutants general when travel is for official duty connected with National Guard activities.
- b. Certain state, county, municipal or private company employees who perform a service in direct support of the National Guard mission in the States and territories, when travel is for an official purpose and is authorized in advance by the Chief, National Guard Bureau or other official authorized to approve this travel.
- c. (Non-TAG) Spouse and other dependent travel. DoD Regulation 4515.13-R provides extensive guidance on the eligibility of dependents. However, spouse travel is a frequent question for state PAOs, so specific reference from this regulation is made here for convenience. Spouse and other dependent travel is not Public Affairs travel. This travel should be coordinated through flight operations. Travelers must have invitational travel orders (ITOs). PAOs should consult DoD 4515-13-R for further guidance.
- d. A family member of a state governor, lieutenant governor or adjutant general may travel aboard military airlift for CONUS travel when the travel is for official duty connected with National Guard activities. These travel requests may be processed in-State.

H-10. TAG Spouse Travel

TAG Spouse Travel is categorized as Official, Unofficial, or Other. To fit the official travel category, TAG spouses must actually participate in an unquestionable official function, or what is deemed in the national interest because of diplomatic or public relations benefit to the country. Spouses on official travel may use military or commercial aircraft at government expense. Unofficial travel by TAG spouses is not authorized at government expense. Mere attendance without participation in an official function constitutes the unofficial travel category. Unofficial travel may be approved for military aircraft as non-interference, reimbursable travel. Other travel is authorized for TAG spouses on National Guard aircraft when the aircraft has been previously selected as the most cost and time effective means of transportation. The travel cost on this non-interference, reimbursable spouse travel is reimbursable to the government at the full commercial coach class fare or equivalent. The following criteria must be met to authorize non-interference, reimbursable travel aboard military aircraft:

- a. The aircraft is already scheduled for an official purpose.
- b. Non-interference use does not require a larger aircraft than is needed for the official purpose.
- c. Official travelers are not displaced
- d. No additional cost to the U.S. government.
- e. The government is reimbursed at the full commercial coach class fare rate.
- f. All requests for official, unofficial and other TAG Spouse travel must be submitted to NGB-PA at least 30 working days prior to travel date. NGB-PA will coordinate and forward to the Chief, National Guard Bureau for approval. For payment of non-interference, reimbursable travel, each TAG will attach a personal check to his/her travel voucher made payable to the "U.S. Treasury," along with a travel office printout reflecting the full commercial coach class fare. The regulations governing TAG Spouse travel applies to OCONUS travel as well.

H-11. Tactical Waiver (ANG only)

Tactical waivers are an operations issue. A tactical waiver is required for non-aircrew members for the following types of flights: personnel and/or equipment airdrops; night vision goggle operations; transporting hazardous cargo; and flights prohibited by international agreement. Tactical waiver requests originate at the requesting wing operations unit and are coordinated through operational channels in accordance with AFI 35-101, Paragraph 19.3.6.

Appendix I**CONUS Public Affairs Travel Approval and Package Submittals****I-1. Approval authority.**

a. For TAG approval, JFHQ-State PAOs will staff the request and obtain TAG endorsement. A memo to that effect will suffice as TAG approval. TAG signature on the memo is preferred, but if that is not possible, the PAO may sign the endorsement memo and note that vocal approval was obtained from the TAG or in the TAG's absence, their designee.

b. Refer to Appendix E for approval authority.

I-2. Package submittals. All requests for Public Affairs Travel will contain, at the minimum, the following information:

a. Written justification for the travel, including both the PA purposes to be served and the necessity for use of military transportation.

b. Itinerary, to include date(s) of travel, point(s) of takeoff(s), point of landing(s) to include any intermediate stops, areas/installations/facilities to be visited, and details of activities such as what type of briefings and bases or sites to be visited will be included. The majority of a normal working duty day (eight hours) must be spent participating in or observing DoD- and/or National Guard-related activities. The PA travel program must be able to withstand public scrutiny at all times.

(1) Base tours, orientations, demonstrations, and briefings should be scheduled for normal duty hours.

(2) Peripheral activities, such as participating in golfing or other athletic events, visits to shopping centers and social events such as barbecues will not be included in itineraries during the normal duty day. Activities that could be perceived as extravagant jeopardize the credibility and viability of this program and are prohibited.

Participation by government employees in certain activities is subject to the DoD Joint Ethics Regulation 5500.7-R.

(3) Submit a valid mission number for the specific type of travel requested. NGB/A3 or NGB-AVS will provide validation.

(4) Signed Validation and Concurrence letter from the State PAO, Deputy State PAO (in the absence of the State PAO), or a higher authority.

(5) No blanket approval for proposed/projected non-media travel will be granted by NGB-PA.

c. Civic leaders. Submit a guest list including individuals' names, titles, organizations, the type of aircraft to be used, and name/rank of project and escort officials.

(1) Requests must be submitted to NGB-PA (NGB.PAR@ngb.ang.af.mil) 30 days prior to the proposed travel date.

(2) No blanket approval for proposed/projected civic leader travel will be granted by NGB-PA.

(3) Guests assume full financial responsibilities for their own billeting, meals, and other personal expenses while participating in the tour. Guests should be advised to be prepared to purchase commercial air tickets if military air support is cancelled during the Civic Leader Tour. The sponsoring unit is responsible for publishing invitational travel orders for the guests upon approval of non-local travel. Guests will not be provided alcoholic beverages aboard aircraft.

(4) Civic Leader Tours will be limited to no more than two days (excluding a travel day on each end of the trip). OCONUS Civic Leader Tours are prohibited.

d. Congressional Delegations. Staff through NGB-LL. Congressional delegations are not PA travel.

(1) Request must be submitted to NGB-LL 30 days prior to the proposed travel date or as soon as an official request is received. Submit a guest list including individuals' names, titles and offices represented. Fax or e-mail an information copy to NGB-PA.

(2) Unit must notify NGB/A3, if solicited to provide airlift, and will not generate local or off station training missions to provide support. Upon verification of OSD approval, NGB/A3 will generate a mission number for the CODEL or STAFDEL.

(3) Request copies of Invitational Travel Orders.

(4) Request copies of OSD approval for tactical/strategic airlift support.

e. Foreign Nationals, Partnership for Peace, Security Cooperation Program. Requests must be submitted to NGB-IA (International Affairs) for foreign nationals, foreign military personnel, and bonafide Partnership for Peace and Security Cooperation Programs for SAF-IA and/or OC-IA approval. DoD Regulation 4515.13-R provides guidance on travel by foreign nationals. Refer to App H-5, Package Submittal requirements. Submit requests to International Affairs at least 90 days prior to travel for overseas travel. Fax or e-mail (NGB.PAR@ngb.ang.af.mil) an information copy to NGB-PA.

f. News Media Representatives (NMRs). NGB-PA, SAF/PA, OCPA and OASD/PA realize that news media representative names are not always known several weeks in advance. CONUS travel requests can be worked in the name of the medium as well as by a reporter's name. For example, a unit may request authority to transport one reporter and one cameraman from a given television station with names provided later. (see App F-1(c)). OCONUS travel requests require specific traveler names. (see App F-2). To process requests for news media representatives to travel with a unit and report on a deployment, exercise or annual training, complete the following steps:

(1) Request must be submitted to NGB-PA (NGB.PAR@ngb.ang.af.mil) at least 30 days prior or as soon as request is received for CONUS travel. Requests must be submitted 60 days in advance for OCONUS travel.

(2) Who? Names and affiliations (publication names and locations, radio and TV call letters and locations) of NMRs. For overseas travel, include citizenship, social security number, passport number, place of birth and current address.

(3) What? Type of event to be covered (exercise, deployment, AT) with major unit involved. Is there a unit project officer? PAO escort officer? Who? Phone (DSN and commercial)? It is mandatory that NMRs have a PAO escort officer/NCO assigned for any travel with National Guard units. This responsibility cannot be delegated to a co-pilot, flight engineer or someone else making the trip.

(4) When? Dates of travel, inclusive. Primary and alternate, if necessary.

(5) Where? Include full itinerary. Locations NMRs will depart from and go to during travel. Be sure to include all intermediate stops, R-O-Ns. Has the base/post/station public affairs officer to be visited been notified?

(6) Why? Is this trip important for a reason not readily apparent?

(7) How? Type of aircraft or other vehicle to be used for travel. Flights must be an integral part of the story to be covered, not specially generated for NMRs, and must be conducted on a no additional cost, non-interference with the mission, and no access to classified information basis.

(8) It is important to remember that the principal justification for non-local public affairs news media travel is that the travel is an integral part of the story. All requesting units should include the following statement: "Travel by military aircraft is an integral part of the story, which cannot be reported without the aircraft." Support that statement with facts and reasons.

(9) Media must be aware that mission requirements may require cancellation of flights up to and including the day of departure and be prepared to fund their own return transportation if mission requirements change originally scheduled flights.

g. Employer Support for the Guard and Reserve (ESGR). This program is used to demonstrate to Reserve employers and potential employers the importance of Reserve forces and to foster a strong and supportive employer base. The purpose of this flight/visit is to enhance the civilian guests' understanding of DoD by giving them insight into DoD/National Guard operation and support missions and stewardship of national resources. The Office of the Assistant Secretary of Defense for Reserve Affairs National Committee for Employer Support of the Guard and Reserve (OASD/RA-NCESGR) oversees DoD support to civilian employers of Reservists. A major part of the Air Force support is flights for employers, commonly known as "Boss Lifts," that are managed as follows:

(1) Request must be submitted to NGB-PA (NGB.PAR@ngb.ang.af.mil) through OASD/RA-NCESGR at least 60 days prior to travel, or as soon as request is received, and at least 90 days prior, if airlift is needed.

(2) OASD/RA-NCESGR reviews all itineraries for propriety of scheduled activities and ensures the proposed guest list does not reflect a preponderance of any particular group

(a) Itinerary, to include date(s) of travel, point(s) of takeoff(s), point of landing(s) to include any intermediate stops, areas/installations/facilities to be visited, and details of activities such as what type of briefings and bases or sites to be visited will be included. The majority of a normal working duty day (eight hours) must be spent participating in or observing DoD and/or National Guard related activities. The Public Affairs travel program must be able to withstand public scrutiny at all times.

(b) Base tours, orientations, demonstrations, and briefings should be scheduled for normal duty hours.

(c) Itinerary will include a unit briefing to participants of Boss Lifts at National Guard locations visited to include home station and deployed location, if applicable.

(d) Peripheral activities, such as participating in golfing or other athletic events, visits to shopping centers and social events such as barbecues will not be included in itineraries during the normal duty day. Activities that could be perceived as extravagant jeopardize the credibility and viability of this program and are prohibited. Participation by government employees in certain activities is subject to the DoD Joint Ethics Regulation 5500.7-R.

(3) State ESGR Committee may contact local airlift units to inquire of the feasibility of support should OASD/RA-NCESGR and NGB-PA approve a Boss Lift. Identify aircraft, unit, POC name, email, and both commercial and DSN phone numbers.

(a) Primary aircraft preferred to support Boss Lifts will be KC-135s or C-130s, unless otherwise justified. C-5 units will not normally be approved due to high operating costs.

(b) All participants are required to assemble at one departure location and will be returned to the same location. Multiple pickup points must be approved on a case-by-case basis by NGB/A3.

(c) Normally only one sponsored airlift will be approved per year per state. Tours are limited to no more than two days (excluding a travel day on each end of the trip). Overseas travel is not authorized.

(d) Units supporting ESGR tours should request copies of invitational travel orders.

(e) NGB/A3 will identify opportune ANG airlift opportunities.

(f) Commanders will not obligate their unit to support a specific tour prior to OASD/RA-NCESGR and NGB-PA approval.

(g) OASD/RA-NCESGR and NGB-PA approval does not guarantee a Boss Lift will be supported by a National Guard airlift or tanker unit.

(h) Commanders, State ESGR Committee members and invited guests must be aware that mission requirements may require cancellation of tours up to and including the day of departure.

(i) Boss Lifts requiring ground time in excess of 24 hours at visited locations will require the unit to schedule additional flying training at the deployed location, if applicable.

h. As appropriate, NGB/A3 and/or NGB-AVS reviews the operational issues impacting the feasibility and cost of the participation of the PA travel request. They are also the principal operations activities for all NGB-PA requests. States needing aircraft support should submit their requests on NGB Form 214-R, Unit Training Airlift Request, to NGB/A3 at least 30 days prior to travel for validation.

Appendix J Crash Information

J-1. Sample crash statement (initial release)

a. At about (time) (time zone) a (state) Army/Air National Guard (type of aircraft) with (number) known/unknown people on board

(1) was determined missing in the vicinity of_____.

(2) crashed/was reported to have crashed in/near_____.

(3) was involved/was reported to have been involved in a mid-air collision in the vicinity of_____.

b. At the time of the (accident/incident/report/determination the aircraft was missing), the crew of (number) was conducting a

(1) training flight

(2) humanitarian relief mission in (state/country)

(3) forest fire-fighting mission in (area and state)

(4) transporting passengers from_____ to_____

(5) medevac mission from_____ to_____

(6) other_____ flight/mission.

c. At this time the cause of the crash is not known. We will not speculate as to the cause. Representatives from (give names of agencies) are on their way to/on the scene.

d. Further news media inquiries will be handled on-site by_____. A board of officers will be appointed to investigate the cause of the accident. No other details are available at this time.

J-2. Sample crash call list

a. The unit the equipment belongs to.

b. The adjutant general's office.

c. NGB-PA (703) 607-2549 or DSN 327-2549.

- d. SAF/PA or OCPA.
- e. The governor's office.
- f. Civil authorities involved.

J-3. Sample crash bag

- a. Camera.
- b. Flash.
- c. Film (or memory card).
- d. Batteries.
- e. Cellular phone with extra batteries/two way radio.
- f. Appropriate telephone directories.
- g. Tape/ digital recorder.
- h. Cassettes.
- i. Batteries.
- j. Laptop computer with portable printer.
- k. AM/FM radio and TV.
- l. Appropriate maps.
- m. Personal gear.

Appendix K

Media Embedding Guidance

Media embedding guidance includes information on its guidance, process, FORSCOM and a sample form.

K-1. NGB-PA Guidance for Embedding News Media in Response to Natural Disasters/Emergencies Within the U.S.

a. National Guard forces have been and may be called upon to provide support in response to natural disasters or emergencies. At such times, the National Guard Bureau may delegate approval of news media embeds to National Guard state public affairs officers. No blanket approval has been authorized without prior notification from NGB-Public Affairs, and such delegation of approval authority will be limited to the specific disaster or emergency. If NGB delegates approval, the following are the official ground rules of the National Guard regarding media opportunities for travel aboard National Guard aircraft or vehicles to cover National Guard support in response to natural disasters or emergencies within the United States. The National Guard desires to provide media with minimally restrictive access to Air National Guard and Army National Guard air and ground forces through embedding. The National Guard believes it is mutually beneficial to state adjutants general and news media organizations to allow commercial news media employees to accompany selected National Guard units during disaster response operations for the purpose of providing news media coverage before, during and after response to natural disasters or emergencies.

b. References. Ref A, Department of Defense (DoD) Instruction 5405.3, Development of PPAG, 5 Apr 1991. The Secretary of Defense may authorize Commander, United States Northern Command) (CDRUSNORTHCOM) to provide support to The Department of Homeland Security's (DHS) Federal Emergency Management Agency (FEMA) for planning and conducting disaster response operations in affected areas. DHS is responsible for coordinating the federal response and will most likely do it through FEMA. FEMA may request DoD support when other federal resources are not suitable or available to assist in the federal response. This guidance does not apply to National Guard forces independently deployed in a Title 32 (state control) status under the control of their respective governor nor does it affect Army Corps of Engineers resources that independently deploy in support of emergency support function 3 (public works).

c. Posture. Public affairs posture for CONUS operations is active when conducted in coordination with FEMA. Personnel and units identified to support disaster relief operations may actively engage the media to explain their role and support; however, any comments regarding a specific disaster situation will be referred to FEMA Units that conduct PA activities must forward a synopsis of that activity to USNORTHCOM Public Affairs within 24 hours (e-mail: nc.pa.omb@northcom.mil; fax: 719-554-3165).

d. CONUS including Territories: USNORTHCOM leads the Department of Defense support, as directed by the Secretary, in direct support of FEMA and in accordance with the National Response Plan.

e. Media Information Centers: Local and state agencies may establish Joint Information Centers (JIC). FEMA may assist in the operation of these centers. Deploying DoD forces are encouraged to provide a liaison to those JICs that have FEMA Public Information Officers assigned.

f. Media coverage: Media coverage is encouraged. Deployed units are requested to provide copies of any media coverage to USNORTHCOM public affairs.

g. Internal news media and audiovisual coverage: Internal information stories are encouraged upon receipt of deployment orders, during the deployment, and upon redeployment. Units are encouraged to provide internal coverage and obtain audiovisual coverage of their operations using organic resources. Combat Camera resources may be employed by USNORTHCOM J-39. Still and video imagery produced in support of this operation must be forwarded to the DoD Joint Combat Camera Center (JCCC) at the earliest opportunity and by the quickest available means to support OASD/PA and Joint Staff imagery requirements. Questions regarding imagery transmission should be addressed to the JCCC jccc@hq.afis.osd.mil or jccc@osd.smil.mil.

h. News Media Flights: PAOs are encouraged to support media requests for flights when those flights will show DoD support and media presence will not interfere with mission accomplishment.

i.. Ground Rules: The following are the official ground rules of the National Guard regarding media opportunities for travel aboard National Guard aircraft or vehicles to cover National Guard support in response to natural disasters/emergencies within the U.S. The National Guard desires to provide media with minimally restrictive access to Air National Guard and Army National Guard air and ground forces through embedding. The National Guard believes it to be mutually beneficial to State Adjutant Generals and news media organizations to allow commercial news media employee to accompany selected National Guard units during disaster response operations for the purpose of providing news media coverage before, during and after response to natural disasters/emergencies.

j. State PAOs will have blanket authority to embed news media in accordance with DoD policy, including ground and aviation support/transportation requests. NGB still requires notification of all embeds as follows:

(1) NGB requires notification of all embeds prior to embedding from the PAO for the unit arranging the embedding. Requirements include: Name of media representative; title; media affiliation; unit with which embedding; destination area; and name of public affairs escort (PA or PA-appointed escort is required for all embeds).

(2) The PAO providing the escort/arranging the embedding is required to register with the respective state PAO or his designated appointee. This will be done prior to entering the AOR and coordination will also be made immediately upon entry into the AOR. In addition, coordination needs to be accomplished prior to departing the AOR, and to register contact information (cell number, blackberry, etc.) with both JFHQ-State PAO and NGB-PA.

(3) The news media employee agrees to participate in the embedding process and to follow the direction and instruction of the government related to such participation. The media employee further agrees to follow government regulations as related to transport aboard aircraft systems or ground vehicles. The media employee acknowledges that failure to follow any direction, instruction, regulation, or ground rule may result in the termination of the media employee's participation in the embedding process.

(4) Voluntarily, willingly and knowingly ASSUME ANY AND ALL RISKS, known and unknown, in any way associated with the embedding process and natural disasters/emergencies response operations.

k. Understand and agree that the government, through coordination with the respective National Guard State Public Affairs Officer (the State in which the natural disaster/emergency occurs) and under the media escort of a designated Public Affairs representative, may terminate the embedding process at any time and for any reason as the government determines appropriate at its sole discretion.

l. Respect Deceased: During search and rescue, embedded journalists will not capture images (still or video) of the recognizable remains of a deceased person or persons. Journalists must ensure that the victim is covered entirely before images are captured. (Photos of uncovered remains--that are not recognizable--may be permitted by the commander of the embedded unit, but these concerns are to be addressed on a case-by-case basis.)

m. The above guidelines recognize the inherent Constitutional right of free speech of the media in covering military operations and are in no way intended to prevent release of derogatory, embarrassing, negative or non-complimentary information. Acceptance of this policy is an agreement between the National Guard and the news media representative/member or agent.. The news media representative/member or agent agrees to follow these ground rules. The National Guard will provide support, access to military members, information and other facilitation for media coverage as such opportunities become available. Violation of these ground rules, however, may result in your permanent removal as an embedded journalist with any National Guard unit.

n. All media representatives must have an escort at all times. An escort is a Public Affairs Officer, PA NCO, Unit Public Affairs Representative (UPAR) or other responsible individual designated by the state PAO.

- o. The news media representatives will have long-term, minimally restrictive access to National Guard air and ground forces through embedding, deployment or other opportunity.

In consideration of receiving free transportation from the United States _____ (Service branch) by _____ (type of conveyance) from _____ (origin) to _____ (destination), including such other transportation by this and other means that may be reasonable required, commencing on or about _____ (date), I hereby release the United States Government, including its subdivisions, officers, military personnel, employees and agents from all liability for any injuries or death that may result to me from this transportation, whether caused by negligence or otherwise.

I understand that in transporting me, the United States Government is not acting as a common carrier for hire and does not bear the liabilities attaching to that status. I acknowledge that I voluntarily accept such transportation and that I am under no compulsion to do so. I understand that by accepting such transportation, I incur no obligation towards the United States Government except as imposed by this release. I agree that this release not only binds me, but also my family, heirs, assigns, administrators, and executors.

"I (insert name) _____, am (insert job description) _____ in the employ of _____ (insert news organization), have read the aforementioned media policy and agree, with my signature, to abide by them in addition to paragraph 4, Hold Harmless Agreement. I also understand that violation of these ground rules is cause for the revocation of my embed with the National Guard."

Signature and Date

Printed Name, affiliate, address and phone number

Witness Signature/ Date

Witness Printed Name, Rank and Organization

Figure K-1. Hold Harmless Agreement

K-2.. Media Embed Process Approval Process for News Media Embedding With Federally Activated National Guard Units

Follow these three steps to complete the media embed process:

- a. The unit fills out the media embed request form and provides it to First Army PA.
- b. The unit fills out the Country Clearance Request (FORSCOM Form 31) and e-mails it to First Army PA. (Note: E-mail to 1st Army PA using Adobe format). Mrs. Bartley/Mr. Lambert will forward the request to FORSCOM for approval. This takes a week or two, so the sooner the better. If the unit does not have a copy of FORSCOM Form 31 available, they should contact Mrs. Bartley/Mr. Lambert for guidance on obtaining a copy of the Country Clearance Request form.
- c. Units must maintain a completed copy of the "Hold Harmless Agreement/Waiver of Liability and Media Ground Rules." Units are responsible to ensure media meet all inoculation requirements IAW unit SOP and Level 1 Antiterrorism/Force Protection (AT/FP) training IAW DoD Foreign Clearance Guide.
- d. Units should provide a copy of a courtesy after action report to all concerned.

K-3. FORSCOM Embed Agreement, Release, Indemnification, and Hold Harmless Agreement and Agreement Not to Sue

a. The United States of America (the "Government"), acting by and through the Department of Defense, believes it to be mutually beneficial to both the Government and news media organizations ("media organizations") to place selected news media organization employees ("media employees") with selected military units ("military units") for the purpose of providing news media coverage before, during, and after military operations. The placement of media employees with military units is referred to in this Agreement as "embedding" or the "embedding process" and will require media employees to live, travel, eat, sleep, and conduct all professional and personal activities with the military unit to which the media employees are "embedded."

b. Media organizations and media employees understand and agree that the embedding process will expose media employees to the same risks and hazards as those to which the military members of military units are exposed, including the extreme and unpredictable risks of war, combat operations, and combat support operations, as well as common and uncommon hazards of military living. Media organizations and media employees fully understand and appreciate the following:

(1) The embedding process will expose media employees to all hazards of a military environment, including but not limited to the extreme and unpredictable hazards of war, combat operations, and combat support operations. The military environment is inherently dangerous and may result in death or personal injury of media employees or damage to personal property.

(2) The embedding process may include strenuous and inherently dangerous activities, including transportation in, and close proximity to, military tactical vehicles, aircraft, watercraft, and other Government (and Government contracted) vehicles and may involve substantial risk of serious injury or death as the result of the media employee's own actions or inaction, the actions or inactions of others including agents, contractors, officers, service members, and employees of the Government, the conditions of the Government facility and the natural environment, the known or unknown condition of any government-furnished equipment, and the inherent dangers of war, combat operations, and combat support operations.

(3) The embedding process requires media employees to be in overall good physical health and condition. Persons who are not in overall good physical health and condition should not participate in the embedding process. Media employees should consult their physicians prior to embedding to be certain they are qualified to do so. Persons with a history of heart or lung disease or conditions, or coronary disease, or other chronic or pervasive diseases or conditions may not participate. Likewise, those women currently pregnant may not participate. Anyone suffering from any injuries, conditions, ailments or pre-existing conditions that could be affected by the embedding process may not participate.

(4) As part of the embedding process, the Government will make available anthrax and smallpox vaccinations to media employees, provided it is done at no cost to the Government (full reimbursement of all Government costs) and provided that the media employees sign an additional agreement regarding the risks involved. These vaccinations are voluntary and are not a prerequisite for participating in the embedding process. Media organizations and media employees agree, for those media employees choosing to receive the anthrax and smallpox vaccinations, that this Release, Indemnification, and Hold Harmless Agreement and Agreement Not to Sue specifically includes all risks and hazards associated with the smallpox and anthrax vaccinations, including any negative reactions, adverse effects, including the media employee's illness, infirmity, or death.

c. The media employee agrees to:

(1) Participate in the embedding process and to follow the direction and orders of the Government related to such participation. The media employee further agrees to follow Government regulations. The media employee acknowledges that failure to follow any direction, order, regulation, or ground rule may result in the termination of the media employee's participation in the embedding process.

(2) Voluntarily, willingly, and knowingly ASSUME ANY AND ALL RISKS, known and unknown, in any way associated with the embedding process, war, combat operations, and combat support operations.

(3) RELEASE, INDEMNIFY, AND HOLD HARMLESS the Government from and against any claims, demands, actions, liens, rights, subrogated or contribution interests, debts, liabilities, judgments, costs, and attorney's fees, arising out of, claimed on account of, or in any manner predicated upon the media employee's participation in the embedding process, including any loss or damage to property or the personal injury or death of any person which may occur as a result of the media employee's participation in the embedding process, even where that loss, damage, personal injury, or death is caused or contributed to, in any manner, by the Government.

d. The media organization agrees to permit its media employees to participate in the embedding process. As a condition of being permitted to participate in the embedding process, the media organization agrees to RELEASE, INDEMNIFY, AND HOLD HARMLESS the Government from and against any claims, demands, actions, liens,

rights, subrogated or contribution interests, debts, liabilities, judgments, costs, and attorney’s fees arising out of, claimed on account of, or in any manner predicated upon the media employee’s participation in the embedding process, including any loss or damage to property or the personal injury or death of any person, even where that loss, damage, personal injury, or death is caused or contributed to, in any manner, by the Government.

e. The media organization and media employee hereby covenant and agree they will never institute, prosecute or in any way aid in the institution or prosecution of any demand, claim or suit against the Government for any destruction, loss, or damage to the media organization’s property or the media employee’s property, or the personal injury or death of media employees which may occur as a result of the media employee’s participation in the embedding process.

f. The media organization and media employee grant express, voluntary, and knowing consent to the rendering of all emergency medical or dental treatment that may, in the professional judgment of a Government medical or dental officer, become necessary while participating in the embedding process. Transportation to a definitive Government or commercial care facility may be required as an adjunct to authorized emergency medical or dental care. Persons receiving Government medical or dental care who are not otherwise eligible to receive such care shall be obligated to reimburse the Government.

g. The media organization and the media employee understand and agree that the Government may terminate the embedding process at any time and for any reason, as the Government determines appropriate in its sole discretion.

h.. This Release, Indemnification, Hold Harmless Agreement and Agreement Not to Sue shall be interpreted according to federal law. It is to be construed as broadly and inclusively as is permitted by relevant federal law. If any portion of this document is held invalid, the balance shall continue in full force and effect.

Media Employee’s Signature Date

Media Organization Date

By:_____

[UNIT SYMBOL]

[DATE]

MEMORANDUM FOR Commander, First U.S. Army, ATTN: Public Affairs Officer, First US Army; 4705 North Wheeler Dr.; Forest Park, GA 30297

SUBJECT: Request to Embed Media with Reserve Component Unit

1. Request that the following media be allowed to embed with the Reserve Component unit as specified (IAW paragraph 6 of DoD PAG for OIF-2 and OEF-5 rotation deployments and mobilizations, dated 5 Nov 03):

- a. Media Org:
- b. Media Type:
- c. Media Location:
- d. Media Rep: Name
 Phone #
 E-mail

e. Requested Embed Unit:

f. Unit Location (MOBSTA):

2. The RC unit(s) understand: They will be authorized direct coordination with media after assignment and approval by 1st U.S. Army; they are responsible for ensuring media have signed the “Hold Harmless” release (and forwarded a copy through the MOBSTA to First Army PAO); the commander must submit and obtain Theater Clearance from CENTCOM/PA for purposes of embedding; and, they will issue ITOs and NBC gear.

3. The media understands: they are responsible for obtaining passports/visas; they agree to abide by CENTCOM/PA ground rules; they will deploy with their own equipment; and, they should deploy properly immunized prior to embed.

4. Point of contact for this action is [POC rank, name, title, phone number].

Encl

[MOB Station Cdr Signature Block]

Figure K-2. Sample Media Embed Request Form

ARMY RESERVE/NATIONAL GUARD UNIT INFORMATION

1. Unit Commander:
2. Higher Headquarters:
3. Mobilization Date:
4. Approximate number of soldiers mobilizing:
5. Unit mission: [standard, generic]
6. Designated unit media escort: [rank, name, PA certified]
7. Anticipated length of media embed overseas:
8. Report to MOB Station date:

MEDIA ORGANIZATION INFORMATION

1. Organization Identification: [call letters, news affiliation]
2. News Director/Editor: [name, phone, e-mail]
3. Media market: [size, locations]
4. Background: [any additional info to characterize media]
5. Background on [media rep name]: [experience covering military, characterizations, etc.]

Figure K-3. Sample Media Embed Request Fact Sheet

Appendix L
Digital Imaging Standards

L-1. NGB-PA has developed this guide to assist in creating levels of acceptability and consistency in the release of print products in digital format for commercial and military media. Because technology is changing at breakneck speed, this guide should be considered a work in progress, and will serve as the guide for National Guard public affairs practitioners until NGB-PA determines that further revision is necessary.

L-2. Because of the Internet's unprecedented ability to integrate the media that came before it, text and image (print), voice (telephone), audio (radio), and video (film and TV) are available to Internet users using computers at home, at work and nearly anywhere they can find an access point to telecommunications networks. It's a medium that decentralizes production capabilities so that instead of the "one-to-many" of the mass media, we now have "many-to-many" capability and communications. The nature of the medium, itself, encourages interaction not just with the content presented but also with the producers and with other consumers. Much of the content is available for free, after users have made the not-insignificant investment in computers and access fees. Access to content from outside one's borders is not an issue, in most instances, since the network does not stop to recognize national boundaries.

L-3. For all these reasons, public affairs practitioners must constantly strive to maintain consistent marketable products that are usable by whomever wants them and with any platform they are utilizing. One of the things that makes the whole issue of digital products confusing is that "good" or "acceptable" quality is judged depending on the intended use of the product. Printed -- hard-copy -- photographs are either good or they're not. Digital photographs must be both sized and the quality adjusted depending on whether they are intended for magazine or newspaper use, Web page use or presentations in some other format. It is entirely possible to have a digital photograph so "good" that it simply cannot be used without degrading it to an acceptable level. Having stated it this way, understand that it is always better to shoot high-quality photographs and then degrade them as needed. Once a sub-standard photograph is taken, it cannot be substantively improved.

L-4. Preparation of Product

Before a product is releasable it must be approved and diligently reviewed. This is especially true due to the fact that electrons travel much faster than the mail. There is no way to say "stop the presses" or to recall what has been transmitted. All material must be accurate and all sensitivities addressed thoroughly before electronic transmission.

L-5. Text Articles

Text articles written and submitted by public affairs practitioners will adhere to the following format and requirements. Recent research indicates that the majority of commercial news media publications require that we have “common denominators” that are acceptable to all, or at least the vast majority, of these publications. Utilizing these “standards” will aid us in maximizing the use of our products. Different news media have different equipment, software and requirements. NGB-PA submissions must reach them all with information formatted so that those media can--and are likely to--use it.

L-6. File Format

Use straight ASCII text, not Microsoft Word, WordPerfect or any other proprietary word processing program. Do not use Rich Text Format, .rtf, or straight text with line breaks. These are not acceptable to news media using different software than we are, and, in some cases, they do not transfer well across different platforms such as Macintosh.

L-7. Length

With some exceptions, the average article length runs from 700 – 1300 words, or 3-5 pages at 200-250 words per page. When writing for specific markets where the required article length is known, exceptions can be made when tailoring stories to those specific markets. For most articles, however, adhere to the 700-1300 word count article length.

L-8. Stylebook. All written articles will adhere to the Associated Press Stylebook and Libel Manual. Expanded cutlines -- photo captions -- will also adhere to the AP standard. “Regular” cutlines are addressed in the photo section of this guide. This is the only acceptable style guide for written text articles submitted by NGB-PA.

L-9. Focus

The focus of submissions should be individual soldiers and activities -- “photojournalist style.” Broad, general overview and “puff-pieces” will be avoided. The vast majority of articles will fall into the “news-feature” category; “hard news” is rare in our business and full-blown feature articles are reserved for specific publications and purposes. These are generally too long for use in general circulation publications such as newspapers. Articles should be relatively brief, concise and tell the story without requiring the reader to wade through lengthy articles that risk losing reader interest. Remember the “inverted pyramid” – most important information first, adding additional information later in the article.

L-10. Printed Articles (Hard copy)

When articles are submitted in hard-copy form, they will be accompanied by the same article in ASCII text format on a 3.5” floppy disk. The disks will be clearly labeled with the name of the article and the exact name of the file. The articles will also be accompanied by a cover letter explaining the significance of the article. The cover letter will also contain the author’s name, his/her office or organization, i.e., National Guard Bureau Public Affairs Support Element, the author’s telephone number, the author’s email address, the word count of the article, whether photographs are included and, if so, how many, their physical size and file size, and the overall focus of the article.

L-11. Photographic Standards

All photographs will either be captured via digital cameras or, on rare occasions, scanned from 35mm film. In order to release quality products, certain procedures and standards must be met. This guide will take you step-by-step through the procedures to capture, prepare and transmit images to meet both military and civilian news media outlet requirements. Selection of images should be of the highest priority. A quality image will be utilized, while a substandard image will not. Sending substandard products is a waste of time and makes the entire organization appear amateurish. Becoming a “ruthless editor” at this stage of preparation will make the entire process much simpler. For transmission purposes, a balance must be maintained between high quality and file size small enough to be sent and received by the user(s). This means that compressed images in JPEG format will generally fall into the 600-700kb range for typical print newspapers. Magazines may require higher quality and, therefore, larger file sizes, while those intending to publish the photographs on a Web page may require smaller file sizes. Again, it all depends on the intended use. This is explained further, below.

a. Standards for Digital Images

Requirement	Commercial Release	Multimedia	Web
Resolution	Min: MegaPixel Pref: 2000 x 1312	Min: 260 x 120 Pref: 320 x 240	**Dependent on image required
File Type	*.jpg or *.tif	*.jpg or *.tif	*.jpg or *.tif
File Size	500kb	300kb	100kb

** A 2000 x 1312 image can be resized to a thumbnail of 3 by 2 inches which is 6kb and will load in about two seconds. This can be linked to the full-size image for downloading. The full-size image will, of course, be a much larger file.

b. Resolution -- Category Definitions

When the vertical and horizontal resolutions fall within different resolution categories, base the resolution specification on the dimension that falls in the highest category, e.g., 200 vertical pixels by 1200 horizontal pixels falls in the High range.

- (1) Very Low or thumbnail
 - (a) Vertical: 1 - 191 pixels
 - (b) Horizontal: 1 - 287 pixels
- (2) Low or preview
 - (a) Vertical: 192 - 383 pixels
 - (b) Horizontal: 288 - 575 pixels
- (3) Medium or screen or default
 - (a) Full screen image resolutions for most Macintosh computer displays
 - (b) Vertical: 384 - 767 pixels
 - (c) Horizontal: 576 - 11511 pixels viewing)
- (4) High
 - (a) Vertical: 768 - 1535 pixels
 - (b) Horizontal: 1152 - 2303 pixels
- (5) Very High
 - (a) Vertical: 1536 - 3071 pixels
 - (b) Horizontal: 2304 - 4607 pixels
- (6) Extremely High
 - (a) Vertical: 3072 - 6143 pixels
 - (b) Horizontal: 4608 - 9216 pixels
 - (c) Photo CD Pro Master disc optional Image PAC Extension
- (7) Dynamic Range (color depth) - Category Definitions
 - (a) Low
 - (1) 1 bit to 7 bit color
 - (2) 1 bit to 7 bit grayscale
 - (b) Medium or default
 - (1) 8 bit - 15 bit RGB color
 - (2) 8 bit grayscale (256 gray shades)
 - (3) 8 bit indexed color (256 colors or less - fixed palette)
 - (c) High
 - 16 bit RGB color
 - (d) Very High
 - 24 bit or higher RGB color

c. Sending Images Over the Internet Using Windows-Based FTP

FTP -- File Transfer Protocol -- is a standard way of sending and receiving files between your computer and any other computer on the Internet that supports FTP. There are many FTP applications that are simple and user-friendly.

L-12. Interpolation

There are many different ways to expand an image's size. Some well-known examples are the linear, bilinear and bicubic methods, which can be chosen in Adobe Photoshop's "Preferences," and another from Live Picture, which is

a mixture of concatenation and pixel decimation. In the Photoshop methods, the basic tradeoff is between speed and quality, but, while bicubic interpolation is widely regarded as the best method, it may not always give the most pleasing results. If you are experiencing “ghosting” on diagonal lines, for instance, it may be better to change your software's preferences and try bilinear, instead. The Live Picture concatenation algorithms, which work so well on continuous tone image sections, fall down somewhat on hard-edged lines -- particularly when the lines are not exactly vertical or horizontal. Camera manufacturers create their own interpolation systems specific for the task, and secret unto themselves. Unfortunately if you don't like their interpolation regime, you're stuck with it.

L-13. Compression

Data file compression can be divided into two obvious camps. “Non lossey” compression implies that there is no loss of image quality in the process but, usually, doesn't afford much decrease in data size. “Lossey,” as the name suggests, involves data shedding and, therefore, implies image quality loss, particularly when using highly compressed settings. The most common, ubiquitous even, lossey file format is JPEG, so called because it was proposed by and is maintained by the Joint Photographic Experts Group. Just about every digital camera on the market can save to this format. Note that there are a variety of JPEG format variations, but those originating from cameras are all readable by common imaging software. What varies, most obviously, is the amount of compression applied to the image data. This can vary from, say, 1:4 great quality to 1:28 rather poor quality, with each camera manufacturer deciding on what compression options to offer and what mathematical formulae will be used to achieve them. The worst results come from high compression of small data sets, such as you would get from cameras with small sensor arrays.

a. So, what are JPEG compression artifacts likely to look like? That depends, to some extent, on what algorithms are used. But, generally speaking, more compression is likely to produce “mushy” areas that lack sharpness especially obvious in the flat areas of an image, over-emphasized edges and unnatural color distribution. Random pixels that are quite different from those that surround them are also likely. Note, also, that because compression is done last, image artifacts, such as sharpening and color saturating, are likely to be compounded. For some applications, such as displaying thumbnail images on a web page, high ratios can be quite acceptable, but for best results use compression sparingly.

b. Are you wondering just how much compression to use? There is no set rule apart from “try it and see.” It's important to see the results as your viewer would in final form, such as on a print or on the computer screen. Be aware, also, that most image manipulation software will show you the image at the original-quality setting before compression was done. You have to close the file and reopen it in its new compressed form to see exactly what it looks like.

L-14. Stepping

A problem peculiar to scanners and line scanning cameras, where a line of sensors moves steadily across a gate, is that of stepping. Causes vary from harmonics with pulsing in the light source, electrical signal noise to more obscure reasons. It's most common and noticeable in the shadow regions, where sensors are pushed to the limit but can appear in any part of the image. Here's a little hint when evaluating these devices: create a scan, then, in a program such as Photoshop, view at 100 percent. Go to curves or levels, radically lighten the image, and look for stepping artifacts. These will appear as lines of different density and/or color. There are no hard and fast rules about file size and image quality but, in general, a file of between 12 to 18mb (TIFF and RGB) should be more than enough for a very good 8 x 10 desktop inkjet output. Much of this will depend on how the image is handled in the software, as well as the software itself. Finally, and most importantly, to maintain a quality product, acquire your images at the highest resolution possible. By doing this you will have the flexibility to manipulate the image. Because you have this high quality image you can then convert it to Web based or PowerPoint applications without serious degradation. Remember, only use the minimum resolution needed for anything but commercial release. If a Web user must wait, or a PowerPoint presentation slows, you lose the audience. It's far better to have appropriate images to efficiently utilize than a huge image to slow the train to unacceptable speeds.

L-15. Information Sources. The sources listed below contain the information from which this guide was compiled. These are also very good sources for learning much more on the subject of digital imaging.

The Web Marketing Bookshelf: <http://www.cyberhaven.com/webmarketing/index.html>

Joint Combat Camera Exchange: <http://dodimagery.afis.osd.mil/>

Web Style Guide: <http://www.webstyleguide.com/index.html>

StoryArts On Line Writing Workshop: <http://www.corecomm.net/~ppekin/>

Columbia Journalism Review (Colombia University): <http://www.cjr.org/>

The Journal of Electronic Publishing: <http://www.press.umich.edu/jep/05-02/index.html>

University of Michigan: <http://www.press.umich.edu/>

Writers Write: <http://writerswrite.com/>

The Internet Writing Journal: <http://www.writerswrite.com/journal/>

International Combat Camera Assn., Inc.: <http://www.combatcamera.org/>

American Forces Information Service: <http://www.defenselink.mil/afis/index.html>

The Nieman Foundation for Journalism at Harvard University: <http://www.nieman.harvard.edu/>

Glossary

Section I
Abbreviations

AFNEWS
Air Force News Service

AG
Adjutants General

AGAUS
Adjutants General Association of the United States

AMC
Air Mobility Command

ANG
Air National Guard

AFIS
American Forces Information Service

AFRES
Air Force Reserve

AFSC
Air Force Specialty Code

ARC
Air Reserve Component

ARNG
Army National Guard

AT
Annual Training

CATEX
Categorical Exclusion

CENTCOM
Central Command

CEQ
Council on Environmental Quality

COCOM
Combatant Commander

CONUSA
Continental United States Army

CRP
Community Relations Plan

CONUS

Continental United States

DDR

Drug Demand Reduction

DFT

Deployment for Training

DoD

Department of Defense

EA

Environmental Assessment

EANGUS

Enlisted Association of the National Guard of the United States

ERP

Environmental Restoration Program

EUCOM

European Command

FOIA

Freedom of Information Act

IG

Inspector General

IRT

Innovative Readiness Training

JFCOM

Joint Forces Command

JTF

Joint Task Force

JOA

Joint Operations Area

LAN

Local Area Network

LEA

Law Enforcement Agency

MAJCOM

Major Command

MOS

Military Occupational Specialty

MOU

Memorandum of Understanding

NCESGR

National Committee for Employer Support of the Guard and Reserve

NEPA

National Environmental Policy Act

NGAUS

National Guard Association of the United States

NGB

National Guard Bureau

NMCC

National Military Command Center

NMR

News Media Representative

NOA

Notice of Availability

NOI

Notice of Intent

OCONUS

Outside the Continental United States

OASD-LA

Office of the Assistant Secretary of Defense for Legislative Affairs

OASD-PA

Office of the Assistant Secretary of Defense for Public Affairs

OCPA

Office of the Chief of Public Affairs (Army)

OPSEC

Operational Security

OSD-ES

Office of the Secretary of Defense, Executive Secretariat

PACOM

Pacific Command

PAG

Public Affairs Guidance

PAO

Public Affairs Officer

POTO

Plans, Operations and Training Officer

POMSO

Plans, Operations and Military Support Officer

RON

Remain over Night

SAF

Secretary of the Air Force

SAF/PA

Secretary of the Air Force Public Affairs

SOUTHCOM

U.S. Southern Command

TAG

The Adjutant General

UPAR

Unit Public Affairs Representative

USPFO

United States Property and Fiscal Officer

Section II

Terms

Aviation Travel

Travel that takes place on military carriers that are aircraft.

Government

The United States Government, including its departments, subdivisions, agencies, instrumentalities, officers, employees (including military and civilian personnel), servants, contractors, volunteers, and agents.

DoD Support

Any use of armed forces personnel and/or DoD civilian employees, as individuals or as units, or any commitment of facilities or materials to include aircraft, ships, weapon systems, exhibits and equipment in support of Outreach programs.

Local Travel

Point "A" to point "B" travel that takes place within the borders of the state or territory to which the military carrier providing the travel is assigned, including airspace borders. May include one or more intermediate stops.

Military Carriers

Any form or type of transportation provided by a military department, active duty or reserve component, whether land, sea or air.

Media Employee

An employee or agent of a "media organization," his or her guardians, executors, administrators, heirs, and assigns.

Media Organization

A registered U.S. or foreign profit or not-for-profit organization, its successors, and assigns.

Non-Aviation Travel

Travel that takes place on military carriers other than aircraft.

Non-Local Travel

Travel from one location to another location outside the state or territory borders to which the Military Carrier providing the travel is assigned, to include airspace borders. Non-local travel may include one or more intermediate stops, last more than one day, and terminate at the point of origin.

Outreach

Relationships that exist between the National Guard as a military component and the civilian community.

Outreach Program

A command function that evaluates public attitudes and interests and executes an appropriate program to increase public understanding and therefore develop an appreciation of the National Guard. Such a program includes any planned and executed action by a DoD component, unit, or person designed to achieve and maintain good relations with the public. Such a program can be conducted on or off a military installation. Outreach programs include such activities as liaison and cooperation with labor unions, private enterprises, government and community leaders, and U.S. personnel in U.S. embassies; support to and participation in private organizations; support to and participation in public events and official ceremonies to include inauguration ceremonies and parades; open houses; static displays of aircraft, weapons and equipment; exhibits at fairs, expositions, conventions and shopping centers; support to eligible fund-raising events; loan and lease of equipment; band support; tours of military facilities by U.S. and foreign civilians; support to youth groups; support to air shows; flyovers; airlifts, civic-leader and civic-leader/media representatives combined; orientation flights; support to military anniversary celebrations; and use of military facilities by the public.

Overseas Travel

Travel from CONUS to OCONUS or within OCONUS locations. Travelers may or may not return to their point of origin. If the Military Carrier is operating as part of a contingency operation, proper coordination through the chain of command to which the carrier is assigned is required prior to travel taking place.

Private Organizations

Civic, service, youth, professional, military-oriented, educational, technical, scientific, fraternal, business, trade, labor or similar association, society, institution or other group that is not part of federal, state or local government.

Public Affairs Orientation Flights

Continuous (non-stop) "Point 'A' to Point 'A' flights that begin and end in the same location. These are sometimes called "around-the-flagpole" flights.

Public Events

Events occurring outside the boundaries of military installations, to include all ceremonies, demonstrations, exhibitions, expositions, athletic contests, parades, fairs, trade and air shows, conventions, meetings, symposia or similar programs not connected with military functions of the DoD and intended primarily for non-military audiences. Exercises, movements, maneuvers or operations, even though incidentally viewed by the general public, are not considered public events.

Section III**Technology Definitions****Accessibility**

The degree to which a program or Web site has been optimized for use by people with physical disabilities or users with a variety of hardware/software configurations.

ActiveX

ActiveX controls are programs that can be referenced in various documents and applications, under Microsoft Windows, that perform some action in the Web browser.

Air Force Link

Name of the official U.S. Air Force World Wide Web site.

Anchor

Hypertext linking a user from one section of an HTML document to another.

Applet

A small java program that, when called by a Web browser, performs a preprogrammed function on a document; often used to add functionality to an HTML document.

Archie

Automated database of files available from anonymous FTP sites on the Internet.

ASCII (American Standard Code for Information Exchange)

Unformatted alphanumeric text used to pass textual or numeric data between different systems.

AVI

AVI is the digital computer file format used by Video for Windows. In AVI, picture and sound elements are stored in alternate interleaved chunks in the file.

Baud

The number of analog transactions per second.

BBS (Bulletin Board System)

A computer system used as an information and message system for a group which connects to the system via a dial-up or telnet connection. Though popular in the 1980s, BBSs have largely given way to World Wide Web pages.

Blog

A weblog (usually shortened to blog, but occasionally spelled web log) is a web-based publication consisting primarily of periodic articles (normally in reverse chronological order).

BPS (Bits Per Second)

The rate of data transmission over a telecommunication medium.

Broken Link

A link to a file that does not exist or is not located at the location indicated by the URL.

Browser

Software, such as Microsoft Internet Explorer or Netscape Navigator, used to view and navigate the World Wide Web.

CGI (Common Gateway Interface)

A feature of Web servers that allows HTML clients to use scripts installed on that server. The scripts, often referred to as CGI scripts, add functionality to Web pages.

Client

Hardware and/or software used by a person to access and load files from a server. Generally, clients are proprietary software used to connect, decode or access specific services or servers. An example is Real Player, a client used to view and listen to video and audio served from a Real Server.

Domain

Part of an address showing the Internet area to which a server belongs, such as .mil, .com and .net.

Domain-limited

The use of configurations on Web servers to limit access to particular documents based on the source domain for the requesting browser.

Editor

Software used to change a document or code.

E-mail (Electronic Mail)

Personal computer-based messaging system in which users can send and receive messages across networks to and from a unique identifying address.

FAQ (Frequently Asked Questions)

A list of commonly asked questions which provide system users quick reference of commonly encountered problems and questions.

Firewall

Software or other system used to protect computer systems from unauthorized access. Often used to control types of data passed from the open Internet to specific local area networks.

Frame

A sub-window of a browser window capable of displaying a separate document.

Freeware

Software distributed free of charge.

FTP (File Transfer Protocol)

A protocol used to transfer large files over the Internet. FTP also is used to refer to the software application that uses FTP to move files from one location to another.

GIF (Graphic Interchange Format)

Developed by CompuServe, the popular GIF computer graphics file format is supported by many graphics software applications and can be viewed in most Web browsers. This format is best suited for small illustrations, or line art, with large areas of uniform color.

Gopher

Search tool to identify and retrieve text on the Internet.

Home Page

A World Wide Web site's opening page.

HTML (Hyper Text Markup Language)

The basic language of documents "published" on the Web.

HTTP (Hyper Text Transfer Protocol)

A protocol used to transfer HTML documents over networks from Web server to Web browser.

Image Map

An image divided into regions with each region creating a link by being associated to a URL.

Hyperlink (or Hotlink)

A feature of the Web that allows users to "point and click," calling up a separate document associated to that link.

Index

A list of Web sites assembled, sorted and categorized by rules, usually by human beings.

Internet

The vast system of networks connecting the world's diverse computer systems using TCP/IP to transmit information.

Intranet

An internal network wherein content is accessible only by people with permissions and access to that network. A "virtual" Intranet is created when sections of the Internet are cordoned off to particular users by any number of methods. A "physical" Intranet is created by the actual wiring of a network (often called local area networks).

IRC (Internet Relay Chat)

Live, near real-time text-based exchange between users over the Internet.

ISDN (Integrated Services Digital Network)

Digital (either voice or data) telephone allowing two simultaneous connections over the same wire.

ISP (Internet Service Provider)

Provides access to the Internet.

Java

A platform-independent programming environment that operates with Web browsers to allow users to run programs within HTML documents.

JavaScript

A programming language that is loosely based on Java that is usually embedded in HTML code of a document. It is used to add functions to the HTML document.

JPEG (Joint Photographic Experts Group or .jpg)

An image format commonly used on the Web for photographic images that allows scaling.

Link

A reference in an HTML document to another section or document using a URL.

Linux

An alternative operating system to DOS or Windows.

ListServ

An automated system that delivers e-mail messages to a list of subscribers.

Markup

Special codes or tags in a document that specifies how parts are to be processed or displayed by an application like a Web browser.

MIME (Multipurpose Internet Mail Extensions)

File extensions that tell a computer which application to use to view particular files.

MPEG (Motion Picture Experts Group or .mpg)

A compression format used for audio and video for distribution often over the Web.

Newsgroups

Internet message areas serving communities of specific interests.

News Media Embeds

Refers to the process of media accompanying military forces for the purpose of news coverage of the forces involved in response to a conflict or other action or activity involving those military forces. The purpose of embedding news media is not to provide transportation for news media that is more suitably provided through commercial means to and from an area of news interest.

NNTP (Network News Transfer Protocol)

Bulletin-board-style discussion groups on the Internet in which users post messages which are stored and retrievable for others at later time.

Page (Web Page)

A single HTML document.

PNG (Portable Network Graphics)

A digital graphic format.

PDF (Portable Document Format)

A platform-independent format for documents that retain their layout and design from computer to computer, read using an Adobe Acrobat Reader.

Platform Independent

Software that is not tied to a particular brand of computer or operating system.

PPP (Point to Point Protocol)

A communication protocol used to connect personal computers to Internet service providers via modems and telephone lines.

Proxy Server (or Proxy)

A computer that is directly connected to the Internet allowing multiple users on a network to access the Internet. Often used for security or to screen types of data and files available to or from particular networks.

Public Domain

Information or material available to the public and not protected by copyright, trademark, policy or security protection.

Relative URL

A URL that references a document based on the location of the current document in relation to the one referenced.

Search Engine

A program that allows users to quickly look through a large number of documents for particular words or other specified attribute.

Shareware

Software available for evaluation for a limited time, after which the user must purchase to continue using.

Smart Agent (Agent)

An application that "learns" particular users preferences and assists the user in finding, sorting and processing information according to that user's profile.

SLIP (Serial Line Internet Protocol)

A protocol used to connect personal computers to Internet service providers.

SMTP (Simple Mail Transfer Protocol)

The protocol used to send (outgoing) e-mail on the Internet.

SSL (Secure Sockets Layers)

A security protocol that provides privacy over the Internet.

Tags

An element in HTML document that instructs an application (usually a Web browser) how to display or process particular parts of the document.

TCP/IP (Transmission Control Protocol/Internet Protocol)

The basic protocol of the Internet that allows information to choose the best path of transfer among differing computers on the Internet.

Telnet

A terminal emulation program used to log onto other Internet computers in a text-based environment

TIFF (Tag Image File Format)

A digital graphics file format.

UNIX

A computer operating system used primarily in Web servers but now becoming widely used as a personal computing operating system.

URL (Uniform Resource Locator)

A standard addressing scheme used to link resources on the World Wide Web.

Usenet

A group of bulletin-board-style discussion groups also known as newsgroups.

VRML (Virtual Reality Modeling Language)

A computer language used to create 3-dimensional environments on the Internet.

WAIS (Wide Area Information Servers)

A client/server system allowing users to search through a large amount of Web documents.

WAV

Pronounced "wave," this is the Windows standard for waveform sound files. WAV files predictably have the extension .wav.

Web Server

A computer equipped with the hardware and software necessary to provide information resources on the World Wide Web.

Web Site

A collection of theme, subject or organizationally-related documents/pages on the World Wide Web, usually denoted by a unique DNS entry.

World Wide Web

A generic term for the collection of Web servers and the information on those servers accessible through the use of Web browsers. A sub-set of the Internet.

WYSIWYG Editing (What You See Is What You Get Editing)

Ability to edit HTML documents as they will appear in a browser.