

Kentucky National Guard



Unit Public Affairs Representative Handbook

Updated: 25 February 2026, complies with Army Directive 2025-25

Boone National Guard Center
Public Affairs Office
100 Minuteman Pkwy, BLDG 145 JFHQ
Frankfort, KY 40601

Phone: 502-607-1000, 1903, 1595, 1713, 1898
Email: kyng.pao@army.mil

KYNG-PAO vCard:



Contents

CHAPTER 1: INTRODUCTION.....	3
CHAPTER 2: ROLES AND RESPONSIBILITIES	3
UNIT COMMANDER / LEADER	3
SPOKESPERSON	4
PUBLIC AFFAIRS OFFICER (PAO)	5
UNIT PUBLIC AFFAIRS REPRESENTATIVE (UPAR)	5
CHAPTER 3: ENGAGING WITH MEDIA, REPORTERS.....	6
CHAPTER 4: MAXIMIZE YOUR UNIT’S VISIBILITY BY LEVERAGING APPROPRIATE CHANNELS	10
CHAPTER 5: HOW TO KEEP UNIT MEMBERS INFORMED	12
UNIT NEWSLETTER	12
SOCIAL MEDIA, PROPERLY LEVERAGING FACEBOOK	13
CLOSED FACEBOOK GROUPS POLICY.....	13
SUBMITTING CONTENT TO BOOST OFFICIAL KYNG ENGAGEMENT	14
CHAPTER 6: MAINTAINING GOOD COMMUNITY RELATIONS.....	14
CHAPTER 7: PHOTOGRAPHY TIPS.....	15
CHAPTER 8: WRITING NEWS, TIPS	16
APPENDIX A: PUBLIC AFFAIRS RESOURCES.....	22
APPENDIX B: UPAR ADDITIONAL DUTY ASSIGNMENT TEMPLATE	24
APPENDIX C: MEDIA HOLD HARMLESS AGREEMENT	25
APPENDIX D: PHOTOGRAPHY EXAMPLES.....	26
APPENDIX E: WRITING AND NEWS RELEASE TEMPLATES.....	27
PROMOTION	27
OPEN HOUSE	27
NEW ENLISTMENT.....	27
HONOR GRADUATE.....	28
CHANGE OF COMMAND/RESPONSIBILITY	28
AWARD PRESENTATION	28
RETIREMENT	29
ANNUAL TRAINING	29
APPENDIX F: COMMAND INFORMATION CHANNELS, LINKS, EXAMPLES.....	30
APPENDIX G: EXAMPLES FROM U.S. ARMY MATERIEL COMMAND.....	32
EVENT FLYER.....	32
FACT SHEET	33
APPENDIX H: PUBLIC AFFAIRS AWARDS AND RECOGNITION PROGRAM.....	36
KLW AWARD - CATEGORY L. PUBLIC AFFAIRS LIAISON OF THE YEAR	36

Chapter 1: Introduction

Engaging the public, including the media, can be a challenge, but it's also essential. Maintaining the trust and confidence of the American people takes the effort of the entire Army. As leaders and public affairs representatives, you play a critical role in telling the Army's story.

Public affairs help connect the Army to the people we serve. Your efforts share what your unit is doing — and more importantly, why it matters. Proactive, transparent communication builds trust, clarifies missions, and counters misinformation. Engaging in effective public affairs isn't just about pushing out information — it's about reinforcing readiness, building relationships, and supporting the Army's strategic goals.

Who uses this handbook?

This handbook is designed as a reference for company-level commanders and their appointed Unit Public Affairs Representatives (UPARs). It includes templates, best-practices, and step-by-step guidance to create a shared understanding between commanders, spokespersons, public affairs officers, and UPARs.

What is a Unit Public Affairs Representative (UPAR)?

A Unit Public Affairs Representative (UPAR) is a command-appointed Soldier who helps tell your unit's story. UPARs support the commander's communication goals by capturing and sharing key moments — whether through social media, newsletters, or coordination with the state public affairs office. They help ensure Soldiers, families, and the community stay informed and connected.

UPARs are not full-time public affairs professionals, but they receive training and guidance from the public affairs office to make their jobs easier. Think of a UPAR as the link between the unit and the public through a particular set of skills.

Whether it's taking photos, helping a reporter gather accurate information, or writing an award story, UPARs play a vital role in shaping how the unit is perceived — both inside and outside the organization.

Chapter 2: Roles and Responsibilities

Unit Commander / Leader

Public affairs is a command responsibility (AR 360-1). One of the commander's tasks within the mission command warfighting function is to "inform and influence audiences, inside and outside their organizations" (FM 3-0). Just as the commander drives the operational process, they similarly drive the public affairs process, which involves planning, preparing, executing, and assessing public engagements.

Specifically, the commander will:

- Ensure internal and external audiences receive accurate, unclassified information about the unit, with maximum disclosure and minimum delay.
- Ensure units respond to the public, including the news media, and are trained on proper online conduct.
- Be ready to speak publicly as an Army messenger/spokesperson or designate a spokesperson as a subject expert.

- Guide public affairs strategies, plans, and operations, and evaluate their effectiveness.
- Appoint and equip a Unit Public Affairs Representative (UPAR).
- Resource and leverage public affairs connectivity (camera, laptop, software, social media) to engage audiences and monitor the information environment.

Considerations on choosing the UPAR appointee:

- The UPAR should be familiar with the unit and have proven themselves to be dependable. They need to be someone the commander can rely on to work independently—without supervision.
- The UPAR appointed should talk clearly and effectively to unit members or reporters.
- The UPAR must be well-organized. Time is precious for the commander and the UPAR. There is no time to repeat instructions or closely supervise others' work.
- The UPAR should have an interest in public affairs and a desire to be a UPAR.
- A UPAR appointed at the *battalion* level should be well-versed in the capabilities of the entire battalion and is typically chosen from within the battalion staff.
- All newly appointed UPARs should have at least two years left in service.

Whoever the commander appoints will need at least three important things from the unit:

- **Time**—It takes a while to get established as a UPAR, and it takes time to become efficient as a UPAR. Commanders need to allow for a period of change while the UPAR learns the job. It also takes time for a UPAR to plan and carry out tasks. Time is significant for a major project such as an open house or family day. And to be fair to the person's career, UPARs should be appointed so their additional duties can be reflected in their annual evaluation reports.
- **Equipment**—The need for materials or supplies for UPARs will vary. At a minimum, the UPAR should have access to a government-purchased digital camera and computer. Unit funds should purchase a still camera for the unit. If the UPAR is expected to publish a unit newsletter, the UPAR should have access to a computer with the appropriate software. UPARs should not be expected to use their personal equipment to perform their duties as a UPAR.
- **Support**—This may be the most crucial element that a commander can provide to a UPAR. Ensure the members of the commander's staff know the UPAR and are aware that the commander supports the UPAR's efforts. UPARs should attend appropriate staff meetings and be included in the planning process for unit events. A good UPAR is well-informed about a unit's schedule. Post the UPAR's name prominently on your unit bulletin board and encourage unit members to talk with the UPAR about possible newsworthy events.

Spokesperson

A spokesperson is any member of the Army who is willing, able, and allowed to participate in a news media interview or other public speaking engagement on the unit's behalf. Most often, they are commanders, leaders, and Soldiers serving in their own duty positions at the ground level.

Soldiers and DoD/Army civilians, with their first-hand experience and expertise, typically are the most authentic, credible, and powerful spokespersons in the Army.

For any public engagement, the spokesperson should:

- **Be willing**—The Army needs to tell its story.

- **Be open, honest and authentic**—Credibility is key.
- **Be personal**—Speak about your Army experience.
- **Be on message**—Understand the Army’s position, and remember what message you want to convey.
- **Be articulate**—This takes preparation and practice.
- **Be flexible**—Interviews are dynamic, so plan ahead. Always stay message-driven, not question-driven.
- **Be teachable**—Public affairs staff can help you find your true voice and effectively tell your Army story.

Public Affairs Officer (PAO)

PAOs serve as the primary communication advisors to commanders and are responsible for shaping the narrative surrounding the organization. Operating at the Brigade level and above (or as designated by State HQ), the PAO ensures the Army’s story is accurately and effectively communicated to the public, stakeholders, and internal audiences. They oversee all public affairs activities, providing guidance, training resources, and oversight to UPARs.

Specifically, the PAO will:

- Develop and implement comprehensive communication plans aligned with the commander’s intent and overall objectives
- Manage all media engagements, including negotiating access, coordinating interviews, and ensuring consistent messaging
- Serve as the primary point of contact for media inquiries and maintain strong relationships with local, regional, and national news outlets
- Provide training, guidance, and support to UPARs to ensure consistent and effective public affairs practices across the organization
- Control the release of official information, ensuring accuracy and adherence to Army regulations
- Lead communication efforts during emergencies or crises, coordinating with stakeholders
- Monitor media coverage and public sentiment, analyzing the effectiveness of communication strategies and adjusting as needed

Unit Public Affairs Representative (UPAR)

UPARs are the eyes and ears of the PAO at the unit level (Battalion/Squadron and below). They are the primary point of contact for public affairs matters within their unit and play a vital role in supporting the commander’s communication efforts. UPARs may serve as an additional duty or as a full-time assignment, as determined by the unit.

For any media engagement, the UPAR will:

- Implement communication plans and guidance provided by the PAO.
- Coordinate and facilitate media access to the unit, under the direction of the PAO.
- Collect and disseminate information about unit activities to the PAO.
- Build relationships with local media outlets and community leaders.

- Stay informed about current events and potential public affairs issues.
- Keep the commander and PAO informed of all public affairs activities and potential issues.

Recommended UPAR Duties:

- Meet with the commander to establish a unit public affairs plan, coordinating closely with the PAO for guidance and alignment with broader communication strategies.
- Share unit stories and successes through appropriate channels, highlighting the contributions of Soldiers and the unit's mission.
- Help plan and execute unit events open to the public, fostering positive relationships with the local community.
- Serve as the unit's public affairs point of contact, escorting media representatives, facilitating media queries, and assisting with media engagements.
- Advise the commander on public affairs matters, including preparing spokespersons for media engagements and ensuring consistent messaging.

Chapter 3: Engaging with Media, Reporters

Working effectively with reporters—whether the news is good or bad—requires preparation and practice. This chapter provides information on how to improve the UPAR's media relations skills.

First, a few words of caution. If a serious incident occurs involving members of the unit or something happens in the area that involves Kentucky National Guard property or personnel, work with the chain of command to ensure that the full-time public affairs office at Joint Force Headquarters is notified immediately. If an accident involves serious injury, death, or significant loss of property, as soon as the unit has finished calling for help from the police or fire departments, begin notifying public affairs officials. This is one of the most valuable things a UPAR can do. These procedures should be part of every unit's Standard Operating Procedure.

By notifying the state public affairs office, the UPAR engages the horsepower of higher headquarters. Avoid taking on complicated public affairs issues alone; the risks are too great. Rely on the full-time public affairs office to take over the public affairs mission and stand by to help.

When working with reporters, keep in mind:

Reporters have a job to do. Their stories and pictures serve an essential function in our democratic society. The first item in our nation's Bill of Rights deals with freedom of the press. It is a cherished freedom that millions of others in the world do not enjoy.

Reporters have bosses to serve and often work in a fiercely competitive environment. The news is on a 24-hour cycle. To be successful, they must be accurate and fast. Deadlines are now shorter than ever before. Being first is often more important than being accurate. Their eagerness to work quickly doesn't always align with the military's meticulous approach to business. However, a smart UPAR can learn how to fill the media's requirements for speed and accuracy while protecting the best interests of the National Guard.

Reporters are eager to learn about new things, experience new situations, and meet interesting people. These factors contribute to their mission of informing the public.

Identifying a Spokesperson – Who can be the subject-matter expert to speak on behalf of your unit when a reporter requests an interview?

The commander should be the unit's primary spokesperson. The media may also want to talk to members of the unit, depending on the story they are telling. Sometimes the media may want to highlight a specific individual, a person from a particular hometown, or a family. At other times, it may be more appropriate to have a subject-matter expert speak if the subject is complex. It is essential to determine who the best person is for each media request and to prepare that person thoroughly before the interview. The UPAR may assist in the media interview process but should not prep SMEs without the Brigade PAO.

Other considerations

Security—Under no circumstances may classified information be released to a civilian journalist. Do not comment on classified matters. If a reporter asks about a classified matter, indicate that it is classified and decline to comment further. Use common sense, but don't use "it's classified" as a shield.

Accuracy—Along with speed, this is an equally important factor to any good reporter. The UPAR should be knowledgeable about the subject and use notes. Provide the reporter with fact sheets, if needed. Never guess at an answer; take the time to verify the information and get back to the reporter.

Privacy—Be cautious when giving out information about members of your unit. A federal law called the Privacy Act protects the personal privacy of everyone and limits the information that can be provided. For basic reference, a person's home address and phone number, race, character of discharge, and results of administrative discharge boards are not releasable.

Policy—Military regulations and policies, including those of the National Guard and the state, may also affect what types of information can be released to reporters and by whom. There are regulations regarding the release of information regarding an accident. Notification of next of kin and discussions about the cause of an accident are matters covered by military rules. For accidents, deaths, and injuries, the state public affairs office should be involved and will provide clear guidance about what can and cannot be released.

Propriety—Often, this involves common sense. It's not proper, for example, to discuss the gruesome details of an accident with a reporter. To help the UPAR know when and what to release, they should consult with higher headquarters or the state public affairs office. This might add delay to the UPAR's ability to respond quickly, but it ensures accuracy and compliance with the rules that govern public affairs actions.

Freedom of Information—Along with the Privacy Act, another federal law called the Freedom of Information Act (FOIA) keeps government papers, documents, and records open to the public. It is unlikely that the UPAR will ever get involved in FOIA actions. However, it is essential to understand that the law prevents government agencies, including the military, from withholding documents in response to a legitimate request from a reporter or other individual, even if the information is potentially embarrassing. A Judge Advocate (JAG) is usually involved in this process.

Taking questions from reporters

Sometimes a UPAR cannot respond immediately to a reporter's questions. Time is short, the question too delicate or complicated, or they are just not sure whether they have the authority to discuss a

particular situation. When that happens, the commonsense solution is to respond courteously, “*I don’t have that information for you right now, but I can find it out and get back to you.*” This will provide you with an opportunity to forward the question to higher headquarters or to find a subject expert to ensure you have the correct answer. Ensure you get the reporter’s name and contact information and respond on time. You will also want to ask the reporter what their deadline is for the story, so that you can work within the timeframe to provide them with an answer.

Public Affairs Guidance, or PAG, provides talking points and messages about a particular topic. PAG is developed by higher headquarters and provided to subordinate units to ensure a coordinated response to an issue.

Even if the UPAR is dealing with a topic they would consider a “good news” story, the development of well-prepared and coordinated public affairs guidance can be the most valuable tool. The best way to prepare for an interview or respond to a media query is to pretend you are the reporter. What are some questions you think a reporter is likely to ask? Brainstorm both easy and challenging questions, positive and negative, that a reporter might ask about a particular topic. Once you have a list of questions, collaborate with subject experts to develop answers to those questions. Coordinate these answers with higher headquarters. Finally, rehearse the answers to the questions to ensure you are familiar with the topic and comfortable answering them.

Special circumstances

Accidents—when accidents occur, especially if there are significant injuries or fatalities, the UPAR or commander can expect to be contacted by reporters. This will happen quickly. The unit’s first knowledge of an accident may come from a reporter who has learned about the incident from independent sources and is seeking a reaction. The UPAR should immediately swing into action by gathering accurate information about the accident and alerting the state public affairs office. A statement will be drafted for an immediate response, which will probably be brief. It will acknowledge obvious details and explain that military or civilian authorities are involved in the investigation, after which information will be released.

A UPAR will never be the first to release the names of people involved in an accident. Names of dead or injured victims must not be released until 24 hours after the victims’ next of kin have been notified. The state PAO will handle all initial name releases. If the news media asks for names, say, “The names of the victims are being withheld pending notification of next of kin.”

Never speculate about the cause of an accident. An investigation will determine the cause. Don’t deny the obvious. If an aircraft has crashed and burned, say that a crash and fire have taken place, but don’t speculate about the reasons.

Example PAO Holding Statement (for release, typically at state-level public affairs):

"The Kentucky National Guard is aware of an accident involving [brief non-speculative description, e.g., 'personnel/equipment' or 'a military vehicle' or 'an aircraft'] that occurred today at [approximate time, if known] in [general location, e.g., 'near Fort Knox' or 'during training operations in Kentucky'].

We are deeply concerned, and our thoughts are with those affected and their families during this difficult time.

Military and/or civilian authorities are investigating the incident. At this time, the names of any individuals involved are being withheld pending notification of next of kin. No further details regarding the cause or circumstances are available, and we will not speculate on them.

The Kentucky National Guard is cooperating fully with the ongoing investigation. Additional information will be released by the Kentucky National Guard Public Affairs Office as it becomes available and is approved for public release.

For media inquiries, please contact the Kentucky National Guard Public Affairs Office at [insert current PAO contact info, e.g., phone/email or 'via the Joint Force Headquarters public affairs team']."

Criminal matters—Reporters may call the unit for information about a person whom they suspect is in the military or about a person’s affiliation with the National Guard. When this occurs, the UPAR needs to work quickly and carefully to alert higher headquarters and the full-time state public affairs office staff. These individuals prepare media statements. Just as with an accident statement, the UPAR may be asked to help. Once a statement has been approved, the UPAR may be permitted to provide it to reporters.

The rights of a person accused of a crime must be carefully protected. This applies whether issuing a statement or responding to a reporter’s question concerning allegations of criminal activity. The UPAR must not provide any information that would interfere with an accused person’s right to a fair trial.

If the UPAR has received permission to release information about a criminal act, do not release any information except verified facts. Do not comment on an accused person’s character or behavior before, during, or after the state of an investigation or arrest. Do not comment on the evidence.

Example Holding Statement:

"The Kentucky National Guard is aware of [brief, verified, non-speculative description if approved, e.g., 'allegations involving a member of the unit' or 'a report of possible criminal activity related to personnel'].

We take all such matters seriously and are cooperating fully with the appropriate military and/or civilian investigative authorities.

At this time, no additional details can be released, as the matter is under active investigation. The Kentucky National Guard will not comment further on the allegations, the individual(s) involved, any evidence, or potential outcomes to protect the integrity of the investigation and the rights of all parties, including the presumption of innocence and the right to a fair process.

Any official updates or statements will be provided by the Kentucky National Guard Public Affairs Office through appropriate channels as information is verified and approved for release.

For media inquiries, please direct all questions to the Kentucky National Guard Public Affairs Office at [insert current PAO contact info, e.g., phone/email or 'via Joint Force Headquarters public affairs']."

Final tips for facilitating media in your area of operations

- UPARs will support news media efforts by providing accurate, timely, balanced, credible coverage of the force and operation while minimizing the possibility that the media will disrupt the operation.
- UPARs are not responsible for the physical safety of the media. Instruct them and assist them in making combat-smart decisions.
- Ensure media does not violate standing force protection procedures, including noise and light discipline.
- Let leaders and Soldiers do the talking.
- Trust Soldiers to tell the unit's story and the American public to listen.
- Soldiers have the right not to talk to the media, but not talking to the media can send the message that the unit has something to hide.
- Remember that the media are also positively influential members of the public.
- The media are not the enemy (but they are not your friend either).
- Secure classified or sensitive information/equipment.
- Never detain or confiscate any material or equipment from the media.
- Be courteous.
- Mission first! Always!

Chapter 4: Maximize Your Unit's Visibility by Leveraging Appropriate Channels

While engaging in social media posts effectively reaches your immediate followers, engaging key stakeholders—including government officials, local media, the community, families, and Soldiers—requires a planned, strategic communication approach. Your unit likely has interesting stories that would appeal to the media, potentially expanding your reach to other target audiences. Collaborate with public affairs officers to determine the best communication channel for pitching these stories.

Potential story topics to leverage media engagement include:

- Annual training—especially if it involves a deployment to an unusual place or interaction with local agencies
- Unique training events and opportunities (i.e., State Partnership Program engagement, interagency training)
- Promotion, Retirement, Change of Command—can be news, but usually not of interest to media other than for use in a hometown press release
- Changes in the force structure or mission of your unit
- Presentation of awards and decorations to your unit or individual members – good stories for the individual's hometown newspaper
- Participation in competitions
- Involvement in youth programs, community involvement, and state active-duty missions

- Construction or significant remodeling of military facilities
- Changes to recruiting or retention benefits
- New equipment
- Anything that has an impact on the local environment or economy

Media Lists

A list of news organizations in the local or regional area is a vital resource for a UPAR or unit commander. This list permits quick and reliable contact with newspapers and broadcast stations in your area. The full-time state public affairs office maintains a list of media outlets within the state. Get to know the local reporters, especially those assigned to the military “beat.”

Print Media

What works best are announcements about recruits, troops graduating from military schools, promotions, changes of command, new equipment, construction projects, and community relations events sponsored by KYNG units, especially those that benefit youth. These topics are of interest to journalists. Realistically, there are no limits to subject matter for newspapers. In coordination with the full-time state public affairs office, consider inviting local media to the annual training or on an overseas deployment.

Social Media

Social media is now a main source of news and information. Official channels help share command information quickly with Soldiers, Families, and the public. Per Army social media policy, most company- and battalion-level units are not authorized to create or manage their own public-facing social media accounts. Only units with authorized 46-series public affairs personnel may do so.

UPARs should:

- Work through the Brigade PAO or state-level PAO to submit unit photos, videos, stories, or announcements for possible posting on official pages (e.g., Kentucky Guard on Facebook, Instagram, X—see Appendix H).
- Monitor official KYNG and Army accounts to stay informed and suggest content.

Use approved channels to amplify stories, build visibility, and direct audiences to official sources for engagement.

Television

What works best? Television is a visual medium that thrives on colorful, fast-paced action. The UPAR should be prepared to provide access to reporters and their camera crews – usually at least two people plus gear – with frontline access to the action if you want to better ensure your story will make it on the air. The UPAR is more likely to have success getting a local Kentucky National Guard story told on a station in a smaller market than on a central metropolitan area station.

Radio

Radio is fast-paced and short-lived. Remember that radio works best at making announcement-type stories about a unit or an individual. Because radio reporters are limited to their listeners’ sense of hearing, they work hard at making their stories sound energetic. Radio interviews can be “live” on the air or recorded and edited for broadcast. Although radio station news departments tend to be small and

have limited resources to cover events from the scene, don't overlook inviting radio reporters to visit training locations to record the voices and sounds of National Guard activities.

Chapter 5: How to Keep Unit Members Informed

In previous chapters, we've covered how to work with the news media and how to publicize your unit to people who are not part of it. However, there is another audience that must be reached if you are to have an informed and capable unit. That includes the unit members and their families. In many instances, they are the most challenging group to reach with your message, but they are the most important.

Part of the difficulty in contacting or keeping this audience informed is recognizing the importance of an effective, local internal command information program that uses a variety of methods to reach the members of your unit and their families.

Why family members? Increasingly, being an active, consistent participant in the Kentucky National Guard requires a significant amount of time and energy from its members. Overseas deployments and their increased training tempo have led to increased demands for members and their families.

Critical to maintaining support from Guard members' families is to ensure they understand what is going on in their unit and how that is important to the welfare of their state and the defense of our nation. The keyword is "understand." For families to continue supporting their members' participation in the Guard, they must be continually informed about the importance of the Guard and the necessity of their family's contribution.

Beware of Imposter Accounts and know what to do

While on social media, it is essential to be vigilant for impostor accounts related to your organization or its leaders. The U.S. Army Criminal Investigation Command receives hundreds of reports each month from individuals who have fallen victim to scams perpetrated by individuals impersonating U.S. Soldiers online.

Victims of these "romance scams" report they became involved in an online relationship with someone they believed to be a U.S. Soldier who then began asking for money for various false service-related needs. Victims of these scams can lose tens of thousands of dollars and face a slim likelihood of recovering any of it. To perpetrate this scam, the scammers assume the online persona of a current or former U.S. Soldier, and then, using photographs of a Soldier from the internet, create a false identity to begin prowling the web for victims.

If you see a fake account impersonating your leader or fellow Soldiers, report the profile to KYNG PAO. Be sure to take screenshots of the page and note the URL so you can verify that it has been taken down. If you are contacted by someone who was a victim, try to obtain information about their profile. If the victim has sent money to the imposter, direct them to their local police as well as the Internet Crime Complaint Center (IC3) (FBI-NW3C Partnership): <http://www.ic3.gov/default.aspx>.

Unit Newsletter

One of the most effective ways to reach your members and their families is through a regular unit newsletter. Your unit newsletter will focus more closely on unit-specific items and may be much more informal.

What to include at a minimum:

- Comments from the commander on what he/she wants to emphasize for the upcoming training periods
- Most recent promotions and awards given to unit members
- “Nice to know” information that keeps everyone in the loop
- News important to family members re: benefits and upcoming events
- Important telephone numbers and schedules within the confines of OPSEC

Production Tips

Most word processing software contains templates for newsletters. Try one of these to begin with and modify it to fit your needs. The key to success is the dedication of the UPAR and the commander to ensure the newsletter includes accurate information, is produced consistently, and is clearly endorsed by the commander.

Keep your higher headquarters informed about your newsletter. Include them on your distribution list.

Be consistent. Members and their families will come to depend on your publication for important information. Ask for help when you need it. Seek assistance from your state public affairs office or higher headquarters public affairs office. Remember: keep it simple.

Social Media, Properly Leveraging Facebook

A key goal is keeping unit members and families informed and connected. Per Army Directive 2025-25, most company- and battalion-level units are not authorized to maintain independent official social media pages or groups (open or closed) for announcements, family support, or command information.

Consider Content Sensitivity

Non-sensitive command information (e.g., announcements, event details, family-friendly updates): Coordinate with the Brigade PAO or state PAO for possible inclusion on official Guard Facebook and other social media channels.

Sensitive information or secure unit communications: Rely on unit newsletters, email, Wicker.gov chats, commander calls, or other approved internal methods that are not shared publicly.

Closed Facebook Groups Policy

Per Army Directive 2025-25, closed (private) Facebook groups are not considered official organizational social media accounts and are exempt from restrictions on authorized presences. Units may use them as follows:

Authorized (Allowed, but Informal/Non-Official): Company- and battalion-level commanders may authorize closed Facebook groups for informal, non-official unit purposes, such as family connectivity, morale during deployments, event reminders, or Family Readiness Group (FRG/SFRG) coordination. These groups serve as a tool for Soldiers and Families, provided they strictly follow OPSEC, Privacy Act, DoW social media guidelines, and do not share classified/sensitive information or exclude eligible FRG members. Commanders and unit leaders (including UPARs in a non-PA capacity) retain authority to decide if/when such groups support internal unit needs.

Not Authorized (Prohibited for PA Resources): Public affairs personnel, including appointed UPARs performing their additional duty role, may not use official duty time, resources, or effort to create, moderate, manage, post to, or oversee closed Facebook groups as a command information or public affairs channel. UPARs should focus first on helping their own unit commander tell the company or battalion’s story—by capturing photos, videos, stories, and successes right at the unit level. From there, coordinate with the brigade and state PAO to submit approved content for posting on official Kentucky National Guard statewide channels. This approach strengthens Army messaging, builds transparency, and connects with the community—all while keeping unit-level PA support on track and effective.

Submitting Content to Boost Official KYNG Engagement

To help amplify your unit’s story and increase visibility across official KYNG channels, focus on submitting strong, engaging content for potential posting on brigade and statewide pages. High-quality submissions drive more interaction and reach wider audiences.

Tips for effective content that supports higher-level engagement:

- Provide consistent, timely material (e.g., photos, short videos, or stories from training, events, Soldier achievements, or community outreach).
- Capture visually appealing moments—action shots, group photos, or Soldier spotlights—to encourage likes, shares, and comments.
- Include ideas for two-way interaction, such as suggested polls, questions, or recognition posts (e.g., “Tag a Soldier who inspires you!”).
- Highlight unit successes, promotions, awards, or family-friendly updates that align with KYNG messaging.

The brigade and state PAOs moderate and post approved content to maintain a positive, respectful environment while responding to comments and concerns. Your submissions help build a thriving, connected online presence for the entire KYNG—informing Soldiers, families, and the public while advancing Army goals.

Chapter 6: Maintaining Good Community Relations

Up to this point, this handbook has addressed ways to deal with the news media and your unit personnel, as well as their families. However, these are not the only audiences interested in National Guard activities. It’s essential to consider the entire community as your audience. This includes groups such as civic leaders, employers, other government officials, and the public.

A unit with an effective public affairs program factors in these groups as often as possible. Two time-tested methods for reaching these audiences include speaking at community events and hosting open houses at your armory, base, or training site.

Speaking at community events provides an opportunity for your most effective and knowledgeable members to make presentations to local audiences. Some places where KYNG Soldiers might engage with the community include service clubs, chambers of commerce, religious groups, community organizations, youth organizations, schools, colleges, and veterans’ groups.

Check with your local higher headquarters and the full-time state public affairs office for speechwriting assistance.

Hosting an open house at your unit is an excellent way to tell the National Guard story directly to citizens or a select group of individuals. If your unit cannot host a public open house, consider conducting a more limited program for the employers of your members.

The key to success for any open house is adequate and thorough planning. Allow several months for planning, and check with your higher headquarters for guidance on regulations and policies governing what you can do and what funds can be spent to host your guests. Since planning, setting up, and conducting an open house will compete for precious training time, ensure that everyone understands what duty status will cover their participation. You will find that preparation for an open house requires a significant amount of volunteer effort, so you will have to plan accordingly.

Chapter 7: Photography Tips

Providing local news outlets with good photographs can go a long way toward getting your story out there. When the unit lacks either the time or the manpower to receive photo support from a higher headquarters, the UPAR or another designated person can step in to fill the bill. Thanks to digital camera technology, much of the mystery has been removed from taking good photos. But using easy-to-use cameras still requires care and practice.

First, a good photograph must meet specific technical standards. To be used for publication, a photo must be in sharp focus – no exceptions. The photo should have good contrast. That means it should not look washed out or muddy. Since most photos are printed in color, the colors should be rich and vivid. Set the image resolution on the camera to its maximum setting. Send pictures as untouched as possible to the publication – limit cropping and corrections. Publications can easily set the photo to the size they need. A low-resolution photo is of no use to most print publications.

Second, a photo must have visual appeal. It should capture your attention and that of the editor, who will ultimately decide whether to publish it.

Third, a photo must illustrate the story you are telling. If your unit has received new equipment, take pictures of the equipment in action, not in a parking lot or resting on the floor of the armory.

Lastly, a great photo is worthless without a complete caption. The caption should include the who, what, where, when, and why of the picture. Include all the vital information, including the full names and ranks of the people involved. These are called “cutlines” and are critical for a photo to be published. Every photograph must have a cutline. Take extra care to ensure that names are spelled out correctly and that the equipment or the action in the photo is adequately described. Without a cutline, the photo is unusable.

Example of correctly formatted caption, plus attribution to photographer:

U.S. Army National Guard Staff Sgt. James Smith, left, and Spc. Mike Thomas, right, both infantry scouts assigned to Detachment 1, Headquarters and Headquarters Company, 1st Battalion, 149th Infantry Regiment, 116th Infantry Brigade Combat Team, conduct driver training Feb. 18, 2022, at Fort Knox, Kentucky. (U.S. Army National Guard photo by Staff Sgt. John Cena)

U.S. Army Staff Sgt. Alfredo Rodriguez, an engineer assigned to 892 Multi Roll Bridge Company, Puerto Rico National Guard, trains Soldiers in the Honduran Armed Forces Army on One Engineer Battalion

Compound, Siguatepeque, Department of Honduras, Honduras, June 10, 2021. The U.S. Army provides further training to help advance the skill sets of foreign armed forces. (U.S. Army photo by Spc. Katelyn Strange)

Chapter 8: Writing News, Tips

The public depends on the news media to tell them what is happening locally, nationally and internationally, and how it affects them. To do that job well, you must have a sense for what news is and be alert to the obvious facts in a news story-- always double check your facts.

Military reporters write stories with the “internal audience” in mind:

- Military members
- Civilian employees
- Family members

As a UPAR writer you are writing primarily for the unit’s command—so, you should concentrate your newsgathering efforts on the unit’s people and events.

Types of News Stories

News – News informs an audience about something that will or has happened.

Feature Stories — Feature stories are about people. They are entertaining and stir the reader’s emotions. They normally take up about 50 percent of the paper.

Sports — Sports stories can be about any of the ongoing recreational events at any installation.

News Feature — A news feature is a “perishable story related to a current event or situation that is of interest to your readers and combines various feature writing techniques with elements of straight news writing.” News features are often found in weekly newspapers such as Kaiserslautern America. This is the style of story you will write.

The news feature format combines the best elements of news and feature writing styles to present the news in its context -- with the human elements included. Feature writing involves interpretation, style, imagery, description and emotional appeal. It gives depth to facts and records human drama.

Interviewing

Interviewing is one of the most important steps in the newsgathering process. It’s the basic tool for obtaining information in practically all forms of news and feature stories.

Whether you interview over the telephone or face to face, preparation is the key to planned interviews. Research the subject and the source of information by reviewing his or her bio before the interview.

Questions are key to a successful interview. Write several questions in advance. Design the questions so you get the information you need to write the story (5Ws and H). Prepare more questions than you think you’ll need. Use your questions to keep the interview on the story’s focus.

Writing the story

A news story should be clear and concise. It should take readers through the details of the story in logical progression, emphasizing the facts in order of descending importance.

The inverted pyramid allows for writing under deadline, and it gives editors the flexibility to cut the story from the bottom up without losing any essential facts. But the primary advantage of the inverted pyramid structure is that it allows someone to stop reading a story after only one or two paragraphs yet still learn the newest, most newsworthy and most important facts. You've already learned the basics of writing the first two parts of the pyramid – the lead followed by the bridge. From there, paragraphs are written in the body in descending order of importance, with progressively less important facts presented as the article continues.

The exact organization of a story will vary depending on the story's unique facts, most newsworthy points and the target audience. The paragraphs in the body should provide details that develop and support the lead. The body provides background information and answers all the questions readers might have about the facts of the story.

A news story ends when the writer has no new information to reveal.

The ABCs of Journalism

All reporting must adhere to the core principles of journalism: *accuracy*, *brevity*, and *clarity*.

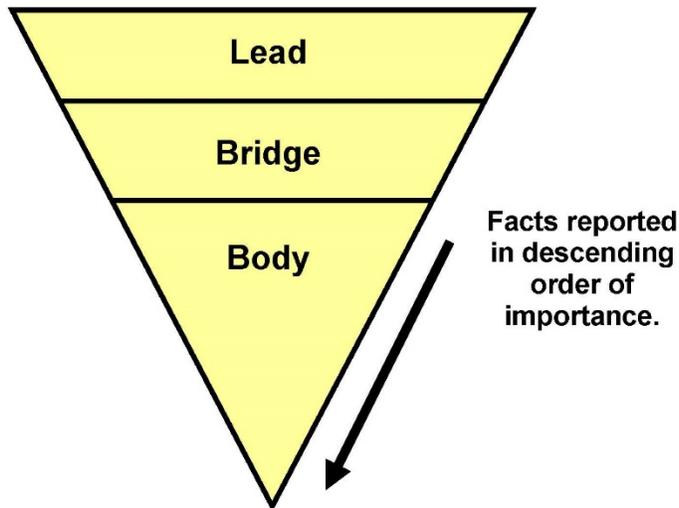
- **ACCURACY** is paramount; verify all facts and names meticulously, prioritizing completeness even if it impacts conciseness. Rely on subject matter experts – and confirm details with them directly, especially for technical or legal matters. Fully identify individuals on first reference (Service, Rank, First Name, Middle Initial, Last Name, Job Title, Unit, and Age – as applicable).
- **BREVITY** respects the audience's time, delivering essential information efficiently.
- **CLARITY** ensures understanding; don't hesitate to expand on potentially confusing details to guarantee your message is received.

Inverted-Pyramid Structure

To ensure clear and efficient communication, utilize the inverted pyramid structure for news stories.

This method presents information in descending order of importance: most critical facts first, followed by supporting details.

This structure allows for quick comprehension – readers receive essential information even if they only read the opening paragraphs. It also provides flexibility for editors to shorten stories without losing key details.



Key elements:

- **Lead:** Answers who, what, where, when, why, and how.
- **Bridge:** Connects the lead to the body, providing context and transitioning to supporting details.
- **Body:** Expands on the lead, presenting details in decreasing order of importance.

Prioritize delivering the most vital information upfront. This approach respects your audience’s time and ensures your message is effectively conveyed. If you write clearly and concisely, your audience will get the information and will come back for more.

The Lead

A lead is the first sentence or the first few sentences of a story. It is the most critical element of a story. A lead grabs attention and starts the flow of energy. A lead also tells something about the subject of the story and shows the story’s significance. It answers the question “So what?” Finally, it shows the reader what kind of story it is – hard news, feature or some other type. Your leads should contain the five W’s and H.

The Five W’s and H:

Writers must answer six general key questions about an event: *who* was involved, *what* happened, *when* did it happen, *where* did it happen, and *why* and *how*? One of the five W’s or H is usually more important than the others. In general, the lead emphasis of most summary news leads is the “who” or the “what.” This element should be placed at the beginning of the lead sentence.

- **Who:** Identify individuals by job title and unit if they are not widely known; full identification belongs in the bridge.
- **What:** Briefly state what occurred – focus on the essential action.
- **Where:** Provide the location; “here” is often sufficient on post.
- **When:** State the time or date; specificity depends on its importance to the story. Use words like “scheduled” or “planned” for future events.
- **Why:** Explain the cause, often implied or detailed in the bridge.
- **How:** Describe how something happened – can create a compelling lead.

Prioritize concise answers to these questions to create a clear and informative lead (aim for 25-30 words).

The Bridge

After writing a news lead, the writer then looks over the facts to decide what items will be in the bridge.

A bridge paragraph is a means of transition from the summary information in the lead to the detailed information of the body — a lead-to-body link. It is the second part of a straight news story and is one sentence, 30 words or less. It also expands on the information in the lead.

The bridge can serve one or more of five major functions, depending upon the summary lead. The acronym WAITS can be used to remember the functions of the bridge. This stands for Ws or H not in the lead, Attribution, Identification, Tie-back and Secondary Facts.

Other Ws or H not in the Lead

The first function is to add any of the five W's or H which were not included in the lead.

Take a look at this example of a bridge that displays this function:

(Lead)

A former post garrison commander is scheduled to become the 25th commanding general of Fort Meade, Tuesday in a change-of-command ceremony on the post parade field.

(Bridge)

Brig. Gen. James F. Holingsworth will succeed Maj. Gen. John T. Hockings, the post commanding general for the past two years, who is retiring to Virginia after a 28-year Army career.

Attribution

Another function of the bridge is to provide attribution to the statements in the lead. Attribution gives the source (who said it) or authority (directives, regulations, sources, etc.).

Identification

A third function of the bridge is to provide complete identification after a lead. Complete identification means service (if needed), rank, full name, age (if needed), job title or occupation, and unit or organization.

Tie-back

A fourth function of the bridge is to give the reader a recap or tie-back to an earlier story on the same subject. The writer must never assume his readers have read the first version of the story. Therefore, a tie-back is necessary to put the readers in a proper perspective.

(Lead)

Two soldiers were apprehended here today as suspects in Tuesday's post bank robbery.

(Bridge)

The suspects were taken into custody after allegedly trying to pass some of the \$18,000 in marked currency taken from the bank at gunpoint, said Barney N. Carl, the post provost marshal.

Secondary facts

A fifth function of the bridge is to bring out additional information that is not in the lead but further explains the lead.

(Lead)

Nine classrooms at the Defense Information School here were vandalized when the school was broken into over the weekend.

(Bridge)

More than 100 desks were piled into the middle of the second-floor west hallway, and vandals spray-painted "Long Live Fall Out Boy" on the walls of the classrooms, said Barney N. Carl, the post provost marshal.

The Body

The remainder of the story is written in descending order of importance. The functions of the body in a news story are to expand on information given in the lead and bridge.

Additional facts are typically listed in diminishing order of importance. Writing in inverted pyramid style is important. When a story is too long, it may be continued on another page or cut. All people must be fully identified in the body of a news story. On first reference, identify service members by rank, abbreviated as listed at the end of this guide, before the full name. Full name is usually First, Middle Initial, Last, but if the interviewee uses another variation, such as retired Gen. H. Norman Schwartzkopf, then follow the interviewee's preference.

Also, in identifying people include their occupation or job title. Note that rank is not a title/occupation. Never identify people by their pay grade.

If referencing a military unit. It should be completely listed (i.e., *Company A, 1st Battalion, 149th Infantry Regiment*) on first reference. Following references may be abbreviated based on local or unit style guidelines (Alpha Company).

Do's/Don'ts

- Use subject-verb-object sentence structure.
- Use common, easy-to-understand words. Don't use jargon such as utilize.
- Keep the emphasis of the sentence to the front.

Content

Following the lead and bridge, the body develops the story with both facts and human interest. Use techniques like quotes and descriptive language to engage the reader. Remember to organize information in descending order of importance – **most crucial details first, followed by supporting information.**

Effective body content includes:

- **Transitions:** Smoothly connect paragraphs for a cohesive flow.
- **Focus:** Maintain the core reason the story is being told.
- **Details:** Provide supporting facts and relevant context.

Ensure the body is timely, answers the 5 Ws and H, and presents information in a logical, expected order. Ultimately, the body should clearly explain *what* the story is about.

Using Quotes Effectively

Direct Quotes: Use quotation marks for a source's exact words, and clearly attribute the quote:

Example: *"I've never seen such waste," the general said.*

Indirect Quotes (Paraphrasing): When rephrasing a source's statement (to correct grammar or simplify language), still attribute the information. Remove quotation marks.

Example: *Students must do their homework every night, the instructor said.*

Attribution: Always link statements to their source, regardless of whether you quote directly or paraphrase.

"Said" is Best: The verb "said" is neutral and effective for attribution. Don't hesitate to use it repeatedly – readers generally don't notice.

Ending

A news feature is the skilled telling of a complete story and needs a strong feature conclusion where the writer makes or reinforces a point. There are seven types of feature endings.

- **SUMMARY Ending** summarizes the points made in the story. It usually keys on impact, effects or outcome.
- **TIE-BACK Ending** plants a fact, idea or scene in the lead and completes it at the end.
- **WRAP-UP Ending** ties up loose ends, answers questions or solves problems posed in the lead.
- **CLIMAX Ending** provides a natural ending to a story told in chronological order.
- **UNENDING Ending** leaves a key question unanswered. It is used to stimulate reader thinking -- to get the reader involved with the situation posed in the story.
- **STINGER Ending** is a surprise ending designed to jolt the reader.
- **COMBINATION Ending** combines two or more of the above.

(This material is adapted from resources provided by the Defense Information School. For more information, visit <https://pavilion.dinfos.edu/>)

Appendix A: Public Affairs Resources

Now that you understand the basics of what it takes to be a UPAR, here are some essential resources you can use. Remember, you can lean on others in the public affairs field for guidance, templates, and other resources. Here are some essential documents and tools for you to be aware of.

AR 360-1: https://www.asaie.army.mil/Public/IE/Toolbox/documents/r360_1.pdf

This Army regulation provides guidelines for command and public information, including information released to the media, as well as community relations programs intended for both internal and external audiences.

Army Communication Guidebook:

https://www.army.mil/e2/downloads/rv7/publicaffairs/18toolkit/ready_resources_pa_communication_guidebook.pdf

Army Public Affairs Center (APAC): <https://www.army.mil/publicaffairs/>

Army Style Guide: https://www.army.mil/e2/downloads/rv7/armydotmil_style_guide.pdf

Communication Toolkit Ready Resources (Article):

https://www.army.mil/article/232207/communication_toolkit_ready_resources

Communication Training Slides:

https://www.army.mil/e2/downloads/rv7/publicaffairs/18toolkit/ready_resources_comm_training_slides_deck.pdf

DOD VI Style Guide:

[https://www.dma.mil/Portals/0/Documents/DoD%20VI%20Style%20Guide%20\(September%202025\).pdf?ver=7q3EF8_a6L8TMYTZ4QlwQg%3d%3d](https://www.dma.mil/Portals/0/Documents/DoD%20VI%20Style%20Guide%20(September%202025).pdf?ver=7q3EF8_a6L8TMYTZ4QlwQg%3d%3d)

This document will show you how to write captions among other important information.

DODi 5040.02: <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/504002p.pdf>

As the flagship document of the Visual Information program, it covers managing visual information, prohibited alteration policies and more.

FM 3-61: https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/fm3_61.pdf

This functional manual defines the role of public affairs in unified land operations, at the home station, in garrison and support of commanders.

JP 3-61: https://www.ics.mil/Portals/36/Documents/Doctrine/pubs/jp3_61.pdf

Like FM 3-61, it defines the role of public affairs within a joint environment.

My Army. My Story. (multifold):

https://www.army.mil/e2/downloads/rv7/publicaffairs/18toolkit/ready_resources_myarmy_mystory_multifold.pdf

National Defense Strategy: <https://www.defense.gov/National-Defense-Strategy/>

Reading the NDS will help you understand the defense environment/posture and give you context when creating messages.

OPSEC Awareness for Military Members, DoD Employees, and Contractors:

<https://securityawareness.usalearning.gov/opsec/index.htm>

Pavilion Defense Information School (DINFOS) Online Learning website: <https://pavilion.dinfos.edu/>

The DINFOS Pavilion website tool provides commanders and Unit Public Affairs Representatives (UPARs) with a centralized, readily-accessible repository of public affairs resources, guidance, and templates to effectively plan and execute communication strategies.

Public Affairs Portal: <https://army.deps.mil/army/cmds/ocpa/paportal/SitePages/Home.aspx>

This portal provides resources, including the monthly communication playbook, resources for observances, public affairs guidance, and more.

Social Media Handbook: <https://www.army.mil/socialmedia/>

This website provides policies, guidance, and recommendations on how you can become a more effective communicator and representative of the U.S. Army.

Social Media: <https://www.army.mil/socialmedia/>

Appendix B: UPAR Additional Duty Assignment Template



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS AND HEADQUARTERS COMPANY
1ST BATTALION, 149TH INFANTRY
705 MANCHESTER STREET
BARBOURVILLE, KENTUCKY 40906

NGKY-INF-HZ

1 September 2024

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: ADDITIONAL DUTY APPOINTMENT, Unit Public Affairs Representative

1. EFFECTIVE: [DATE] the below named individuals are appointed as indicated:

Primary: 1LT Doe, Jane L., (555) 555-5555, jane.l.doe.mil@army.mil

Alternate: SSG Dean, Jimmy D., (222) 222-2222, jimmy.d.dean.mil@army.mil

2. AUTHORITY: AR 360-1, para 2-3

3. PURPOSE: To assume the responsibilities for the administration of the unit's public affairs program, providing support to the commander IAW the KYNG UPAR Handbook, AR 360-1, AR 530-1, and FM 3-61. The UPAR(s) assigned will:

a. Ensure our unit contributes effectively to the overarching public affairs mission of keeping Kentucky's citizens, our Guardsmen and their families informed and enhance recruiting and retention efforts.

b. Liaise with state- and brigade-level public affairs activities including command information, leader engagement, public and media engagement, community relations and photography supportable at the unit level.

4. PERIOD: Until officially relieved or released from appointment.

5. SPECIAL INSTRUCTIONS: Attend unit training meetings. Capture and caption photos and video, interview soldiers, write social media posts, summarize training events, draft articles or press releases relevant to unit missions, media engagements or community relations, and submit to State or Brigade Public Affairs Office for review and publication. Manage unit social media presence. Individual(s) will become familiar with applicable regulations, complete online trainings, attend yearly UPAR training event, and become OPSEC Level II certified. This appointment memo supersedes all other UPAR appointment memos.

6. The POC for this memo is the undersigned at 123-456-7890.

DIST:
1-IND
1-REC FILE

JACK BLACK
CPT, IN, KYARNG
COMMANDING

Appendix C: Media Hold Harmless Agreement



DEPARTMENTS OF THE ARMY AND AIR FORCE
JOINT FORCE HEADQUARTERS, KENTUCKY NATIONAL GUARD
BOONE NATIONAL GUARD CENTER, 100 MINUTEMAN PARKWAY, BLDG 145
FRANKFORT, KENTUCKY 40601-6168

Waiver of Liability and Hold Harmless Agreement

1. In consideration for receiving permission to *observe training and/or military support activities as embedded media*, I hereby release, waive, discharge and covenant not to sue the Kentucky National Guard, the entities and agencies within the Kentucky National Guard, the Kentucky Department of Military Affairs, The State of Kentucky, their officers, agents, servants, or employees (hereinafter referred to as releasees) from any and all liability, claims, demands, actions and causes of action whatsoever arising out of or related to any loss, damage, or injury, including death, that may be sustained by me, or any of the property belonging to me, whether caused by the negligence of the releasees, or otherwise, while participating in such activity, or while in, on or upon the premises where the activity is being conducted.
2. I am fully aware of the risks and hazards involved and I hereby elect to voluntarily participate in said activity with full knowledge that said activity may be hazardous to me and my property. **I voluntarily assume full responsibility for any risks of loss, property damage or personal injury, including death**, that may be sustained by me, or any loss or damage to property owned by me, as a result of being engaged in such an activity, **whether caused by the negligence of releasees or otherwise**.
3. I further hereby **agree to indemnify and hold harmless** the **releasees** from any loss, liability, damage or costs, including court costs and attorney fees, that they may incur due to my participation in said activity, **whether caused by negligence of releasees or otherwise**.
4. I understand that the Kentucky National Guard nor the Kentucky Department of Military Affairs do not maintain any insurance policy covering any circumstance arising from my participation in this event or any activity associated with or facilitating that participation. As such, I am aware that I should review my personal insurance portfolio.
5. It is my express intent that this Waiver of Liability and Hold Harmless Agreement shall bind the members of my family and spouse, if I am alive, and my heirs, assigns and personal representative, if I am deceased, and shall be deemed as a **release, waiver, discharge and covenant not to sue** the above-named **releasees**. I hereby further agree that this Waiver of Liability and Hold Harmless Agreement shall be construed in accordance with the laws of the State of Kentucky.
6. **In signing this release, I acknowledge and represent that** I have read the foregoing Waiver of Liability and Hold Harmless Agreement, understand it and sign it voluntarily as my own free act and deed; no oral representations, statements, or inducements, apart from the foregoing written agreement, have been made; I am at least eighteen (18) years of age and fully competent; and I execute this release for full, adequate and complete consideration fully intending to be bound by same.

In witness whereof, I have hereunto set my hand and seal on this ___day of _____, year ____.

Printed Name _____

Signature _____

Appendix D: Photography Examples

Here are examples of good photos and the compositional rules they follow. Remember to reference the DoD VI Style Guide for your captions.



Rule of Thirds: The action in this photo is to the left, not centered in the middle.



Leading Lines: Showing lines moving out into the distance adds visual interest.



Looking Room: If your subject is looking out, make sure there is space and that the subject is not looking out into the edge of the photo. The same is true for motion: give the Soldier something to run toward.



Worms Eye View: The view is from the ground looking up, adding visual interest.



Birdseye View: The view is from the sky looking down, adding visual interest.

Appendix E: Writing and News Release Templates

The following sample news releases are provided to assist you in preparing stories or releases about common events. Be sure to coordinate with the KYNG Public affairs office when releasing information to media outlets.

When releasing personal information about Soldiers in your unit, have them fill out a DD Form 2266 Hometown News Release form to aid in ensuring the accuracy of the information. Be sensitive when releasing information about a person's family members, ensure you have their permission to release the information. If the Soldier does not want the information released, do not do the story.

Promotion

_____ (name) of _____ (hometown) has been promoted to the rank of _____ (describe new rank in words such as staff sergeant, not E-6) in the Kentucky National Guard's _____ (unit).

_____ (last name) has been a member of the Kentucky National Guard for _____ years. The promotion brings a new position, that of _____ (job title), with responsibilities for _____ (explain new duties).

As a civilian, _____ (last name) works at _____ (employer, city) as a _____ (job title).

Open House

The Kentucky National Guard's armory at _____ (street address, city) will conduct a free public open house _____ (date) from _____ (hours of operation).

_____ (rank and name), commander of the _____ (unit), invites the public to attend.

Displays and demonstrations of equipment used by the National Guard and information about a wide variety of programs sponsored by the Kentucky National Guard will be available.

(In the next paragraphs, include a quote or comment from the command or other appropriate person and explain highlights of what will be on display, quest speakers, demonstrations, refreshments, etc. Include information about parking and access to the installation).

New Enlistment

_____ (name) of _____ (hometown) was sworn in _____ (day/date) as the newest member of the Kentucky National Guard's _____ (unit).

_____ (last name) is enrolled at/works at _____ (college or civilian employment). (You can include town where college/company is located, area of study or job.)

The oath of enlistment was administered by _____ (name of officer). Attending the ceremony were _____ (list any significant guests, such as family members and their relationship to the Soldier/Airman).

_____ (last name) will attend _____ (describe training) at _____ (duty station) and will be assigned as a _____ (military job) when he/she returns.

Honor Graduate

_____ (rank and name) was honored recently as an honor graduate of _____ (name of course) at the _____ (name of military school), at _____ (location).

_____ (last name), a member of _____ (unit), _____ (unit/location), attended the course for _____ (course length). Following his/her return to the unit, he/she will be assigned to the _____ (section) as a _____ (job title).

As a civilian, _____ (last name) is employed by _____ (employer) as a _____ (describe duties). He/she has been a member of the Kentucky National Guard for _____ years.

Change of Command/Responsibility

_____ (rank and name) is the new commander of the Kentucky National Guard's _____ (unit), in _____ (location).

_____ (last name) took command of the unit from _____ (rank and name) during a ceremony, _____ (date). _____ (last name of previous commander) commanded the unit since _____ (month/year).

"_____, " _____ (last name) said after accepting command of the _____ (size of unit) member National Guard unit. (Insert another quote from incoming commander)

As a civilian, _____ (last name) is employed by _____ (employer) as a _____ (title/duties). He/she has been a member of the Kentucky National Guard for _____ years.

_____ (last name of departing commander), the departing commander, is being assigned to _____ (describe new assignment, retirement or separation from service).

Award Presentation

_____ (rank and name) of _____ (hometown), a member of _____ (unit), received the _____ (award, certificate, medal) _____ (day/date). The honor was presented to _____ (last name) for _____ (reason for presentation).

As a civilian, _____ (last name) is employed by _____ (employer) as a _____ (job title/duties). He/she have been a member of the Kentucky National Guard for _____ (years), and is currently assigned to the _____ (unit) as a _____ (military job).

Retirement

_____ (rank and name) of _____ (hometown) retired _____ (date) from the Kentucky National Guard with _____ years of military service.

His/her last assignment, which he/she held since _____ (month/year), was with the _____ (unit) located in _____ (city), where he/she was _____ (duty assignment).

_____ 's (last name) previous assignments include _____.

_____ (last name) began his/her military career in _____ (year), when he/she _____ (enlisted/was commissioned) into the _____ (branch of service). He/she deployed to _____ (list deployments and years, if any) and was awarded _____ (list top awards).

_____ 's (last name) future plans include _____ (briefly describe plans). (If appropriate, briefly describe service member's spouse and family).

Annual Training

Annual training for the _____ (unit), _____ (unit's location), will be conducted at _____ (training site) from _____ (start date) until _____ (end date).

This year, unit members will concentrate on _____ (describe highlights of training), according to _____ (rank name unit commander).

(Use additional paragraphs to describe other interesting facets of the training. If appropriate, include safety information about convoy movements or other events that could have an impact on the public. One example would be a tactical exercise in the training area that might make unusual noise. A similar news release can be written at the conclusion of the training to describe the unit's experiences, awards received, etc.)

APPENDIX F: Command Information Channels, Links, Examples

Kentucky National Guard (All links: <https://www.linktr.ee/kentuckyguard>)

Kentucky National Guard website: <https://ky.ng.mil/>
Kentucky National Guard Facebook: <https://www.facebook.com/KentuckyGuard>
Kentucky National Guard Twitter: <https://twitter.com/kentuckyguard>
Kentucky National Guard Instagram: @kentuckyguard
Kentucky National Guard YouTube: <https://www.youtube.com/@KYNGPAO>
Kentucky National Guard Flickr: <https://www.flickr.com/photos/kentuckyguard>
Kentucky National Guard Linked In: "Kentucky Army and Air National Guard"

National Guard Bureau

National Guard website: <http://www.nationalguard.mil/>
National Guard Facebook: <https://www.facebook.com/TheNationalGuard>
National Guard Twitter: <https://twitter.com/USNationalGuard>
National Guard Instagram: @us.nationalguard
National Guard YouTube: <https://www.youtube.com/user/TheNationalGuard>
National Guard Flickr: <https://www.flickr.com/photos/TheNationalGuard>

Army

Army website: <http://www.army.mil/>
Army Facebook: <https://www.facebook.com/USArmy>
Army Twitter: <https://twitter.com/USArmy>
Army Instagram: @usarmy
Army YouTube: <https://www.youtube.com/user/usarmy>
Army Flickr: <https://www.flickr.com/photos/soldiersmediacenter>

Air Force

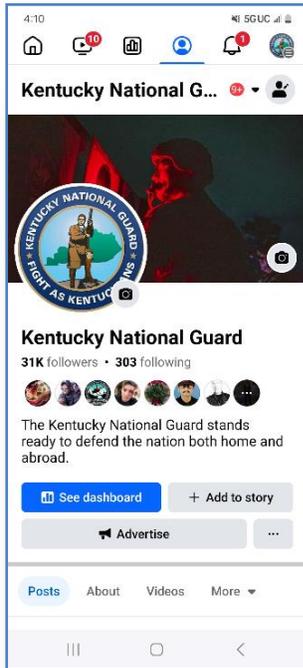
Air Force website: <http://www.af.mil/>
Air Force Facebook: <https://www.facebook.com/USairforce>
Air Force Twitter: <https://twitter.com/usairforce>
Air Force Instagram: @usairforce
Air Force YouTube: <https://www.youtube.com/user/AFBlueTube>
Air Force Flickr: <https://www.flickr.com/photos/usairforce>

Department of Defense

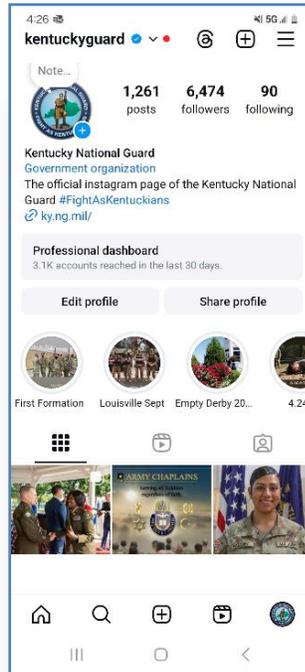
DoD website: <http://www.defense.gov/>
DoD Facebook: <https://www.facebook.com/DeptofDefense>
DoD Twitter: <https://twitter.com/DeptofDefense>
DoD Instagram: @deptofdefense
DoD YouTube: <https://www.youtube.com/user/DODvClips>
DoD Flickr: <https://www.flickr.com/photos/39955793@N07/>

Examples of KYNG command information channels:

Facebook



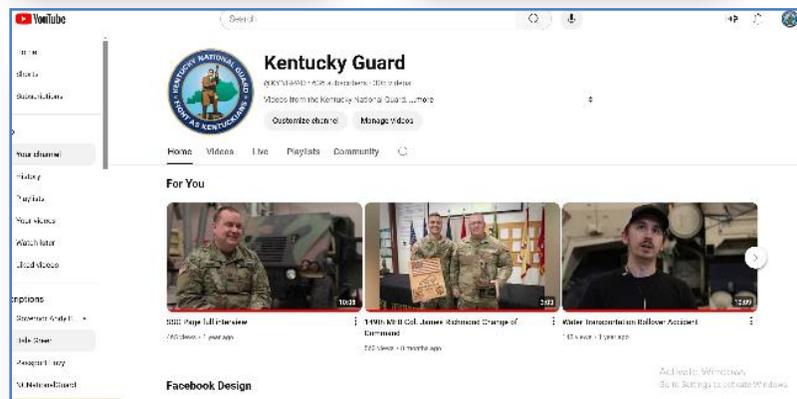
Instagram



X



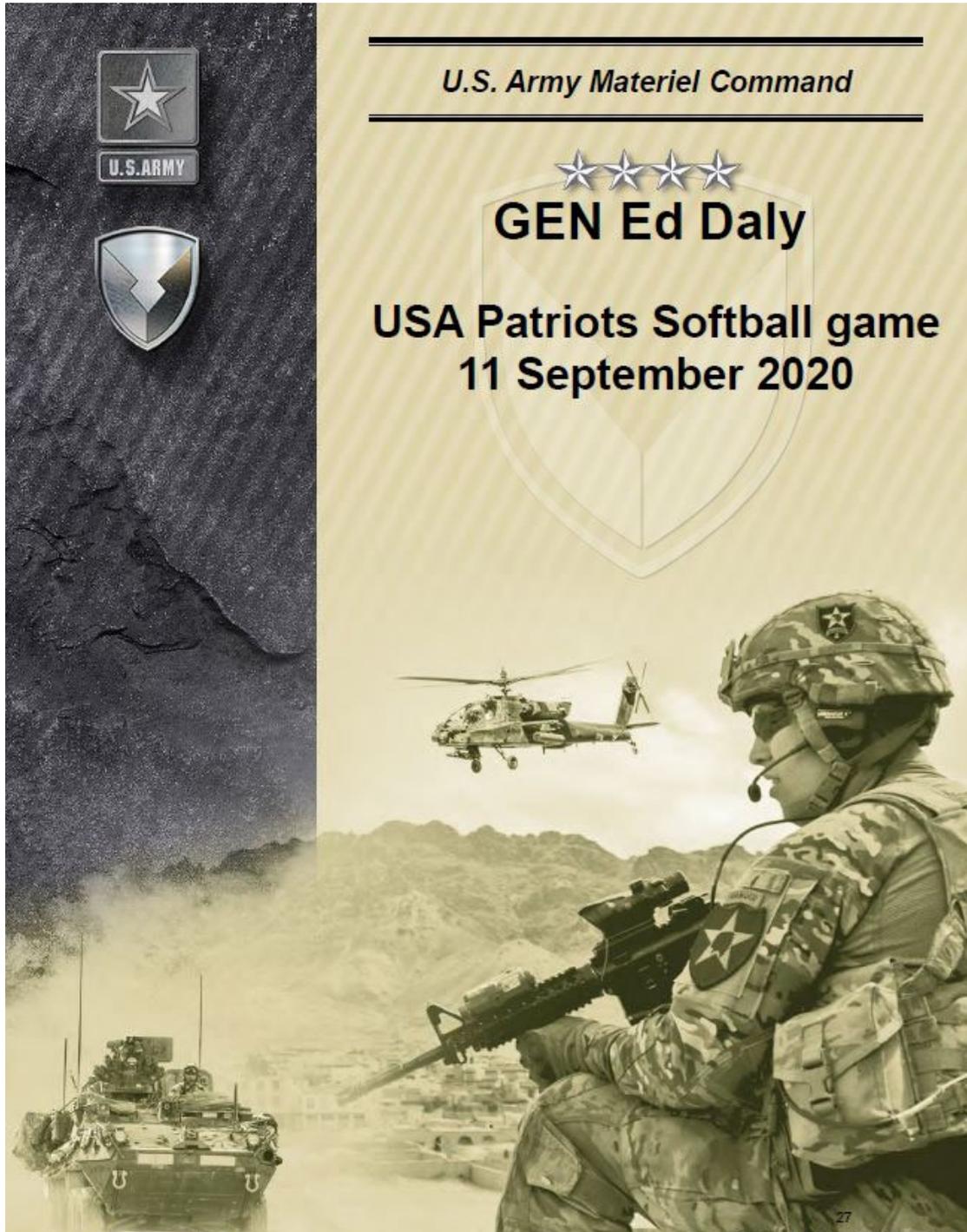
YouTube



Official Website



Appendix G: Examples from U.S. Army Materiel Command
Event Flyer





U.S. ARMY MATERIEL COMMAND HEADQUARTERS



Army Materiel Command (AMC) is the Army's primary logistics and sustainment command, responsible for managing the global supply chain and ensuring installation and materiel readiness across the Total Force. Headquartered at Redstone Arsenal, Alabama, AMC is one of the Army's largest commands with more than 190,000 military, civilian and contractor employees, impacting all 50 states and more than 150 countries.

As one of four Army Commands and the Army's lead materiel integrator, AMC synchronizes, integrates and operationalizes the capabilities of 10 major subordinate commands, providing materiel and sustainable readiness to meet today's requirements and prepare for the next contingency.

The command's complex missions range from manufacturing and maintenance to transportation and logistics. From managing the Army's installations, arsenals, depots and ammunition plants, to maintaining Army Prepositioned Stocks, AMC assures supply availability – ensuring America's fighting force has the right equipment in the right location at the right time. AMC touches multiple phases in the materiel life cycle, including contracting, distribution, refurbishment and resale.

AMC centralizes installation management and all classes of supply and sustainment functions under one command, synchronizing actions and improving planning, distribution and maintenance to better support Army readiness.

The command is a key enabler of Army power projection, rapidly and effectively deploying and sustaining forces, a critical component to Army readiness. AMC's transportation offices, depots, arsenals, plants, ports and installation deployment infrastructure, are key to the nation's power projection capabilities.

MISSION

Army Materiel Command delivers logistics, sustainment and materiel readiness from the installation to the forward tactical edge to ensure globally dominant land force capabilities.

VISION

Army Materiel Command is operationalized to ensure Army materiel readiness for a globally dominant land force.

SUBORDINATE COMMANDS

- Army Contracting Command
- Army Financial Management Command
- Army Security Assistance Command
- Army Sustainment Command
- Aviation and Missile Command
- Communications and Electronics Command
- Installation Management Command
- Joint Munitions Command / Joint Munitions & Lethality Life Cycle Management Command
- Military Surface Deployment and Distribution Command
- Tank-automotive and Armaments Command

Activated in 1962, AMC was the result of merging several technical services, installations and activities as a single, integrated organization. AMC has played a significant role in supplying wars, conflicts and contingencies and providing humanitarian aid and disaster relief.

PRIORITIES

- **Soldiers and People:** Ensuring Soldiers and civilians are trained and ready to execute missions in support of Army priorities and requirements.
- **Strategic Readiness:** Leading and directing logistics and sustainment efforts at the strategic, operational and tactical levels.
- **Future Force:** AMC's workforce is fully embedded within every modernization effort, advocating for innovative ideas that drive supply chain and sustainment efficiencies.



Facebook, Instagram, X Posts

Facebook

 **U.S. Army Materiel Command** 
Published by Sprinklr  · June 11 at 3:33 PM · 

Congratulations to BG Gavin Gardner, commander of [Joint Munitions Command](#), he received his first star yesterday in a ceremony hosted by GEN Gus Perna, chief operating officer for Operation Warp Speed. "People are ready to follow him anywhere," GEN Perna said. "Why? Because they trust him. They believe in him. He cares for them. He takes responsibility for people, for his Soldiers, for their families."
Read more  <https://www.army.mil/article/247420>



6,902 People Reached 785 Engagements [Boost Post](#)

  141 17 Comments 8 Shares

 Like  Comment  Share

Most Relevant 

 Comment as U.S. Army Materiel Command    

 **Anna Kozlowski**
Congratulations BG Gavin Gardner on your Promotion!
Thanks you for your services.
Like · Reply · Message · 8h

[View 15 more comments](#)

Twitter



U.S. Army Materiel Command @ArmyMateriel · Jun 6

On June 6, 1944, 160,000+ Allied troops landed at #Normandy, a heavily fortified stretch of French coastline to initiate #DDay. More than 10,000 Allied soldiers were killed or wounded, but by day's end, the Allies had begun liberating Europe. #TodayInHistory



1 5 7

Instagram



usarmy



usarmy Defending the #nation is our responsibility.

It requires commitment to the #ArmyValues by all Soldiers and civilians, especially leaders.

This includes treating everyone with #respect, training and fighting as one #team, and having the #courage to always do what's right.



40,986 likes

6 DAYS AGO



Add a comment...



Post

Appendix H: Public Affairs Awards and Recognition Program

As of Dec. 3, 2025

KLW Award - Category L. Public Affairs Liaison of the Year

1. This award recognizes Soldiers that serve their commanders as a Public Affairs Liaison (historically known as Unit Public Affairs Representative). This category is open to non-Functional Area 46 officers in the rank of Cpt. (P) and below, and non-Public Affairs/non-Visual Information Soldiers in the rank of Sgt. 1st Class and below.
2. Submit entry using the KLW Entry Form (see Appendix D).
3. Individuals must meet all eligibility requirements outlined in Section VI.
4. Submissions must include a valid DA 705 and associated DA 5500/5501 from 2025, sent from command awards POC to HQDA KLW POC.
5. Entries into the Public Affairs Liaison of the Year will consist of four products:
 - a. One photo product.
 - b. One print story (can be Information, Feature, etc.).
 - c. Two products chosen by the next echelon of command's Public Affairs Office:
 - i. Video product.
 - ii. Graphic product.
 - iii. One additional photo
 - iv. One additional print story.