



**MARYLAND NATIONAL GUARD
JOINT FORCES HEADQUARTERS
PUBLIC AFFAIRS OFFICE**

Fifth Regiment Armory
29th Division Street
Baltimore, MD 21201-2288

NGMD-PAO

7 June 2016

Dear Unit Public Affairs Representative:

Thank you for your enthusiasm in taking up this challenging and important job of Unit Public Affairs Representative (UPAR). You are empowered by your commander to inform the public on all the great things that your unit does for the community each month.

This additional duty must not be taken lightly. Commanders need to recognize new Soldiers, promote, re-enlistment, and award current Soldier as well as have significant training events documented. The UPAR program is essential to motivating Soldiers by rewarding them and showing our appreciation. You can make the Soldiers feel good about their service and their units.

This packet has been prepared by the Maryland National Guard Public Affairs Office to make it easier to produce quality products for national distribution. Use the "fill-in-the-blank" releases provided to make it easier on you. Please do not hesitate to contact your higher command for assistance. If you require additional assistance contact the Maryland National Guard Public Affairs Office at 410-576-6179 or via email at ng.md.mdarnq.list.pao@mail.mil.

I appreciate you taking the time recognize your fellow Soldiers and promoting the Maryland Army National Guard. Keep up the good work by helping to shape the future force.

Sincerely,

CHARLES S. KOHLER
Colonel, MDARNG
Public Affairs Officer