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# Oklahoma Army National Guard Unit Public Affairs Representative (UPAR) Handbook



July 2019  
Oklahoma Army National Guard  
Office of Public Affairs  
3501 Military Circle  
Oklahoma City, OK 73111

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# **Section 1**

## **Getting Started**

## **How to Use this Handbook**

Welcome to the world of public affairs. Actually, if you're no stranger to the National Guard, you've probably been doing "public affairs" for some time, although you may not have called it that.

So, why a Unit Public Affairs Representative handbook?

Good question. To stand the best chance of establishing and maintaining the good will and public acceptance that is essential for your unit to be combat ready and succeed, you have to exercise an element of public affairs. Call it what you will, it still comes down to doing public affairs work, whether it's meeting with a newspaper or television reporter, or publishing a unit newsletter so your members and their families will know what is going on. And that is why one of the first things we suggest is that you read and become familiar with this handbook. Only then will you be able to fit the suggestions into specific public affairs goals for your unit.

This handbook is designed to simplify your public affairs efforts. It provides you a ready reference for dealing with public affairs issues. The handbook will not make you a public affairs officer, but it can help make your public affairs work easier and more effective. This effort should leave you with more time to concentrate on other important tasks to ensure your unit is at its best.

You really can't avoid public affairs. It's all around you and in your dealings with the members of your unit and the community. Public affairs doesn't just happen when you're talking with a reporter. It is an all-encompassing effort which has its principal goal of ensuring your unit is well accepted and supported in the community. Public affairs also means your members, their families and their civilian employers are equally well informed about National Guard programs and requirements which affect them.

## **About this Handbook**

The handbook has been written with as much common language as possible. For example, the chapter titled "How to Deal With Reporters," would be called "Media Relations" in the public affairs career field. "Publishing a Unit Newsletter" would

be called “Command Information” in the Army Guard and “Internal Information” in the Air Guard public affairs offices.

The handbook is a starting point - a tool to help you break the ground of the often confusing and mysterious field of public affairs. Get to know the full-time public affairs officer in your State Headquarters, and establish a relationship with other public affairs unit members in your state. Do this for both your Army and Air National Guard colleagues; public affairs is very much a joint effort. Also, there are many public affairs resources online.

### **Getting Started**

One of the first things a commander should do is appoint a Unit Public Affairs Representative, or UPAR, as they’re often called. As you consider a person to appoint, here are some suggestions to guide your choice:

- Your UPAR should be someone who is familiar with your unit and has proven him or herself as dependable. You need someone you can rely on to work independently, without a great deal of supervision.
- The UPAR should be able to communicate well... that is, they should be able to talk clearly and effectively to unit members, or reporters, if needed, although we’re not suggesting the UPAR replace the commander as spokesperson for your unit. That’s a task that properly remains with the leadership of a unit.
- The UPAR must be well organized. Time is precious for you and the UPAR. There’s isn’t time to repeat instructions or closely supervise someone’s work.
- Whoever you appoint will need at least three important things from you, the commander, and your unit: time, material and support.
  
- **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 adjustment while the UPAR learns the job. And to be fair to the person’s career, consider appointing them to the UPAR assignment on orders so their performance reports can record the person’s extra effort and skill. It also takes time for a UPAR to plan and carry out tasks. Time is especially important for a major project such as an open house or family day.

- **Materials** - The need for materials (supplies) will vary. The UPAR will need access to a smartphone and a computer to write stories and products.
- **Support** - This may be the most important element that a commander can provide a UPAR. Ensure the members of your staff know your UPAR and are aware that you support the UPAR's efforts. UPARs should attend appropriate staff meetings and be included in the planning process for unit events. A good UPAR is very much in the know regarding a unit's schedule. Post the UPAR's name prominently on your bulletin board and encourage unit members to talk with the UPAR about possible newsworthy events. Without overt support from the command, the UPAR program will fail.

If you have questions about using this handbook, contact the full-time public affairs officer at:

Oklahoma Military Department  
Office of Public Affairs  
3501 Military Circle  
Oklahoma City, OK 73111  
Comm: (405) 228-5212  
DSN: 628-5212

Good luck with your unit's public affairs program!

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### **Recommended UPAR Duties**

- Meet with unit commander and establish a unit public affairs plan.
- Make news releases to local media on unit personnel and activities.
- Work with your recruiters to publicize local Guard enlistments.
- Tell the National Guard story.
- Invite news reporters to visit your armory or local training sites.
- Recommend items of interest/need to the commander for presentation to troops during weekend training.
- Keep an inventory of command information items available from the

Departments of the Army and Air Force, and from your State Headquarters.

- Maintain a bulletin board with command information items.
- Assist in planning a unit open house or family day.
- Publicize unit participation in community projects or activities.
- With permission and proper presentation, serve as a spokesperson for your unit commander.
- Serve as the public affairs point of contact for your unit.
- Keep your full-time state public affairs officer advised on public affairs matters in your unit.
- Determine your resources and ask for assistance from your chain of command.
- Provide reference material for speeches or presentations
- Keep your commander advised of your activities.

# **Section 2**

## **Working with the Media**

## How to Deal with Reporters

In most circumstances, a UPAR will be seeking out a reporter as part of a unit's campaign to tell its story to the public. You will be the first to contact local journalists with news of a promotion, or the arrival of new equipment, or the selection of your unit for an innovative training program. On the other hand, when you have the least amount of time to talk with journalists or when there's been an accident or incident, journalists will call you.

Working effectively with reporters -- whether the news is good or bad -- requires preparation and practice. This chapter provides information on how to improve your media relations skills. First, a few words of caution. If a serious incident takes place involving members of your unit, or something happens in your area involving National Guard property or equipment, work with your chain of command to ensure that the full-time public affairs office in your State Headquarters is notified immediately. *If an accident involves serious injury, death or significant loss of property, the moment you finish calling for help from the police and/or fire departments, begin the process of notifying proper public affairs officials.* This is one of the most valuable things a UPAR can do. If you've done your homework and made advance contact with your full-time public affairs office, these procedures should be part of every unit's Standard Operating Procedures.

By notifying the state public affairs office immediately, you engage the horsepower of higher headquarters. Avoid the temptation to wade into a potentially complicated public affairs issue 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.

With that warning in mind, here's a brief analysis of the relationship that the National Guard has with the media along with recommendations on how to make the most of all situations.

**Fact** - Reporters have a job to do. Their stories and pictures serve an important function in our democratic society. Remember from history that the first item in our nation's Bill of Rights deals with freedom of the press. It is a cherished freedom that missions of others in the world do not enjoy.

**Fact** - Reporters have bosses to serve and often work in a fiercely competitive marketplace. To be successful, they must be accurate and fast. Their eagerness to work quickly doesn't always mesh with the military's careful way of doing its business, but a smart UPAR can learn how to serve the media's requirements for speed and accuracy while at the same time protecting the best interests of the National Guard.

**Fact** - Reporters are eager to learn about new things, experience new situations and meet interesting people. All of these factors contribute to their mission of informing the public. Harness this natural curiosity to your unit's advantage. Even during a crisis or when something has happened that doesn't put your unit in a positive light, a savvy UPAR works hard to ensure the story is accurate, fast and fair.

When you are dealing with reporters it is important to keep in mind the spirit of a Department of Defense document called the "Principles of Information." Briefly, these published principles require that everyone in the military must maintain open, honest and fair dealings with civilian journalists.

Information may not be withheld from a reporter who asks for it merely because the information may be embarrassing to the military.

### **Here are more Guidelines**

**Security** - Under no circumstances may classified information be released to a civilian journalist. Do not render any comments on matters which are, or may be classified. If you know that information being sought is classified, indicate just that and decline to comment further, even in an indirect manner. If you're not certain whether something is classified, find out before you respond to the reporter. Then, act accordingly. Use common sense, but don't use "it's classified" as a shield, either. A good UPAR should be notified in advance by proper military authorities if an operation or equipment contains classified information.

**Accuracy** - Along with speed, this is an equally important factor to any good reporter. Know what you are talking about. Use notes. Provide fact sheets or information papers to reporters, especially if the subject is complicated. While you want to be prompt with your response, take adequate time to be certain your information is accurate. Don't guess at an answer or be bullied by a reporter into responding with information that isn't correct. And if you make a mistake, contact the reporter quickly and set the record straight. Likewise, if a reporter had made a blunder in a story, contact them and politely explain the error.

**Privacy** - Be cautious when giving out information about members of your unit. A federal law called the Privacy Act is designed to protect the privacy of everyone and limits the types of information which you may provide about an individual. Check with your full-time state public affairs office for details of how the Privacy Act is handled in your state. The rules are grounded in common sense and are not that difficult to follow.

**Freedom of Information** - Along with the Privacy Act, another federal law called the Freedom of Information Act (FOIA) is designed to keep government papers, documents and records open to the public. As a UPAR it is very unlikely you will ever get involved in FOIA actions. But understand that the law is designed to prevent government agencies, including the military, from withholding its documents in response to a legitimate request from a reporter or other individual, even if the information is potentially embarrassing.

**Regulations and Policies** - Military regulations and policies, including those by the National Guard and your state, also may have an impact on what types of information can be released to reporters and by whom. As a UPAR, it is unlikely that you will be involved in many of these situations. But it is useful to be aware there are regulations regarding the release of information regarding an accident, for instance. Notification of next of kin and discussions as to the cause of an accident are matters covered by military regulations. Policies, on the other hand, often are developed in response to local situations and should be discussed with your state's full-time public affairs office.

**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 you know when and what to release, a UPAR should consult with higher headquarters or your state public affairs office. This might add delay to your ability to respond quickly, but it ensures accuracy and compliance with the rules that govern public affairs actions.

**Spokesperson** - Who speaks for a unit when a reporter wants to interview someone? The commander. A UPAR is likely to be very much involved in the process by providing support, and on occasion may have to pinch-hit, but it is the commander who has the responsibility of being the spokesperson for a National Guard unit. This doesn't mean that a reporter can never speak to someone else in a unit. A situation might require that a subject matter expert regarding a piece of equipment talk with journalists, but the commander remains responsible.

**Taking Questions** - Sometimes, a UPAR can't respond to a reporter's questions. Time is short, the question too delicate or complicated, or you're not sure about the authority you have to discuss a certain situation. When that happens, the common sense answer is to courteously respond, "I don't have any information for you. Let me check and get back to you." This answer won't make the reporter happy and they're not likely to give up on the topic, but it provides you the opportunity to forward their question to your higher headquarters or the state public affairs office.

**Public Affairs Guidance** - Even if you're dealing with reporters on what you would consider a "good news" story, the development of well prepared and coordinated public affairs guidance can be your most valuable tool. Public affairs guidance, or "PAG" as it is sometimes called, is your plan for action or plan for defense.

The best way to start preparation of guidance is to pretend you are a reporter. What are the questions you'd like to ask, especially the really tough ones that get to the heart of an issue? Once you have your list of questions, work with subject matter experts in your organization to develop the answers. Make sure your answers are accurate; within the boundaries of laws, regulations and policies; and have been coordinated with your higher headquarters. Rehearse giving your answers with

someone and make sure you don't forget to make your points.

The effort required to develop good public affairs guidance can be considerable, but it often can be the single most effective tool you can have in talking with reporters.

### **Special Circumstances**

*On occasion, a unit commander or UPAR may find themselves responding to a reporter's questions that deal with accidents, criminal matters or political activity.* Obviously, you will want to either turn the questions to your higher headquarters or the full-time public affairs office. In those situations where help isn't immediately available, or you are waiting for assistance, here are suggestions to aid your efforts:

### **Accidents**

When accidents happen, especially if there are major injuries or a death, you can count on being contacted by reporters. This will happen very quickly. Your first knowledge of an accident might come from a reporter who has learned of the incident from independent sources and is calling you for a reaction.

At the same time that proper military authorities are getting involved, the UPAR should swing into action by first gathering accurate information about the accident. This information becomes the basis of a statement that you can prepare, or that you can forward to your full-time public affairs office so they can take the lead and begin responding to reporters. The statement is likely to be very brief; it will acknowledge obvious details and explain that military authorities are involved in the investigation of what happened. Often, you may have to work in cooperation with local civilian law enforcement authorities or rescue personnel.

Two important things to remember:

**1. *Names of dead or injured victims must not be released until the victims' next of kin have been properly notified.*** Before releasing any names, check with your higher headquarters to make certain that relatives have been properly notified. If you are uncertain, use this statement: "The names of the victims are being withheld pending notification of next of kin."

**2. Do not speculate about the cause of an accident. An investigation will determine the cause.** You can't deny the obvious. If an aircraft has crashed and burned, say that a crash and fire have taken place, but don't speculate as to the reasons why.

### **Criminal Matters**

Reporters may call your unit for information about a person who may be suspected of, or charged with committing a crime. The event may or may not involve the military or the person's affiliation with the National Guard. That won't stop a reporter from contacting you.

When this occurs, you need to work quickly and carefully to alert your higher headquarters and the full-time state public affairs office. These people have the responsibility to prepare any media statements. Just as with an accident statement, you may be asked to help. And once a statement has been approved, you may be permitted to provide it to reporters.

Remember this:

The rights of a person accused of a criminal offense must be carefully guarded. This applies whether you are issuing a statement or responding to a reporter's questions concerning allegations of criminal activity. You must not provide any information that would interfere with an accused person getting a fair trial:

- If you have 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 a start of an investigation or arrest.
- Do not comment on evidence.
- Do not offer any opinion about the guilt of the accused.

### **Political Activity**

The realm of politics at any level - local, state or national - offers another public affairs challenge to commanders and UPARs.

Remember this:

- As a member of the National Guard you have the right to vote and are encouraged to do so. You may encourage others to vote, but when you are on duty, you cannot

participate in partisan political activity.

- Material supporting or commenting directly or indirectly on a political party or candidate must not appear in your unit newsletter.
- As a member of the National Guard, when you are on duty, do not solicit votes for a candidate or issue; do not make or solicit political contributions; do not influence or interfere with an election.
- Check with your Judge Advocate General office if you are not certain about a matter dealing with possible political bias.

Understanding the news media -- how they work -- what they look for -- what they consider news -- how best to convince journalists that your unit is newsworthy -- is a skill that can take years to develop. When you are the commander of a National Guard unit or a newly appointed UPAR, you never have enough time. This chapter is designed to provide you with some insight into news media and suggestions on how best to present your story to journalists who are just as busy as you.

This chapter won't make you an instantly successful news writer. You will find sample news releases at the end of the chapter that you can modify to fit your unit's needs. That's a start. From there the success of the program depends on how hard a commander and UPAR work at developing and maintaining relationships with journalists in your area.

Some words of caution. As you begin to develop your unit's public affairs program, do not assume you can create something the news media will accept as news. All too often, a flimsy or contrived news event backfires, and reporters then really have a news story on how they were manipulated. A newsworthy event should stand on its own. Don't be timid about presenting finished stories and story ideas to reporters, but make certain your offering is sincere and complete.

Here are some observations about the news media and how you can work with journalists to best tell the story of your unit:

**Reporters are professionals:** They value the work they do as a service to the community. They judge what is "news," that is their responsibility. Reporters may be willing to listen to your suggestions and read your submitted stories, but they reserve the right on what to publish or broadcast. Be prepared to hear the answer

“no.” Don’t take their response personally. Many factors are involved in determining what is newsworthy. Ask for their advice on meeting their needs and keep trying!

### **Find the Best Path**

When you set out to tell your unit’s story to the local media, it is important to find what medium works best to tell a certain type of story. Especially at the local level, hometown weekly or small daily newspapers work best to tell your stories about new recruits, community-based programs or changes of command. Likewise, hometown radio stations, small market television stations and cable television are productive places to present stories about local Guard unit activities.

**Newspapers** - Newspapers, especially community weeklies, small daily papers and free-distribution “shoppers” often are the most favorable place to publish National Guard stories and photos. Don’t overlook major daily newspapers if one serves your community, but be realistic in expending effort.

**Key individuals** - Smaller papers often have just one or two reporters who cover all news events. Get to know these journalists and work directly with them. At larger daily papers, often one or more reporters will be assigned to cover a military beat. As with their colleagues at a smaller paper, work with these individuals and, when appropriate, their first line supervisors.

**What works best** - Announcements about new recruits, troops graduating from military schools, promotions, changes of command, new equipment, construction projects and community relations events sponsored by National Guard units, especially those that benefit youth. Realistically, there are no limits to subject matter for newspapers. In cooperation with your full-time state public affairs office, consider inviting a reporter from newspapers to accompany your unit to annual training or on an overseas deployment. Check with your full-time public affairs officer before issuing invitations and be prepared to assist with coordination.

**Television** - Television has come to dominate much of the news business with its immediacy and ability to show the emotion of sounds and color pictures. Like the newspaper industry, television markets come in many sizes. You are most

likely to have success getting a local National Guard story told on a station from a smaller market than from a major metropolitan area. And like other media, you can count on reporters from nearly any size television station showing up without an invitation when your National Guard unit is involved in a breaking news story - favorable news (responding to a natural disaster) or bad (when there's trouble with personnel, equipment or facilities).

## **Social Media -**

**Key Individuals** - A station's news director runs the news department. Reporters cover general assignments or might be assigned to the military beat if the station is large enough. Front line supervisors at the news room often are called producers rather than editors. It's good to develop a working relationship with reporters and especially with producers, since they often control the assignments for field reporters.

**What Works Best** - Television is a visual medium that thrives on colorful, fast-paced action. Be prepared to provide access to reporters and their camera crews (that's usually a minimum of three people plus gear) with front line access to the action if you want to better ensure your story will make it on the air. And remember that like radio, television is a medium of immediacy. You will do best when a television crew has the opportunity to get its interviews and video quickly, so they can return to their station to finish editing their stories. While a commander has the responsibility of being the spokesperson for a unit and should be involved in meeting and working with journalists, consider carefully who is recommended to be interviewed on camera. Doing this well takes confidence and practice. If there is time, ask your full-time public affairs office for assistance. In cooperation with your full-time state public affairs office, consider inviting a reporter from television stations to accompany your unit to annual training or on an overseas deployment. Check with your full-time public affairs officer before issuing invitations and be prepared to assist with coordination.

## **Story Ideas**

Here's a list of events that could take place in your unit. Evaluate where

best to offer the story in your community by considering the “what works best” suggestions found in this chapter. Some ideas could be strong enough to offer to all media, others will require tailoring to meet the needs of print or broadcast:

- State emergency activation
- Unusual training programs
- Change to your unit’s equipment, force structure or mission
- Visits by well-known personalities
- Public service projects involving the community
- Charitable work by individuals (human interest)
- Drug demand reduction programs
- Programs that benefit the community’s youth or elderly
- An alert for possible federal activation
- Major awards and honors, and individual achievements
- Unit open house
- Interesting new equipment or aircraft
- Overseas deployments for training
- Events that have an impact on the local environment
- The local “spin” on national military policies, especially when they involve the personnel arena (e.g., homosexual policy, women in combat, etc)

### **Hints for the Commander and UPAR when being Interviewed**

You can successfully communicate with the public and have more positive control of an interview situation with:

- Knowledge of your subject
- Honesty and candor
- Positive attitude
- Use of concise, simple language
- Familiarity with the media

### **Points to Remember**

- You represent the National Guard and the larger active-duty military establishment when you deal with journalists. Always keep your personal views and opinions out of the interview.
- Begin with the attitude that a reporter represents the public, and the public has a

right to know about the military.

- Avoid technical language, jargon and military acronyms. Be aware that very few civilian journalists have military experience.
- Put your conclusion into the front of your interview remarks, then expand on the topic.
- Speak in short, effective sentences. Long answers are seldom used in broadcast or print stories. The more you talk, the more chance for saying something that can be misunderstood.
- Stop talking when you've made your points.
- Stay "on the record." Don't say anything outside the interview you wouldn't want to see or hear in the news. Don't agree to respond "on background" or go "off the record" with a reporter.
- Keep your cool when under verbal fire.
- Don't automatically accept a reporter's facts or figures as correct.
- Don't answer hypothetical questions. Generally, these questions begin with "what if?" situations proposed by a reporter.
- If you don't know the answer, say so. Offer to find the answer.
- Never use the phrase "no comment." Explain why you can't answer the question. (Remember matters of security, accuracy, military policy and propriety.)
- Most reporters are generalists. You are the expert on military matters. Do not be timid if you have an opportunity to educate a reporter about military issues.
- Don't try to "snow" a reporter. Be polite, professional and sincere.
- Arrive on time for news media appointments. Talk to reporters about the subject points that are key to the story or that you would like to discuss.
- Prepare for interviews. Know the talking points that you want to make, and remember why you were asked for the interview.
- Establish ground rules and subject matter to be discussed prior to the start of a formal interview.
- Do your homework. Practice talking about the subject with someone who will ask you questions, especially the difficult questions. Even in your specialty, a brush-up is wise.
- Provide reporters with fact sheets that explain the technical specifications of equipment or the organization of your unit. Very few reporters have military experience, so they appreciate fact sheets that help them with nomenclature of

equipment and correct spellings.

- Call on your full-time state public affairs office for assistance.

### **Public Affairs Resources to Help You Publicize your Unit**

Your state National Guard's full-time public affairs officer and staff should be able to assist you with the following:

- Assistance to units large and small
- Full-time coordination for support from your state's Army public affairs detachment or higher headquarters public affairs assets
- Coordination of a public affairs support plan for your unit's annual training
- Conduct training for your Unit Public Affairs Representative (UPAR)
- Publish a statewide newspaper or magazine and World Wide Web site
- Speech file references
- On-site public affairs support during an emergency

### **An Army National Guard Public Affairs Detachment can provide:**

- Support to the state's overall public affairs program
- Support to National Guard units in your state
- News release support to newspapers, television and radio stations
- Still photo support. Increasingly, this is being done with digital cameras
- Videotape capability
- On-site assistance during emergencies
- Support for production of a statewide National Guard newspaper, magazine or World Wide Web site

### **Statewide News Coverage**

There are a number of activities in your state each year that result in what might be described as expected or predictable coverage by the news media. Remember, even a topic that generates routine interest requires effort on your part to ensure your story is presented in an interesting, accurate and timely manner. Here's a list of story topics that should be on your "must do" list:

- Changes of command
- Changes to the force structure or mission of your unit
- Officer and NCO academy graduations

- Presentation of awards and decorations to your unit or individual members

### **Hints for Radio and Television Interviews**

The following suggestions are aimed at broadcast interview appointments. Most of the recommendations also apply to print interview situations, especially when a newspaper photographer will be present:

- Know as much as possible about the subject. Don't guess at an answer or respond to hypothetical questions. If you don't know an answer, say so.
- Be aware of your speed in talking - not too fast, not too slow. Regional accents and dialect add interest to broadcast stories, so don't let this be a barrier to someone being interviewed. At the same time, the interviewee must be able to communicate clearly and effectively.
- Gestures and mannerisms can be very distracting. Be careful what you do with your hands, legs and facial gestures.
- Wear the proper uniform and wear it correctly. If you're in a studio, Class A is likely to be appropriate. If you're in the field, match what the troops are wearing. Be alert that proper safety gear and other uniform items are worn correctly, especially when in a field environment. At the same time, don't interrupt an interview if you notice an unfastened button or something that the civilian audience won't notice as being out of regulation. Use common sense when it comes to uniforms and equipment.
- Rehearse what you want to say with someone who asks you questions, especially the tough ones you might expect.

# **Section 3**

## **News Releases**

- Be on time for interview appointments. If you're the guest on a call-in show or other live interview, the station is counting on you to be on their program.

### **Sample News Releases**

The following sample news releases are provided to assist you in preparing unit-level releases. All releases should be typewritten and doubled-spaced on your unit's letterhead. Never send a fill-in-the-blanks news release that has been hand-written. Include your name and unit phone number on the release, or the name and phone number of a knowledgeable person who can assist a journalist with any follow-up questions. Keep a copy of every release in your unit files. If the news has impact at higher command levels or is especially unique, send a copy to your state Public Affairs Officer.

## **SAMPLE NEWS RELEASES**

### **PROMOTION**

#### **UNIT DESIGNATION**

Date

**FOR IMMEDIATE RELEASE**

For Additional Information, Contact:

Telephone:

\_\_\_\_\_ (name) of \_\_\_\_\_ (hometown) has been promoted to the rank of \_\_\_\_\_ (describe new rank in words such as staff sergeant, not E-6) in \_\_\_\_\_ (Guard unit).

\_\_\_\_\_ (last name) has been a member of the \_\_\_\_\_ (state) Army/Air National Guard for \_\_\_\_\_ years. The promotion brings a new position, that of \_\_\_\_\_ (job title), with responsibilities for \_\_\_\_\_ (explain new duties).

In civilian life, \_\_\_\_\_ (last name) works at \_\_\_\_\_ (employer) as a \_\_\_\_\_ (job title).

## Example of full-length promotion article

News from the Oklahoma Army National Guard  
.....

For More Information Please Contact:

COL Joe Snufferson  
Oklahoma Military Department  
Office of Public Affairs  
3501 Military Circle  
Oklahoma City, Oklahoma 73111-4305  
(405) 228-5212

FOR IMMEDIATE RELEASE

### **Ada native promoted, takes on new command**

For more than 20 years, Lt. Col Joe Blow, a native of Ada, has served the Oklahoma Army National Guard with honor and distinction. On July 28th, Blow's years of hard work and dedication to duty were rewarded as he was promoted to the rank of Colonel and named as the Director of Military Support for the Oklahoma Army National Guard.

As the Director of Military Support, Blow is responsible for the coordination of efforts between the Oklahoma National Guard and civil authorities across the State. "The Military Support Section acts as a support system for civil agencies in a time of crisis." Said Blow. "We make sure that civil agencies have access to Army and Air Guard facilities, manpower and equipment during recovery efforts after, tornados, floods or even terrorist attacks."

On August 1st, the Military Support Section began 24-hour operations in their Emergency Operations Center (EOC). The EOC, located in Oklahoma City, will remain in a 24-hour operational status until sometime after the Presidential inauguration next January. "We currently have no indication that there will be any subversive activity anywhere in Oklahoma between now and the Inauguration,

-more-

Sec3:3

2-2-2

## Blow Promotion

but the tragedy at the Murrah Building taught us that you can never be overly prepared,” Blow commented.

Before receiving his latest assignment, Blow spent five years as the Director of the Oklahoma Military Department’s Counter Drug Plans and Operations Training Department.

Among his many responsibilities as the Counter Drug Director, his department aided Oklahoma law enforcement agencies in the surveillance of illegal drug production and distribution activities allowing rural and state law enforcement agencies to utilize their manpower more effectively.

Previous to his Counter Drug assignment, Blow served for 10 years as the Executive Officer and Administrative Officer for the 120th Service and Support Battalion in Ada.

Blow enlisted in the Oklahoma Army National Guard’s 120th Service and Support Battalion in January of 1974 and received his commission in 1976 through the Oklahoma State Officer Candidate School.

Over the past 19 years, Blow has held numerous command positions with in the Oklahoma Army National Guard to include: Battalion Commander for the 700th Support Battalion; Headquarters Company Commander, S-1, S-2/S-3 and Battalion Executive Officer for the 120th Supply and Service Battalion; Force Integration and Mobilization Plans Officer for the Oklahoma Military Department; and Director of the Oklahoma Military Department’s Counter Drug Plans and Operations Training Department.

He holds a Bachelors of Arts Degree in Management for Southern Nazarene University and a Masters of Science Degree from Oklahoma State University. Blow currently resides in Norman.

## AWARD PRESENTATION

### UNIT LETTERHEAD

Date

FOR IMMEDIATE RELEASE

For Additional Information, Contact:

Telephone:

Email:

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

In civilian life, \_\_\_\_\_ (last name) is employed by \_\_\_\_\_ (employer) \_\_\_\_\_ as a \_\_\_\_\_ (give title/duties). He/she has been a member of the \_\_\_\_\_ (state) Army/Air National Guard for \_\_\_\_\_ (years), and currently is assigned to \_\_\_\_\_ (unit) as a \_\_\_\_\_ (describe military duties).

-30-

Example of full-length award article

News from the Oklahoma Army National Guard

.....

For More Information Please Contact:

COL Joe Snufferson  
Oklahoma Military Department  
Office of Public Affairs  
3501 Military Circle  
Oklahoma City, Oklahoma 73111-4305  
(405) 228-5212

FOR IMMEDIATE RELEASE

OKLAHOMA CITY - Capt. Jonathan Doe, Jr., of Shawnee, was recently awarded the Bronze Star and the Air Medal for his service in Operations Enduring Freedom and Iraqi Freedom.

Doe is the Commander of Detachment 1, Company G, 149th Aviation, a CH-47D Chinook Helicopter unit headquartered in Lexington, Okla. The unit was notified they would deploy into a combat theatre of operations on January 27, 2003. They departed for their mobilization station and on February 9 and deployed overseas during the 1st week of April.

When the unit reached its Theatre of Operations, they began combat aviation operations into hostile territory. The unit provided direct support to Coalition Forces and direct support to the First Marine Expeditionary Forces.

Doe was awarded the Bronze Star for exceptional service while assigned as the Detachment Commander and Operations Officer for Company G, 149th Aviation in support of Operations Enduring Freedom and Iraqi Freedom. As the Commander, Doe's leadership was instrumental in his unit's successful arrival at the mobilization station within eight days of mobilization day and once in theater ready for missions, in record time, in a combat zone.

Doe coordinated, planned and supervised over 1700 combat flight hours under

-more-

Sec3:6

2-2-2

Doe Award

the most extreme conditions day or night in enemy territory. Missions were flown at extremely low altitudes to avoid enemy detection and increase survivability. Missions included emergency re-supply of food, water, medical supplies, clothing, repair parts, ammunition, body armor, emergency evacuation and air movement of combat soldiers into hostile territory.

As a helicopter pilot, Doe was also awarded the Air Medal for meritorious achievement while performing aerial flight into hostile territory during Operation Iraqi Freedom. Doe piloted his aircraft into enemy territory and assisted in the deployment of over 1200 soldiers, their weapon systems and supplies totaling over 583,000 pounds, into central Iraq to provide security, offensive and defensive operations.

Doe and his wife, Crystal reside in Shawnee.

-30-

Sec3:7

## HOMETOWNERS

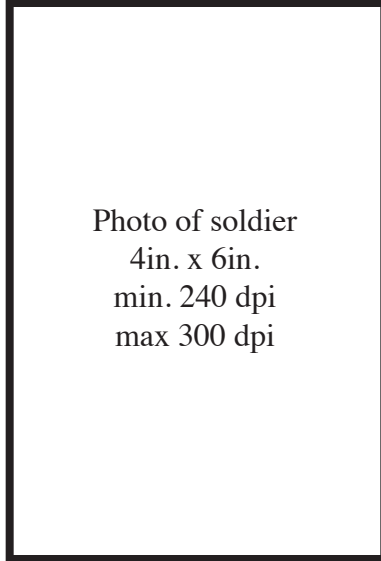
### UNIT LETTERHEAD

Date

FOR IMMEDIATE RELEASE

For Additional Information, Contact:

Telephone:



\_\_\_\_\_ (rank and name) of \_\_\_\_\_ (hometown), a member of \_\_\_\_\_  
\_\_\_\_ (National Guard unit), \_\_\_\_\_ (military occupation) \_\_\_\_\_ (task  
being performed in photo) \_\_\_\_\_ (location). In civilian life, \_\_\_\_\_  
(last name) is employed by \_\_\_\_\_ (employer) \_\_\_\_\_ as a \_\_\_\_\_  
(give title/duties). He/she has been a member of the \_\_\_\_\_ (state) Army/Air  
National Guard for \_\_\_\_\_ (years), and attends \_\_\_\_\_ (college or university)  
where he/she is studying \_\_\_\_\_.

## Example of full-length award article

News from the Oklahoma Army National Guard  
.....

For More Information Please Contact:

COL Joe Snufferson  
Oklahoma Military Department  
Office of Public Affairs  
3501 Military Circle  
Oklahoma City, Oklahoma 73111-4305  
(405) 228-5212

FOR IMMEDIATE RELEASE:



Spc. Steve Studmuffin, of Studville, a Field Artillery Metrological Crewmember with the 1st Battalion, 160th Field Artillery, 45th Infantry Brigade, Oklahoma Army National Guard, prepares a weather balloon transmitter to collect atmospheric weather data during training exercises at Ft. Chaffee, Ark. Studmuffin is one of 1,500 soldiers from the Oklahoma Army National Guard that are taking part in annual training at Fort Chaffee. Studmuffin is an eight year veteran of the Oklahoma Army National Guard and is using the Oklahoma Army National Guard's Tuition Fee Waiver Program to attend Rose State College tuition free.

OKARNG - Hometown News Release Information

Frame # \_\_\_\_\_

Name \_\_\_\_\_

Rank \_\_\_\_\_

Unit & Co. \_\_\_\_\_

Hometown \_\_\_\_\_

Local Paper \_\_\_\_\_

Family Hometown \_\_\_\_\_

Local Paper \_\_\_\_\_

Using Tuition Fee Waiver? \_\_\_\_\_

School \_\_\_\_\_

Civ. Employer/Job Title \_\_\_\_\_

\_\_\_\_\_

Years In OKARNG \_\_\_\_\_

Notes \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# **Section 4**

## **News Photography**

## Photography Tips

Providing local newspapers with good photographs can go a long way toward getting your story into print. When you lack either the time or the manpower to receive photo support from a higher headquarters, your UPAR or other designated person can step in and fill the bill. Thanks to digital and smartphone cameras, film and film processing are no longer needed. But easy-to-use cameras still require some care and practice.

First, a good photograph must meet certain technical standards. To be used in a newspaper or magazine, a photo must be in sharp focus - no exceptions. The photo should have a good range of contrasts, that means it should not look washed out or muddy. And since most photos are printed in color, the colors should be rich and vivid.

Second, a photo must have eye appeal. It should grab your attention and the attention of a reporter or editor who makes the decision on whether it is published or not. From the smallest weekly newspaper to a big city daily, all papers want to publish photographs with visual stopping power. Don't settle for second best.

Third, a photo must serve the purpose of illustrating the story you are telling. If your story is about a change of command, a good head and shoulders picture of a new commander illustrates the story, probably much better than a group picture of the unit's senior leadership, or the customary "passing the flag" picture. If your unit has received new equipment, take photos of the equipment in action, not in a parking lot or resting on the armory floor.

Any subject - a person, equipment, or training area - can be photographed in an unlimited number of ways. Each picture will give a different impression of the subject. Close-ups can be very powerful images. Taking a photo at an unusual time or day or during stormy weather can add additional impact to a photograph and increase your chances for having it published. Armed with a dependable camera and plenty of film, a good photographer needs to develop his or her ability to observe the action and decide how best to tell a story with one or more photographs. Be willing to experiment, be willing to practice, and ask for help from professionals.

## **Here are a few more photography tips:**

1. Look for informal or unrehearsed scenes. Posed pictures look “posed” and don’t have the stopping power that will catch an editor’s eye. Since you can’t always take pictures without others noticing, spend a few moments with your subjects to put them at ease as much as possible.
2. Beware of things in the background of your photos. Is a tree branch or howitzer barrel “growing” out of the back of the head of your subject? And be aware that it is hard to see troops in camouflaged uniforms when they are posed against trees and shrubs. That’s the point of military camouflage, but there are times when you must avoid it with news photography. Shoot from a lower angle and make the sky your background, or search for other viewpoints that reduce the chance your subjects will blend into the background too much.
3. Take a few moments for a “safety check” of your subjects. Are they in a proper military uniform? Are they working with equipment or weapons in an approved and safe manner? If you must, put things in order before you take the picture. It is unreasonable to make every scene appear inspection-ready, but be sensible.
4. Don’t crowd a photograph with people or subjects. A flexible limit of four or five people to a shot should be the maximum. And in your finished prints, each person’s face should at least be the size of a dime for it to reproduce well in a newspaper.
5. Avoid grip-and-grin photos for newspapers. They’re just fine for scrapbooks, but most editors avoid these photos at all costs. If a person is receiving an award for a job well done, the best photo is a picture of the soldier or airman on the job.
6. Fill the viewfinder of your camera with the subject you want published in the paper. This means getting as close to the action as is safely possible. When you move in close, take the picture. Then move in closer and take one more.
7. Watch the horizon when you are shooting indoors. Unless you are trying to dramatize the action, the horizon should be as level as it is in nature. If the picture isn’t straight, it marks you as a beginner and reduces your chances a photo will be published.

8. Speed is important. Your photos and articles should be delivered to a newspaper, together, as quickly as possible. The news value of a story and pictures is very perishable. This often means meeting deadlines in hours, not days, and certainly not from one month's training assembly to another. If you can, use e-mail to deliver your products.

9. Every photograph must have a caption. Take extra care to ensure that names are spelled correctly and that equipment or the action in the photo is adequately described.

# **Section 5**

## **Keeping the Families Informed and other Considerations**

## **Keeping Family Members Informed**

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 of people who must be reached if you are to have an informed and capable unit. These include the members themselves, and their families. In many instances they are not only the most difficult to reach with your message, but the most important.

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

### **Why family members?**

Increasingly, being an active, consistent participant in the National Guard is requiring a significant amount of each member's time and energy. The days of the stereotype that the Guard is a "club" are long gone. Our nation and states place too much reliance on the capabilities of the National Guard to permit that luxury. Longer, more intense training periods and the increased tempo of training have resulted in increased demands on each member, and on their families.

Critical to maintaining support from a Guard member's family is to ensure they understand what is going on in your unit and how that is important to the welfare of your state and the defense of our nation. The key word is "understand," and in order for family members to continue to understand and support their spouses' participation in the Guard, they have to be continually informed of the reasons why the Guard is important and why the contribution of their spouse and family is necessary.

### **What help is available?**

The list of materials is nearly endless. However, an effective local command information program requires imagination and a clear idea of the subject you need to address, and the amount of effort you can contribute.

**Websites** - The National Guard Bureau and the National Guard of each state maintain websites on the Internet. One of the best ways to start your search is to look up the following websites:

<https://ok.ng.mil>

The official website of the Oklahoma National Guard

<https://www.nationalguard.mil>

The official website of National Guard Bureau

<https://www.defense.gov>

The official website of the Department of Defense

**Army and Air Force Public Affairs** - The public affairs offices of the active Army and Air Force publish a wide variety of command information products. You receive most of them at your unit already, especially publications such as Soldiers and Airman magazines.

**Audiovisual** - Modern technology and the Internet are fast replacing much of what once was called audiovisual materials. The movie projector has long ago been replaced by streaming video services, and the Army and Air Force continue to produce a wide variety of materials that can be used to inform unit members and their families. Many units and states, too, produce excellent video and podcast programs.

## **Considerations for the Commander**

**Time** - Your challenge is balancing your need for providing timely, needed information against all other training requirements. It takes innovation and effort to win at this game.

**Facilities** - Some things are appropriate for presentation in a troop formation or large classroom, others are not. Finding the right combination and then fitting them into your schedule is another piece of the puzzle.

**Personnel** - Hopefully, your UPAR can be a significant help in setting up and assisting your command/internal information efforts. In some states, there is a list of experts available to help on complicated projects. A member of the legal staff, for instance, may be best suited to present information on the need for writing your will.

These may seem to be common sense suggestions, and that's just what they are. Much of a successful information program requires common sense. But these suggestions also reflect the fact that a good command/internal information program requires planning and action.

# **Section 6**

# **Mobile Devices & Social Media**

## **Going Mobile: Social Media and your Unit**

In the rapidly developing world of social and digital media, speed is king and mobile devices are the keys to the kingdom. Nearly every Soldier and Airman has a smart phone and as a UPAR you can turn this into one of your most powerful tools to tell your unit's story

### **Photography on a mobile device:**

Cell phone photography is governed by the same principles that govern big expensive cameras. Make sure your subject is in focus, make sure nothing is “growing” out of your subject, ensure the horizon is mostly straight and your phone will do a lot of the work for you. For help on how to compose a photo, see section 4.2 of this handbook.

Depending on what type of phone you have, the camera will function slightly differently. However, most operating systems are similar in that once you activate the camera, touching the screen where you want to focus will focus the camera on that point.

Both Android and iOS phones have several shooting modes. An Android phone can shoot in auto (the most common), pro (allows you to change settings such as ISO, shutter speed and aperture), panorama, selective focus, slow motion (video), hyperlapse (video), and virtual shot. iOS phones have similar settings.

Once you take the photo, it will be saved to your camera roll/gallery and you can access it to edit from there. On both Android and iOS operating systems, there are a handful of native editing tools. You can crop, adjust angles of photos, apply filters and write on photos. Beyond the editing tools that come standard with your phone or mobile device you can download or purchase apps to help in your editing process. As you edit your photos for release, remember to reference the DoD VI Styleguide Chapter 8: Visual Information Ethics for guidance on what are acceptable edits to DoD imagery.

## **Shooting video with a mobile device**

When shooting video with your phone or mobile device, think about where you want that video to go. If it is to traditional media or to most social media, shoot horizontally. If you're shooting specifically for something like Instagram or Facebook stories that are meant to be watched vertically, then shoot vertically.

As previously stated, smart phones have several advanced settings that can be used to create dramatic effects - think about being at a howitzer firing point and recording a video using the slow-motion effect. You record the shot, and then in the camera app, you can slow down the actual moments the round escapes the tube.

## **Publishing mobile images and video to social media**

Once you have shot, selected and edited a photo or video that you would like to post to social media, you now have to upload it. Depending on what social media platform you want to post to, the upload process will look a little different.

The instructions included in this manual are subject to change as the social media platforms change their user interfaces based on market research.

Facebook:

- Go to “My Pages” and select the page you wish to upload to.
- Scroll slightly down the page and look for a prompt to “create post.” It appears as a blue bar at the bottom of the screen once you scroll past “Top Fans”
- You will be taken to a new screen where you have the option to add photos/video.
- Add the photo/video. Facebook has size restrictions. See Facebook help center for current size limits.
- Write a short, descriptive caption about who, what, when, where and why the action in the photo is taken. If you would like to provide photo/video credit use “(Oklahoma Army National Guard photo by RANK FIRSTNAME LASTNAME).”
- If the photo is of training, make sure to denote that.
  - Sgt. Joe Rifleman, an infantryman with YOUR UNIT from SOLDIER’S HOMETOWN, searches for opposing force role-players while manning an M240 machine gun during training at Camp Gruber, June 20, 2019. (Oklahoma Army National Guard photo by Spc. Jack Joseph)

- If the photo is of a promotion or another ceremony, a lighter caption can be used.
  - Join us in congratulating Capt. John Public in taking command of Alpha Troop, 1st Battalion, 180th Cavalry Squadron.
- If you make an error while drafting your post, you can make a correction as Facebook will allow edits of published posts.
- Tag the @oklahomanationalguard Facebook page along. Include #OKGuard in your post along with any other applicable hashtags. Tagging and hashtags will be addressed in the next section of this chapter.

#### Twitter:

- Log in with your unit/account login.
- Create a new post. Currently this is done by clicking a blue circle with a quill/pen inside. Once you click that, you will be prompted to write a post and your photos will appear in the bottom of the prompt.
- Be especially careful while drafting and reviewing your post on Twitter as there is no edit button once you post. The only option if you make an error or don't get the correct wording is to delete the post and try again.
- Write a short, descriptive caption of what action is being seen in the photo or video.
- Tag @OKGuard and Include #OKGuard in your post along with any other applicable hashtags.

#### Instagram:

- Log in with your unit/account login.
- Click the + button centered at the bottom of the screen.
- Select a photo/video from your mobile device.
  - Edit as needed, within DoD guidelines of acceptable edits.
- Write a descriptive caption of what action is being seen in the photo or video.
- Tag @oklahomanationalguard and Include #OKGuard in your post along with any other applicable hashtags.
- 

For any further guidance on publishing to social media, speak with the OKNG social media manager.

## Tags, Hashtags and Special Considerations

When posting to social media, be sure to tag the official Oklahoma National Guard account on whichever platform you are using. This allows the OKNG social media manager to quickly identify and share posts by units as well as creates a link between your post and the primary OKNG social media platforms. This increases the likelihood of audience members following the primary pages and broadening the range of their reach.

You can also tag your higher headquarters if they have a social media presence. An example would be a UPAR for the 1st Battalion, 160th Field Artillery Regiment, 45th Infantry Brigade Combat Team, posting a photo of a howitzer firing with the following caption:

“King of Battle! Charlie Battery sends rounds downrange providing fire support for other units of the *@45th Infantry Brigade Combat Team*.

*#AlwaysReady #AlwaysThere #OKGuard”*

Hashtags (#) increase the search-ability of social media posts. When writing social media posts, you can use popular hashtags to attach your post to a popular theme or trend. Hashtags cannot have spaces between words or punctuation included. The Oklahoma National Guard uses *#OKGuard* as a standard hashtag across all social media platforms. To meet National Guard Bureau’s branding, the OKNG also uses *#AlwaysReady #AlwaysThere*.

When conducting a state active duty mission, the OKNG will match messages and hashtags being used by the State of Oklahoma. The most popular are *#OklahomaStrong* and the *#OklahomaStandard*. When dealing with severe weather, a popular hashtag is *#OKWX*.

One way to make sure you are not using a hashtag with negative connotations is to check a service like tagboard where you can type in your proposed hashtag and it

will search social media platforms for instances of the hashtag. You can also do a search on a specific platform of that hashtag.

Because mobile devices offer a nearly instant view into your unit's activities, you must be extra vigilant to practice operational security. Operational security is something all Guardsmen practice and Public Affairs is no different. An important step in guarding OPSEC is ensuring the GPS tagging on your phone is turned off before taking photos or videos. Another important step is checking the backgrounds of your images for sensitive information like an ID badge, maps or white boards with PII or operational information. Those tasks seem simple, but are easily overlooked when working in high operational tempos.

Another OPSEC consideration is not sharing live videos of movements that could give away your unit's location. Do not share photos or videos inside secure tactical operations centers or wide angle views of your TOC or unit position. The reason you so rarely see photos of battalion/brigade tactical operation centers from the outside is because those images could provide range finding/force protection information to those who wish to harm your unit. Even motor pools are traditionally off-limits for photos because a wide-angle image could show the number and types of vehicles a unit can bring to the fight.

### **Creating and Maintaining a Social Media Presence**

To create a unit social media presence, you must first have the approval of your commander. The lowest suggested level of social media presence is at the MACOM level. However, historically some battalions and other separate units have successfully maintained a social media presence.

If you plan to develop a social media presence for your unit, you need to define your audience and plan to have a regular posting schedule. A regular posting schedule for the OKNG is defined as no less than two post per week on a platform.

If you cannot meet those requirements for at least six months, you should consult your MACOM PAO or the state social media manager to have your content included on their pages.

NOTE: All Army social media sites must be registered with the Army and meet their social media requirements. To register your page and see their requirements, visit <https://www.army.mil/socialmedia/register>.

Selecting an account admin is a key step in maintaining social media accounts. Facebook allows multiple people to be included as page or group admins. Your commander should be included as an admin, as the page is ultimately their responsibility. Other social media platforms, such as Twitter, have a username and password. This can be shared between the UPAR and commander.

As an administrator of a social media page, you must know whether you are logged in on your personal account or the unit account, especially when working on a mobile device when it can be hard to tell. Many social media managers and UPARS have had their careers ended for inadvertently sharing personal opinions, jokes, photos and messages on official pages.

Audience engagement is an important piece of social media management. Be prepared to interact with your audience through images, comments and direct/private messages. However, do not feed the trolls. If someone is creating a hostile environment on your social media page, notify the OKNG social media manager.

As stated before, be very aware of OPSEC concerns on your social media. Do not discuss in public post or private/direct messages specifics about unit drill dates, specific members, deployments or something that could harm your unit's mission.

Do not hesitate to contact the OKNG Public Affairs office if you have any questions about creating or maintaining a social media presence for your unit.



**OKARNG**  
**Public Affairs Contacts**

**State Public Affairs Office**

3501 Military Circle  
Oklahoma City, OK 73111  
Comm: (405) 228-5212  
DSN: 628-5212

Oklahoma National Guard Social Network Sites

:

[www.facebook.com/oklahomanationalguard](http://www.facebook.com/oklahomanationalguard)  
[www.flickr.com/photos/oklanationalguard](http://www.flickr.com/photos/oklanationalguard)  
[www.youtube.com/OklaNationalGuard](http://www.youtube.com/OklaNationalGuard)

## OKARNG - Hometown News Release Information

Frame # \_\_\_\_\_

Name \_\_\_\_\_

Rank \_\_\_\_\_

Unit & Co. \_\_\_\_\_

Hometown \_\_\_\_\_

Local Paper \_\_\_\_\_

Family Hometown \_\_\_\_\_

Local Paper \_\_\_\_\_

Using Tuition Fee Waiver? \_\_\_\_\_

School \_\_\_\_\_

Civ. Employer/Job Title \_\_\_\_\_

\_\_\_\_\_

Years In OKARNG \_\_\_\_\_

Notes \_\_\_\_\_

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## OKARNG - Hometown News Release Information

Frame # \_\_\_\_\_

Name \_\_\_\_\_

Rank \_\_\_\_\_

Unit & Co. \_\_\_\_\_

Hometown \_\_\_\_\_

Local Paper \_\_\_\_\_

Family Hometown \_\_\_\_\_

Local Paper \_\_\_\_\_

Using Tuition Fee Waiver? \_\_\_\_\_

School \_\_\_\_\_

Civ. Employer/Job Title \_\_\_\_\_

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Years In OKARNG \_\_\_\_\_

Notes \_\_\_\_\_

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