HOW-TO GUIDE FOR CIVIL AIR PATROL PUBLIC AFFAIRS

How-to Guide
for Civil Air Patrol
Public Affairs

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INTRODUCTION.

Successful Public Affairs Officers are very important to the Civil Air Patrol. They tell our story to our members as well as the larger audience outside the organization. They also have key roles in protecting CAP by advising our commanders and senior leaders on important public affairs issues, including handling crisis communications and planning long- and short-term goals, besides being involved themselves in operational missions as PAOs.

Many of our PAOs are not trained in the arts and skills required by the more specialized Public Information Officer, yet they do have the enthusiasm and energy to learn the basic skills to successfully tell the CAP story. This is where the new "How-to-Guide for Civil Air Patrol Public Affairs" comes in. The result of hundreds of hours of work on the part of volunteer and professional public affairs teams, it is one of several resources to help them succeed. A member can study this guide and take an online open book test as the first step to becoming a PAO.

Public affairs involves a series of interlocking disciplines and moving targets, however, so we realize this guide will never be complete. Basic principles will remain the same, but the tools will evolve, so expect this "living" document to change over time as it is periodically reviewed by a team of volunteer PAOs and National Headquarters PA staff members.

I would like to express my appreciation to those who had a hand in creating this guide: Maj. Steven Solomon, Southeast Region PAO, who chaired the volunteer committee to write this guide; other volunteer PAOs who served on this committee, including Col. Stan Skrabut, Maj. Patricia Mitchum, Maj. Arthur Woodgate, Capt. James Ridley, Capt. Donald Penven, 1st Lt. Kimberly Bennett, 1st Lt. Jeanne Stone-Hunter and 1st Lt. Mark Swanson; and members of the National Headquarters PA staff, Julie DeBardelaben, Steve Cox, Kristi Carr and Dan Bailey.
This team did not agree on everything, but we do agree that everyone who studies and uses this guide will gain the skills needed to be a successful Civil Air Patrol Public Affairs Officer.

Best wishes,

Al Pabon, Major, CAP
National Public Affairs Team Leader

1. MISSION.

The mission of the Civil Air Patrol Public Affairs (PA) program is to inform internal and external audiences of Civil Air Patrol's national importance, safeguard the image and assets of the corporation, and strengthen relations with key audiences and customers, which enables the organization to grow.

Congratulations. You've just been appointed and accepted the position of the public affairs officer (or deputy) at the flight, squadron, group, wing or region level. You may be wondering, "What do I do now?"

The answers are available, if you have some time for reading and talking with others. But first, meet your best friend: **CAP Regulation (CAPR) 190-1**.[1]

This document is your lifeline to PA work, and it is in your own best interest to get to know it intimately. It is the CAP Public Affairs Program.

This CAP regulation, referred to throughout this manual in blue, governs some of the "how" and most of the "what" and "who" of public affairs – what you should be doing, how you're going to do it and who does what. This regulation also makes the assumption that you know how to do what you'll need to do, so that's why it's a bit thin on the "how."

You're probably familiar with Civil Air Patrol's three core missions, and that's a good thing. Now, in this how-to manual, you'll learn about the three PA missions, which are:

> • To inform internal and external audiences of CAP's national importance;

> • To safeguard the image and assets of the corporation; and

> • To strengthen relations with key audiences and customers, helping the organization to grow.

You'll get to know these as you learn the job, and the document you are reading now will make the "how" much clearer for you.

2. PUBLIC AFFAIRS OFFICER OBJECTIVES.

a. Increase public awareness of CAP, its local, state, and national missions and its contributions to the nation.

Your first objective will be getting to know the **CAP Public Awareness Plan**.[2]

This is a "big picture" view of what public affairs does for CAP. It should give you some idea about what you can do at your level, whether you're assigned to a squadron/flight, group, wing or region. In all likelihood, though, if you are at region, you probably know a great deal already.

Civil Air Patrol gets a lot of publicity when disaster strikes and we are called upon to work on assessment and recovery. But when that limelight goes away, it's up to us, at all levels, to tell the CAP story.

To be effective, you'll need to know the three CAP missions — Emergency Services, Aerospace Education and Cadet Programs — how they work, what it takes to do the job, and what it feels like when you do it.

b. Develop and conduct a comprehensive internal and external public relations plan.

For this objective, you'll need to talk to your commander, who is responsible for everything that happens in your unit.

No matter what you'd like to do for CAP as a PAO, you always need to do it with your commander's consent and direction. Your commander will set the priorities, and you'll need to do your best to make them happen. After you've done your homework and are familiar with both CAPR 190-1 and the CAP Public Awareness Plan, ask your commander for a chance to sit down and talk about it. Mind you, this might take some time.

Setting priorities with your commander, no matter what level of command you're assigned to, will likely revolve around the three PA missions.

If your commander decides that your squadron/flight, group or wing needs to reach out to the media, that goal will probably be your first priority. Whether you're new or an old hand at the business, you'll soon understand that the nature of the media is changing rapidly. It now includes a variety of methodologies and strategies that go from the traditional print and broadcast media to social and electronic media. It even stretches to other options accessed via the Internet.

CAP encourages good communication with "internal audiences" – our own members – using a variety of means that you and your commander will probably want to consider. Good communications with our own members is vital to making them:

> • Well-informed; and

> • Feeling that they are an important part of the organization.

As you'll learn from CAPR 190-1, you'll need to write a Public Affairs Plan for your squadron/flight, group or wing. If one is already in place, you and your commander should review it and adjust it annually. If a PA Plan does not exist, check with your next higher command. There's a good chance that document will help guide you and your commander in preparing your own plan.

Your commander might also feel that the "safeguard" function is a priority. As defined by CAPR 190-1, this means planning for crisis communications when things go badly. If your unit has a **Crisis Communication Plan,** review it with your commander and make any necessary adjustments. You should also check with the next higher command level for a copy of its Crisis Communication Plan, which you may want to use as a guideline for updating your own plan.

c. Promote cooperation between CAP and other aviation organizations, the military, business, industry and civic groups.

The last mission of CAP Public Affairs involves reaching out, usually physically — meeting face-to-face and shaking hands with specific people outside the organization. It might mean establishing communications with media organizations, civic groups and elected officials in your area, inviting them to become familiar with CAP or offering yourself as a speaker at their meetings. It could also mean making use of the brochures and posters offered to PAOs to help attract new members.

For this, you'll find some excellent material in the **PAO Toolkit**.[3]

Whatever you decide to do within CAP, remember that you're not alone in your three PA missions. You'll have fellow PAOs at your level and also those above, whose job is to mentor, lead and guide you. They can answer the many questions you probably have; just ask for their help.

Eventually, you'll learn what it is all about and become a productive PA practitioner. When you do and when you're ready, offer yourself as an asset to other PAOs, too.

3. ASSIGNMENT OF THE PUBLIC AFFAIRS OFFICER (PAO).

a. Each unit commander shall appoint a qualified individual to be the PAO.

CAP National Headquarters recognizes the position of Public Affairs Officer as an important one. This is because, without a PAO, it would be very difficult for a unit to establish a good PA program.

Also, without an effective PA program, many of the good things we want for the organization won't happen – we won't attract new members or be known to those outside the organization, and our current members may get bored and leave.

For this reason, CAP requires each unit commander to appoint a qualified individual to be the PAO.

b. The PAO shall be appointed in accordance with current personnel procedures in CAPR 35-1, Assignment and Duty Status. The next higher headquarters shall also be notified of all PAO appointments.

Don't worry if you don't feel qualified or "up to the task." At one time or another, every new PAO has taken a hard look at the daunting CAPR 190-1 and felt some misgivings.

You shouldn't worry, because you're not alone. As soon as a new PAO is appointed, the unit will report that appointment to its next higher headquarters. This means that squadrons/flights will report your appointment to their groups, groups to their wings, wings to their regions and regions to NHQ/PA.

Sometimes, this notification doesn't happen, so don't wait for the PAO at your next higher headquarters to contact you. If you contact your counterpart up the chain of command right away, you'll be ahead of the curve and will start getting help that much earlier.

c. In the absence of an assigned PAO, the unit commander is responsible for the duties of the PAO.

Reporting your appointment is very important, because the PAO at your next higher headquarters has a responsibility toward PAOs at your level, and that includes you. Your higher-headquarters counterpart is there to mentor, lead and guide you, helping you find the resources you'll need and generally making it easier for you to learn the trade as quickly as possible.

Every unit is required to report the appointment of a PAO to the next higher headquarters, even if the person has been assigned to multiple positions within a squadron/flight, group or wing.

To make sure this happens and an appointment is made, the position of PAO cannot be vacant. Therefore, if no one can be found to be the unit's PAO — something that can happen in smaller or newer squadrons/flights — CAP charges the unit commander with discharging the PA duties.

Should this be the case, the commander would need to report his or her own appointment as unit PAO to his or her next higher headquarters, so the higher headquarters PAO can assist the unit commander.

4. DUTIES AND RESPONSIBILITIES.

The PAO is supervised by the commander. The commander and the PAO, as the commander's delegate, are the official spokespersons for their unit. The higher headquarters' PAOs serve as advisers, mentors and resources for the development and implementation of an effective public affairs program.

Public affairs officers are supervised by their commanders, who are like their bosses in any commercial organization. Together, the unit commander and the PAO are the official spokespersons for their unit.

PAOs at the next higher headquarters (group, wing and region levels) are there to mentor, lead, guide and be resources for PAOs at each level below them. Wing PAOs are responsible for group PAOs, who are, in turn, responsible for squadron/flight PAOs.

Region PAOs (who go by the title of Directors of Public Affairs) are in a special category. They are the field representatives of NHQ/PA and, besides supporting the wing PAOs in their region, they are also authorized and directed to support others within the region who ask for help.

a. Squadron and flight PAOs are the backbone of the national public affairs program and are primarily responsible for implementation of the program.

When you have become familiar with how Civil Air Patrol is organized, you'll realize that most of the action happens at the squadron/flight level. These units have the equipment and most of the members, so they get the missions.

Because of this, the squadrons and flights are the backbone of the PAO program and are first in line in reporting what they do — and getting it publicized. Theirs is the primary responsibility for implementing the PA program.

b. Group PAOs advise, mentor and support subordinate PAOs in their group on public affairs matters and conduct an active PA program in support of the unit.

In the case of fully staffed groups, just as is the case with squadron/flight PAOs, the group PAO develops a PA Plan and a Crisis Communication Plan for the group. Also, these groups function as mini-wings, supporting and working with the squadrons and flights under their oversight.

In larger wings that have functioning groups, group PAOs play an important role advising, supporting and mentoring their counterparts at the squadron/flight level.

In smaller wings, sometimes there is no group-level organization, and unit PAOs rely directly on their wing PAO for support. Group PAOs can sometimes act as "tag team" helpers and support squadrons/flights that temporarily lack available PAOs or when no PAO is appointed at all. The latter is a definite possibility when staffing is short.

c. The wing PAO is the primary resource in conducting a wing-wide public affairs program. Together with the wing commander, the wing PAO develops goals and objectives for the wing public affairs program and advises, mentors and ensures the national, region and wing objectives are implemented.

As a PAO assigned to a group or squadron/flight, whenever you think you're too busy with CAP public affairs, ask your wing PAO how he or she is doing. Most of the time, you'll learn that wing PAOs are the busiest people you'll ever know.

Just as squadron/flight and group PAOs must work under the direction of their commanders, the wing PAO determines, with the guidance and consent of the wing commander, the goals and objectives of the wing's public affairs program. The wing PAO also mentors and advises the group PAO (and squadron/flight PAOs when necessary), who often rely on the wing PAO's expertise to maintain effective PA programs.

In addition, wing PAOs are expected to ensure that national, region and wing public affairs objectives are implemented.

d. The region PAO serves as a field representative for NHQ/PA and as a liaison among the wing/group/squadron/flight PAOs. He/she assists the wing PAOs in developing and/or conducting the national public affairs missions and goals. Region PAOs serve as advisers and supervisors and consult frequently with subordinate wing PAOs and unit PAOs when needed or requested.

Region Directors of Public Affairs – one for each of CAP's eight regions – serve as field representatives for NHQ/PA and as liaisons with the wing, group, squadron and other PAOs at levels below them. As the PAO at the "next higher headquarters," they're also expected to be resources for officers at the wing, group and squadron levels, when needed.

The National Public Affairs Team Leader is the senior volunteer PAO in the Civil Air Patrol and is the liaison among the regional directors; wing, group and squadron PAOs; and the National Headquarters Marketing and Public Awareness Directorate. The Team Leader advises and supervises volunteer PAOs at all levels of the organization and organizes a volunteer team of PAOs to support the organization and accomplish objectives as laid out in the National Public Affairs Team Leader's Plan, available through eServices.

e. PAOs at all levels advise and assist their unit commander. PAOs are authorized to advise other commanders, if requested, on controversies that have the potential to affect CAP's professional image, or on other such matters relating to CAP and the public.

As a PAO, the key point for you to remember is that PAOs do not function on their own, by their own authority. Every PAO receives authority to act from the unit commander, and every PAO answers to that unit commander, whatever his/her level of assignment.

CAPR 190-1 does, however, authorize PAOs to advise and work with other commanders — if requested — on issues that have the potential to affect CAP's image, reputation and good name in any way or when issues could damage CAP's relations with the public.

Should you be asked to work with another commander on any issue, always get your commander's OK before accepting the request.

f. CAP PAOs and commanders are authorized to work directly with military base public affairs officers in support of CAP activities.

PAOs and commanders share an unusual authority within CAP in that they can work directly with military public affairs officers in support of CAP activities. By the military, of course, is meant the uniformed services, such as the U.S. Air Force, Navy, Marines, Army, National Guard, Coast Guard and so on.

This kind of contact often includes helping set up military orientation flights for cadets, joint planning to support a military installation's public affairs objectives (such as working in an air show), recruitment of active-duty personnel for CAP and other issues that may, from time to time, come up.

CAP PAOs working with military PAOs must remember that they represent the organization to military personnel and must, at all times, be aware of the professional image they must present. PAOs are seldom authorized to act on their own on behalf of CAP or any unit and are best advised to seek the authority of the appropriate CAP commander before doing so.

5. PUBLIC AFFAIRS SUPPORT.

a. PAOs are authorized and encouraged to contact higher echelons to request assistance.

PAOs are required to have their appointments reported to the next higher headquarters and are also strongly urged to contact the next higher PAO to make an introduction, offer contact information and make arrangements to keep in contact on a regular basis.

b. PAOs are authorized and encouraged to contact and develop a working relationship with NHQ/PA.

Every PAO should, at a minimum, ensure that his/her contact information is correct on eServices, because **NHQ/PA** will use the e-mail address listed there to send you important updates about CAP public affairs activities. All PAOs are also strongly urged to make contact with NHQ/PA, at least when they are first given their duty assignments, to personally make an introduction. NHQ/PA may be able to offer immediate helpful suggestions to the new PAO.

6. TRAINING.

PAOs shall provide training for subordinate unit PAOs at least annually. In addition, to ensure the success of the public affairs program, the PAO shall enroll and participate in available training, including:

    a. Public Affairs specialty track training CAPP 201, Public Affairs Study Guide, an in-depth public affairs training program leading to the technician, senior and master level of proficiency.

    b. AFIADL PAO course 02010.

    c. Unit/wing/region/national public affairs training courses, workshops, seminars and field training.

    d. Seminars and workshops offered by the military and local, state or national organizations.

    e. Mission information officer training as part of the emergency services missions of Civil Air Patrol.

7. FUNCTIONS OF PUBLIC AFFAIRS OFFICERS.

> **a. Planning.** PAOs shall develop an annual public relations plan to promote CAP, its goals and missions for internal and external audiences, and a crisis communications plan to deal rapidly and effectively with crisis situations. Step-by-step instructions on how to write each plan are provided on the National Public Affairs Web site. The public relations plan will follow the four-step planning process for public affairs: Step 1 — Determine PA needs and opportunities; Step 2 — Establish objectives designed to fulfill needs and opportunities identified in Step 1; Step 3 — Establish goals and action strategies for each objective; and Step 4 — State the desired impact envisioned for each goal provided in Step 3.

Writing Your PA Plan is a fill-in-the-blanks template that uses the Four-Step Planning Process. This is a best-practices solution to help you identify how you intend to direct your PA routine and emergency efforts in your unit, as well as to measure your success.

Although this is a yearly requirement, you can change this document at any time. If before the year is out you have met some or all of your goals, or if your plan needs revision, you can rewrite it in part or in its entirety.

You must, however, keep all your PA Plans on file, covering the entire required period between inspections. At the commander's discretion, PA Plans might need to be kept longer. Doing so would help you establish where you've been and where you're going with your PA Program.

The wise PAO, upon closing a PA Plan, will list which goals were met (and how well) and which were transferred to the new PA Plan or dropped (listing why they were dropped).

See: **Writing Your PA Plan**.[4]

For guidance, you can see some NHQ/PA-approved sample PA Plans that you can use to guide you when preparing your own.

See: **Approved PA Plans**.[5]

The link below leads to a clear explanation of how you need to approach the task of writing a Crisis Communications Plan. Prepare your plan keeping in mind your local needs, the types of crises you have faced in the past, the possible crises the future might bring and the physical and human assets at your disposal.

You will be best equipped to prepare your plan if you know how your neighboring units plan to overcome their own emergencies.

See: **Crisis Communications Plans**.[6]

The new PAO may have learned many skills but will usually lack hands-on experience. The list below, compiled by experienced PAOs/IOs from across the United States, has proven to be very useful in preparing for an emergency, working through it and closing the event.

See: **New PAO Checklist**.[7]

> **(1) External.** PAOs shall develop goals and initiatives that help build relationships with external constituencies of Civil Air Patrol and emphasize its importance in the performance of its three congressionally mandated missions of Emergency Services, Aerospace Education and Cadet Programs.

CAP's Media Policy (see link below) governs how PAOs, commanders and designated persons interact for best results, enhancing the image of Civil Air Patrol. The media include print, video and audio means of communications, as well as CAP's own efforts through public speaking engagements, newsletters, e-communications and Web sites.

See: **CAP Media Policy**.[8]

National News Releases.[9]

Hometown News Releases.[10]

Online Media Kit.[11]

See: **Media Relations Instructional Videos**.[12]

See: **Air Force Media Guidelines** (itemized below).

Meeting the Media.[13]

New Media and the Air Force.[14]

U.S. Air Force Dashboard.[15]

U.S. Air Force Live.[16]

Almost invariably, external communications are successful and effective in proportion to the degree in which adequate planning exists.

PA Plans at all levels should include provisions for contacting and working with the media. Doing so can prepare the foundation for best results.

Newsletters must be considered as both internal and external communications. Once the newsletter has been distributed or published electronically, the unit has little control over where it will go.

Therefore, newsletters ought to present CAP units, activities and members in their best possible light, emphasizing the positive. Leave the negatives to unit after-action reviews.

See: **Sample Newsletters**.[17] [18]

Creating the conditions for best public awareness of the CAP unit, its activities and its impact on the community is essential to good marketing. Rather than the trading of goods in exchange for money, marketing an organization involves the creation of that organization's image and goodwill in society at large.

The links below show how CAP proposes that this be done, as well as a rundown of other means of electronic communications.

See: **Marketing Guidebook**.[19]

See: **Explore Social Networking**.[20] [21] [22] [23]

How is marketing accomplished? The links below cover print media, multimedia and visual media.

Also included is a link to CAP's recent Annual Report to Congress. This annual presentation is essential to assuring congressional backing for Civil Air Patrol and the funding of essential functions and equipment.

And don't forget social networking. Taken as a whole, good marketing is vital to Civil Air Patrol's very survival.

See: *Volunteer* **Magazine**.[24]

See: *Volunteer* **Magazine Inventory**.[25]

See: **Multimedia Products**.[26]

See: **What Makes a Good Photo and Video**.[27]

See: *Annual Report to Congress*.[28]

See: *VolunteerNow*.[29]

(2) Internal. PAOs should develop strategies that emphasize CAP's importance, member recognition and retention, and encourage member participation in unit/wing/region and national activities and training.

In order to develop public affairs strategies, the unit needs a plan. The top links below detail how to write a Public Affairs Plan.

Once the PA Plan exists, it can be useful in planning for, preparing and publishing a newsletter. Individual articles submitted to CAP NHQ/PA might be used online on VolunteerNow or in CAP's flagship *Volunteer* magazine.

PAOs at all levels need to keep in mind that they are at the service of the unit and its members. The PAO, through training, observational skills and experience, is the primary architect of the unit's morale and *esprit de corps*, which in turn directly affect the unit's recruiting and retention effort, without which the unit would run the risk of ceasing to exist.

(3) PA Crisis Policy. In consultation with unit commanders, PAOs at all levels shall develop a crisis public affairs plan to ensure a rapid and effective response during crisis situations that may damage an organization's reputation if mishandled. Unit crisis public affairs plans should reflect guidance outlined in the CAP National Headquarters Crisis Public Affairs Policy, http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/public_affairs_crisis_policy/. All crisis communication plans will be approved by the wing commander or designated representative.

Emergency Services (ES) is one of the three congressionally mandated missions of Civil Air Patrol. ES wouldn't exist unless an emergency came about, but an ES mission is not a crisis situation unless something occurs that specifically affects CAP's reputation, such as a CAP aircraft or CAP vehicle accident, for example.

When a crisis happens there is little time for planning, and the PAO is likely to be reduced to reacting, rather than acting. This is why CAP requires every unit to prepare a Crisis Communications Plan, which must adhere to the CAP Public Affairs Crisis Policy.

The links below provide additional information.

See: **PA Crisis Policy**.[30]

See: **Writing a Crisis Communications Plan**.[31]

b. External Information.

(1) Target audiences include local military bases, government agencies, schools, business, industry, civic organizations and the media. Community and governmental relations shall not be the exclusive responsibility of the PAO, unless accepted as an additional duty.

External information is best planned for by focusing on specific target audiences. The CAP *Marketing Guidebook* covers this subject comprehensively.

See: *Marketing Guidebook*.[19]

Most CAP wings have created and maintain a Legislative Squadron. This is a very important part of CAP's marketing plan and serves a grassroots purpose.

When state legislators become members of Civil Air Patrol and CAP helps them better serve their constituencies, they can easily become staunch advocates of the CAP program and take this message to Washington.

See: **Sample Legislative Squadron Web Site**.[32]

(2) PAOs below the region level shall assemble current media contact information to foster working relationships. PAOs should strive to meet periodically with representatives of key media to improve media awareness of CAP and to establish an understanding on the part of the PAO of the information needs and preferences of each media outlet.

The media lists compiled by CAP NHQ/PA are not perfect. Use them as a primary document to contact local media, and update them with the most current information.

Having the major part of the legwork done for you will make the task easier. If you are not at the wing level or above, ask your wing PAO for the media list for your wing. Often, these lists will be posted on the wing Web site.

Upon request, NHQ/PA provides comprehensive state media lists to PAOs at wing level and above.

(3) PAOs shall develop standard plans and procedures for external promotion of key events in the unit, such as participation in training and actual missions, awards and promotions, and special unit activities.

Obtaining publicity for squadron and individual member activities and achievements lies at the core of the PAO's duties and responsibilities.

(4) PAOs shall assemble standard materials presenting the background of CAP that can be given to the media, prospective members, partner agency officials and others as needed, including materials developed locally and/or at higher headquarters. The PAO is encouraged to check the NHQ/PA Web site and PAO Toolkit contents regularly for updated materials.

Training in meeting the media, being looked upon by the media as a good resource and engaging the media's help in telling the CAP story accurately and favorably are of primary importance to PAOs at all levels.

The PAO who cannot work with the media is of considerably less value to CAP and won't be able to do the job adequately. The links below provide timely information and training.

See: **Online Media Kit**.[11]

See: **Media Relations Instructional Videos**.[12]

See: **Air Force Media Guidelines** (itemized in the list below).

Meeting the Media.[13]

New Media and the Air Force.[14]

U.S. Air Force Dashboard.[15]

U.S. Air Force Live.[16]

(5) PAOs shall utilize available unit Web sites to inform the public about Civil Air Patrol.

Over the last few years, we have seen a communications revolution. Cell phones, instant messaging, texting, social networking, Web sites and e-mailing have become the PAO's bread and butter. Of these, a Web site is of lasting value. It needs to be informative, easy to navigate and accurate. Here are some examples.

See: **Sample Cadet-Oriented Web Site**.[33]

See: **Sample Composite Squadron Web Site**.[34]

See: **Sample Group/Wing Web Site**.[35]

See: *VolunteerNow*.[29]

(6) As National Headquarters adopts or updates positioning statements, slogans, logos and other components of a brand communications program, PAOs shall incorporate these elements into their communications with external constituencies, whenever practical.

The primary document to accomplish the above is CAP's Marketing Guidebook. Do not underestimate the value of marketing or let a good chance for favorable publicity go by without taking advantage of it.

Here are some tools.

See: *Marketing Guidebook*.[19]

See: **Seals, Emblems and Patches**.[36]

See: **Posters**.[37]

See: **PAO Toolkit**.[3]

c. Internal Public Relations.

(1) PAOs shall advise the commander on internal public relations strategies and methods in order to conduct an effective program.

Obtaining the commander's consent and directions should be the first step in planning and carrying out any PA effort.

(2) PAOs shall regularly submit news advisories and releases, with photographs whenever possible, to higher headquarters. Example: Appropriate squadron news releases and pictures should be copied to the public affairs staff at group, wing, region and National Headquarters, in accordance with guidance and/or directives from the respective headquarters. While primarily intended for internal "newsletter" purposes, PAOs shall be aware that selected submissions may become part of higher headquarters' external public relations activities.

This is at the heart of the PAO's craft. Writing is not much different than talking, except that you won't be there to explain what you meant. Therefore, writing differs in that it needs to stand alone, unprotected, and as a full and complete statement.

The best writing uses fairly short sentences and rather simple words. The competent writer lets the ideas behind the words cast light on what the writing is about, inviting the reader to enter that thread of thought and experience the power of the story. The links below cover the essential elements of writing:

Feature stories;

Human interest articles;

Interviewing;

News features; and

Personality features.

Master these, and you'll be a competent writer. Add to your efforts something memorable and useful, and you'll be a great writer.

See: **Feature Writing Tips**.[38]

See: **Human Interest Story Writing Tips**.[39]

See: **Interviewing Tips**.[40]

See: **News Feature Writing Tips**.[41]

See: **Personality Feature Writing Tips**.[42]

8. NEWSLETTERS.

> **a.   Public Affairs Officers should create and distribute by whatever means available a regular newsletter on behalf of the unit, preferably on a monthly basis but no less than a quarterly basis. The newsletter contents shall be written for both internal and external audiences.**

See: **CAP Unit Newsletters**.[43]

Every unit in Civil Air Patrol, large or small, is directed to publish a newsletter (at least quarterly) to keep its current and prospective members:

> • Informed about what is going on in that unit (wing, group, squadron or flight);

> • Educated about CAP's history, purpose, objectives, operations, plans and current events;

> • Inspired to take greater interest in CAP; and

> • Motivated for wider, in-depth participation in unit activities.

Unit newsletters must be distributed or made available to every member of your unit. Wing or group newsletters may be distributed to only lower-echelon commanders if postage cost is an issue. However, in the digital age, it is not uncommon to see newsletters written in Microsoft Word or "printed" in PDF format posted on the wing, group or squadron Web site. Doing so allows all members and the public to download the publication with ease. Alternatively, it can be distributed via e-mail.

For greater impact, a unit could publish an HTML newsletter, gaining the advantage of multimedia content (linked larger photos, video clips, sound bites and so on) as well as hotlinks to other sites or items of interest. This kind of newsletter is published on a Web site and announced via e-mail, at unit meetings or via any other suitable means.

Check out these examples.[33] [35]

Every unit should include the higher headquarters' public affairs officer on the distribution list, as well as CAP National Headquarters, the mayor, city officials, civic leaders and business principals with whom the unit has established a relationship.

The unit's mailing list must be updated and accurate. Nothing turns a recipient off faster than seeing mail addressed to a person who has been gone for several years.

> **b.   The purpose of the unit newsletter shall be to tell the success stories of the unit, to encourage regular participation in unit meetings and activities, and to present other important information about the unit to internal and external audiences.**

Content
As the name indicates, your newsletter should contain news. Tell readers what your unit has done recently, what you plan to do, who got promoted and who won an award. Your newsletter can also introduce new members, and you could write about current members as well. Keep it informative, and make sure your members find it useful as well as entertaining.

Look at the big picture when you are deciding what to include in your next newsletter. Whenever possible, include cadet-oriented articles or cadet participation in exercises or missions.

Since the newsletter will be accessible to people outside your CAP unit, be specific about names, ranks, places and events, and always use complete and proper names. Spell out acronyms on first reference — for example: search and rescue exercise (SAREX). (Check *The Associated Press Stylebook* for rules and exceptions. This in-

dispensable reference book is also known as *The Associated Press Stylebook and Libel Manual* or *The Associated Press Stylebook and Briefing on Media Law*.)

Newsletter Length
Don't worry about your newsletter's length: Let it grow as your needs grow.

Start out with a one-page newsletter and pack in as much news as you can; when you run out of room, add another page;

Be mindful to keep the length of your newsletter manageable. Avoid committing yourself to a newsletter that you might not be able to produce on a consistent (weekly, monthly, quarterly) basis.

Writing
As the PAO and/or newsletter editor, do not assume that you have to author all of the publication's articles. Encourage the cadets and senior members to write about their CAP experiences and to explain the responsibilities of the positions they hold and what motivates them as members of an organization that emphasizes Cadet Programs, Aerospace Education and Emergency Services. Enlist the help of others, but don't expect them to bring the news to you. Recommend story ideas, ask for suggestions and follow up on your requests in order to meet the newsletter's deadline.

Writing should focus on your reader. Continually ask yourself the key questions:

> • Is the topic relevant to the organization and its missions?

> • Will it grab and hold the reader's attention?

> • Does it provide enough information for the reader to see what you are writing about?

> • Does it encourage the reader to inquire further about your squadron and Civil Air Patrol?

These elements give your readers the opportunity to understand the requirements and achievements experienced by CAP members and might intrigue potential members enough to make them want to join a squadron. Remember that every new member could contribute special skills for the benefit of both the community and Civil Air Patrol.

Consistently adhere to the "who, what, when, where, why and how" system of writing. Answering these six questions with complete, descriptive sentences will improve the coherence of your newsletter articles as well as help your readers grasp and retain your message.

Be well-versed in interviewing techniques. You want to capture the unique angle for every story. Strive to grasp the essence of a story, write succinctly and complete the story on deadline.

Avoid writing one-sentence stories for your publication. Instead of saying, "Congratulations to Cadet Jones on his recent promotion," give your readers the full story by stating his or her full rank and name, explaining the cadet's position in the squadron and giving an overview of how the cadet achieved the new rank (by participating in CAP activities, passing exams, chairing special projects and so on). Additional information, such as what the cadet plans for the future and why CAP plays an important part in those plans, would provide the human interest angle that would induce people to read your newsletter rather than just skim over it.

Print only the facts. If you can't substantiate your story, don't print it. Rumors and gossip have no place in your publication. Never print derogatory remarks about anyone or anything.

Omit irrelevant information about other organizations unless it has a direct bearing to your unit.

Be fair. Include news about everyone and everything in the unit, not just the most popular people or pet projects.

Avoid trite expressions, such as:

- A good time was had by all (This is shopworn, and it's best to avoid the passive voice.);

- It goes without saying (If it does, why say it? "Fillers" will kill your story); or

- Needless to say (Take the advice yourself and leave it unsaid).

Editing
Once stories are written, they should be edited or reviewed. Use the computer for this so the edits will appear in the final versions that are laid out in the newsletter design. If authors edit their own stories, there will be less to do in the editing stage.

Review your writing for spelling, grammar and consistent style. Go over your writing with a fine-tooth comb, and have someone else read it too. Put it away for at least a day, then read it carefully again. It will be easier to catch errors if you remove yourself from the writing for a short time.

Use a stylebook
The Associated Press Stylebook and *The Elements of Style*, by William Strunk Jr. and E. B. White, are excellent. Regardless of how accurate you might think your writing is, have someone double-check your articles for grammar, spelling, punctuation, syntax and clarity.

Use a good spell-checker
But don't trust it completely — often it won't catch homonyms and other errors.

Single-space after all punctuation
In office typing, two spaces are used after periods and colons. When typesetting or publishing online, however, only one space is used.

Uppercase letters
Acronyms, initials and other capitalized words in text such as IBM, RAM, CD-ROM, SAREX and so forth may be set smaller than text size or they will stand out and draw unwanted attention — unless attention is what you are seeking. Strictly speaking, you would use small caps for this purpose, which is easily done with the computer. Alternatively, manually reduce text-size capital letters (strings of three or more) a point or two, from say, 10 pt to 9 pt or 18 pt to 16 pt, depending on the font. Check your work by turning the page upside down; the caps should blend in. If they don't, make them smaller.

Example: The Wing-wide SAREX was held on July 21, 2008. SAREX was set one point smaller than the rest of the sentence.

Ellipsis
An ellipsis is a three-dot pause that, properly set, maintains the pace of the text. It is also used in quotations to indicate that part of the quote has been left out. But the ellipsis that the computer makes is compressed, and reading over one feels like...tripping...over one's own feet. Dot-space-dot-space-dot may be preferred since the extra distance ensures a more natural rhythm. The rule here is, "Do what looks best."

Punctuation with Quotes
It is a typographical convention to scoot a period (.) or comma (,) under a single or double quote. Thus, instead of "quote", one ought to write "quote," because it looks better. The esthetic reason behind this is that having the period or comma outside the quote leaves a stretch of white space after the ending letter, and it just looks dumb. It really is that simple, even though it is grammatically incorrect. You probably never noticed, but if you look critically at any book, you'll see many ending single and double quotes embracing a comma or period.

Punctuation and Capitalization with Quotes
It is also a convention to place a comma before writing a quote, then start the quote with a capital letter, such as: The expert typographer explained, "That's the way we've always done it."

Bold, Italics and Underlines

It is customary to use underlined or bold-faced type to emphasize a word or denote a name or the title of a book or paper. When typeset, however, neither one looks very good, and both make a word stand out too much. Typesetters, therefore, always use italics, which were designed for this purpose and which — in many fonts — are quite attractive.

Be mindful that, online, underlining is associated with a "hot link." If you underline a word, the casual visitor might assume that it is linked to a Web page and might click on it to no avail. Especially online, underlining is best avoided.

Hyphens and Dashes

In office typing, two hyphens — like these — are used to make a dash. When typesetting, a long dash called an *em* dash   is used instead. How long is an *em*? Basically, an *em* is as wide as the letter *m* in that font. Whatever the point size is: 12 pt type = 12-pt long *em*, more or less. Another dash, called an *en*, is about half the length of an *em* but longer than a hyphen. This one, as you would expect, is related to the letter *n* in that font. It is properly used in dates and times, such as 4:00 – 5:00, or April 26 – May 9, instead of a hyphen.

If you are fussy, you will not interchange an en dash and a hyphen. Either dash is made using a combination keystroke. When using a recent version of Microsoft Word, though, writing a double hyphen — followed by another word will automatically turn the double dash into an *em*. Also, writing a single hyphen - followed by a word will automatically change the hyphen into an *en*. It pays to learn your word processor's shortcuts.

Newsletter Design

Choose a newsletter design that is attractive and easy to read. The best writing might be wasted if it's presented using a poor design. In fact, no design at all is better than a poor design. Provide a good mix of articles and images. Include photographs and artwork as they relate to the copy in your newsletter.

Leave out jokes, cartoons and puzzles that simply take up space. What is humorous to you might well be silly or offensive to others. Your readers deserve useful news about Civil Air Patrol and the community benefits that your unit provides.

Don't reprint copyrighted cartoons, drawings or articles. It is a violation of federal law to reprint such material without permission of the copyright owner.

If it is published online as HTML, beware of fancy background images that can obscure the text and turn your work unreadable.

The Masthead

Don't leave your recipients — especially those outside your unit such as the mayor and city officials — wondering what it is that they are receiving in the mail, who sent it or why.

Create a distinctive (but discreet) masthead and list those responsible for the newsletter, from the unit commander to the newsletter editor.

At a minimum, a squadron newsletter logo (or masthead) should contain:

> • The newsletter's name;
>
> • The official unit name (do not use nicknames unless you have already announced who you are);
>
> • Address and contact information. Identify whoever is responsible for the publication (the editor, PAO or squadron commander) by rank, name, address, phone number and e-mail address;
>
> • Include the month and year in which the issue is being published; and
>
> • Show at least the wing to which the squadron belongs.

Artwork
Artwork (photos, charts, logos and such) is another element you will need to have in hand before designing or laying out your newsletter. Steer clear of poor photos, and don't run too many small photos. Artwork should be digitized; the JPG format is preferred, especially for photographs. For detailed information on photography, see: **10. Multimedia & Emerging Technologies.**

Type Fonts
Too many fonts used on the text call attention to the medium rather than the content. A page should contain no more than three different fonts. (Style-conscious editors allow for only two. Purists say, "One will do.")

On a computer screen, sans-serif fonts are preferred since they are more readable. Arial is a common sans-serif font. It will convert to Helvetica on any computer that lacks the Arial font. Because Arial and Helvetica are practically identical, this means your layout won't look substantially different from one computer to another.

Keep your type simple and large enough to get your message read (10- to 12-point sans-serif type is recommended).

Typesetting Pointers
It is ironic that the better your type is, the less it is noticed. (The reason is simple: People will be busy reading it instead,)

Well-set type is even and rhythmic. Note your word and letter spacing, and strive for a smooth, gray tone to the text. Eliminate whatever disrupts it, such as large or irregular gaps (the most common problem), upper-case or bold characters and so on.

Avoid starting columns of text at different distances from the top of the page or setting headlines and sub-heads at the bottom of a column. Also avoid the graphic overkill of too many boxes, rules and screens. Strive to heighten the contrast between text and background so they do not seem to run together. Fill the page (front and back) with news using single-spaced copy.

Set paragraph indents with your software's Paragraph Dialog Box rather than with the space bar or tab key. How far? Usually, from whatever the point size is: 12-pt type = 12-pt indent to no more than double that amount. The paragraph indent is often used when space is at a premium. This manual is typeset without paragraph indents. Rather, it shows paragraphing by using extra space between paragraphs.

Avoid justifying text, as this can result in ugly gaps between words, especially when you have a very long word or URL that won't fit on the remainder of the line and cannot be hyphenated. For harmonious word spacing, it is best to left-align (also called "ragged right"), as here.

Avoid widows — one word or part of a word that takes up an entire line at the end of a paragraph, leaving an unsightly white gap. A widow is acceptable but (especially at the end of a column or page) undesirable typography and best eliminated by editing the text. Worse is an orphan — the last word of the previous paragraph, appearing alone at the top of a column or page.

Quotation marks and apostrophes that you make on a word processor with your right pinky often create inch (´´) and foot (´) marks when typeset. Typographer's quotation marks should look like this: `` ´´ To ensure you get typographer's quote marks instead of inch marks, set the formatting preferences in your word-processing program to automatically insert typographer's quotes.

The following paragraph was set by typing exactly as one would on an office typewriter, without regard to style or form.

We are 10 kilometers off Monterey, pitching and rolling over the canyon in MBARI's research boat, Point Lobos. Minutes ago technicians lowered the black-and-white ROV into the water. I'd love to have Ed Ricketts out here with us, says Robie, an excitable fireball of a biologist and a pioneer in exploring the fauna of Monterey Canyon with submersibles. Lots of people look—Ed Ricketts saw.

Robie and I are about to see a few things ourselves, things seldom observed…and never studied...before the ROV. We are stalking giant, deep-water larvaceans.

Below is how a professional typographer would set the paragraph above. It is very satisfying to set type beautifully, and it isn't that difficult — if somewhat fiddly.

WE ARE TEN KILOMETERS off Monterey, pitching and rolling over the canyon in MBARI's research boat, Point Lobos. Minutes ago technicians lowered the black-and-white ROV into the water. "I'd love to have Ed Ricketts out here with us," says Robie, an excitable fireball of a biologist and a pioneer in exploring the fauna of Monterey Canyon with submersibles. Lots of people look — Ed Ricketts saw.

Robie and I are about to see a few things ourselves, things seldom observed — and never studied — before the ROV. We are stalking giant, deep-water larvaceans.

Design Software
You will want to use computer software to lay out or design your newsletter. Inexpensive software programs and templates are available to assist you with page design.

The simplest newsletter can be composed using a basic word processor — a good starting point for the beginner. Using Microsoft Word, it is possible to come up with an attractive product, but be sure not to overuse colored fonts, boxes, lines and other effects. Unless you really know your software, adding photos can be daunting, as it is difficult to resize, crop and place them exactly where you want them. At times, to keep the page neat, you'll need to insert tables into which you can place one or more images with their captions.

The newsletters you'll find at this link(15) have been created using Microsoft Word, then "printed" to PDF format. This works for a short newsletter but can easily become unmanageable when you need to assemble a longer document.

Several simple-to-use Desktop Publishing Software (DPS) programs permit more latitude in composition. PrintShop was created in the 1980s and is still an economical means of handling graphic and publishing assignments. Microsoft Publisher is included in MS Office software and is also available as a stand-alone software package.

Many graphic designers prefer the more complex composing platforms, such as Adobe InDesign and QuarkXpress, but their cost is much higher than the basic programs listed above. Also, they might be overkill for a unit newsletter.

Luckily, the DPS experience need not be expensive. Visit **this link**[44] for free DPS packages. If none suits you, you might want to Google "free desktop publishing software" and see what you can find on your own.

Ink and Paper Considerations
Avoid colored ink for text. Newsletter articles look best in black (or, used sparingly, very dark blue). Use a second or third color very sparingly, for screen tints (make them extremely pale – almost invisible). Be careful and stingy with large drop-caps at the beginning of an article. Beware that page numbers, and any other graphic element that is repeated throughout the newsletter, don't become monotonous.

Print your newsletter on white (in cases where a hardcopy is necessary). Less preferred are off-white, light gray, beige, or some other very light pastel color – page after page of this can be quite boring. If you keep changing the background color, your pages will start to look like a painter's color chart. To improve readability, avoid bold-colored paper (red, green, blue, yellow, orange and such) at all costs.

Publishing Your Newsletters
Once you decide to publish a squadron, group or wing newsletter, commit to having it appear on a regular basis, and stick to that schedule.

Announce submission deadlines and publishing dates in your newsletter.

If a story isn't submitted by the deadline, save it for the next issue, or if it is time-sensitive just don't use it. Hopefully, whoever submitted it too late will learn the value of submitting material on time. Don't delay your newsletter for the tardiness of others.

The key to success, of course, is input from the field, so you'll have to do some legwork mentoring and helping your unit members write their portions of the content. You'll need to be aware of what's on the calendar, as you look for writing opportunities. Staff members, too, can use the newsletter to pass on important information to the members. Be creative. It'll pay off handsomely.

Train someone to succeed you as the newsletter editor.

Be consistent with your publication schedule and graphic look. Develop a pleasant and attractive (rather than shocking) style. This level of commitment will show your readers (and membership) that you, their public affairs officer, devote the same level of attention to everything you do.

Keep your newsletter manageable for the size of your staff (especially when you are the entire staff). Producing a newsletter should not be a tiresome task. Rather, you should enjoy the opportunity to communicate squadron/group/wing accomplishments through your publication.

Make the most of your strengths (such as talking to people, wishing to make your unit known) and learn how to improve on your weaknesses (whether computer phobia, software learning curve, administrative skills, mentoring or any other shortcoming).

Your determination and willingness to attain a professional-looking newsletter will be reflected in your final product.

See: **CAP Unit Newsletters**.[43]

     Sample Little News.[45]

     Sample Big News.[46]

     Sample PDF Newsletters.[47]

Web Site Distribution

Few if any newsletter editors distribute their product via U.S. Mail. It takes too much time to sort, collate, bind or staple the newsletter as well as address the envelopes. Besides, the higher cost of supplies (paper, ink and envelopes) and postage add up. A less expensive solution is to distribute the finished newsletter either embedded in the body of an e-mail or as an attachment to your message.

Embedding your newsletter has drawbacks, since some e-mail programs can reformat the copy and shift the photos around, destroying your carefully designed creation. Alternatively, a PDF of your newsletter can be attached to your e-mail, but some firewall or "watchdog" security software packages will strip it off if they consider it a "security risk." Another consideration when sending attachments is that, to be sure, they cannot add up to more than 5 MB. Many Internet service providers (ISPs) allow 10 MB; some even let 20 MB come through. However, the more generous size allowance is often the exception. If your newsletter is very large, a better choice is to place it on your Web site or that of a cooperating higher headquarters.

The newsletter may be displayed on the Web in three different formats:

     • **As a Word document** — but, as mentioned previously, this format has its limitations. Another disadvantage of posting a Word document on a Web site is that anyone can download it and make changes to the copy.

     • **As an HTML document** — but your unit might lack someone with the skills needed to do this, or your Web site might not be friendly enough for visitors. Straight text without photos and complicated

graphics will work well with this format, but you would lose a chance to do good PA if you settle for this minimalist approach. These links(41)(42) will show you how you can publish little and big news.

- **As a PDF** — the ideal format to preserve your graphic design elements is the Adobe Portable Document Format (PDF). Once the newsletter is composed in a word processor or any DPS package, it is printed to a .pdf file using Adobe Acrobat (which will show as another device on your printer's list). The PDF file can be uploaded to a Web site or sent as an attachment, with all graphic elements and photographs in place. Go to **this link**[47] for sample newsletters created using Microsoft Word and printed in PDF format.

For a free, simple PDF Writer, go to **this link**.[48]

9. NATIONAL HEADQUARTERS PUBLICATIONS

CAP/NHQ maintains two outlets for publicizing Civil Air Patrol, its missions, its units and its members — the *Civil Air Patrol Volunteer*, an awarding-winning quarterly print magazine, and *VolunteerNow*, a dynamic Web site updated daily.

Both the *Civil Air Patrol Volunteer* and *Volunteer Now* are aimed not only at members but also at external audiences. Accordingly, their content reflect *Associated Press Stylebook* guidelines, and submissions should follow those dictates.

As the official publication of Civil Air Patrol, the *Civil Air Patrol Volunteer* ensures the organization's missions, goals and programs are understood and fosters support among members and key constituents by providing a medium that communicates major issues, including significant national, region, wing, squadron, unit, group and member accomplishments.

NHQ/PA's news Web site, *VolunteerNow*, features state-of-the-art design with multimedia capacity. It also includes links to Headline News regarding CAP from print and broadcast media outlets across America.

See: ***Volunteer* Magazine**.[24]

See: ***VolunteerNow***.[29]

10. MULTIMEDIA & EMERGING TECHNOLOGIES.

a.   Quality still photography, videography and audio materials are essential to telling the CAP story to internal and external constituencies. The PAO shall ensure that all distributed multimedia materials, including those distributed by emerging technologies,
shall be in good taste, with members shown in proper uniform, depicting the diverse and multifaceted missions and opportunities of Civil Air Patrol membership. Whenever possible, multimedia materials will also depict the diversity of CAP's membership with
regard to race, sex (gender), age, religion, national origin or disability.

b.   Photographs meeting stipulations in paragraph 9a, above, should be submitted to internal and external publications, along with information to be used in preparing captions. Wing, unit and/or photographer credit should be given for photographs released.

Photography

The public affairs officer has many duties to perform, but one of the least understood functions of PA is what makes a "good" picture. The camera, no matter the brand, is only as good as the person behind the lens. Many inexperienced photographers never read the manufacturer's operations guide. Spend a few minutes reading the directions to become proficient in your camera's function, and follow the advice that will lead to impressive photos. Hints for optimal photographs include:

Ensure Proper Lighting

Make sure the subjects of your photograph are in adequate light conditions in order to avoid dark shadows. Also, be sure that your subjects do not fade into the background. For example, dark clothes or skin require a light background. Digital cameras make it much easier to preview a photo before you take it. Check the image on the camera before snapping the shot to ensure lighting is sufficient and shadows are not obscuring parts of the photo. Many digital cameras, especially the less expensive ones, may produce photos that do not accurately reflect the image in the viewer. Practice and familiarity with the camera's functionality are the best ways to ensure you are able to compensate for the camera's limitations.

Exercise Authority

You are the photographer; you are in charge of posing the subjects of your shot for the best possible outcome. No matter the rank or grade of the person being photographed, they expect you to know your job and to politely tell them where and how to stand. View your photo. If it didn't come out well and you're not photographing a formal ceremony, ask the participants to re-enact the scene.

Don't Allow Distractions that Interfere with the Picture

Distractions can be anything from ill-placed furniture to messy desks, from a subject's crossed arms to unauthorized uniforms. All PAOs should familiarize themselves with CAPR 39-1 CAP Uniform Manual to ensure they and their subjects are always in proper uniform and, therefore, photo-ready. Common infractions that can ruin a photo include wearing no or improper headgear outdoors, nonregulation hair lengths or beards in Air Force-style uniform and incorrect earrings for women. Any trademarked items, such as soda cans or water bottles, should never be visible in a photo. If you're using a digital camera and are confident you can edit out the distraction, you can ignore it, but if it's not "fixable" remove it before taking the photo.

Avoid the "Fig-Leaf" Pose

A candid action photo is preferable, but if you miss the moment or cannot get a good shot in the original location, pose your subjects. Do not allow your subjects to stand with their hands folded in front of them! Give them something to hold, or try to come up with an action shot instead. Along the same lines, tell your subjects to get their hands out of their pockets for the photo.

Taking Photos During Ceremonies

The action happens too fast, the subjects are not facing you, the lighting is all wrong, the background is not conducive to pictures…. There are plenty of reasons to wait until the ceremony is finished to take pictures of its participants. Plan ahead for such occasions by designating an area for photography and announcing that photos will be taken at that location at a specific time. Photographers should not interrupt formal ceremonies but may discreetly get action shots.

Don't Take Only One Photo
The more photos you take, the better your chances for capturing the essence of the moment. If possible, alternate between flash and no-flash photos to take advantage of available lighting. With digital cameras the number of photos that can be taken is limited only by the amount of memory available, and unusable photos can easily be discarded, so take many!

Don't Stand Too Far Away
This one is very high on the list of "most common mistakes." Fill your camera's frame with people! If you want a picture of the background, take it separately. Digital cameras allow cropping too much background if the photographer cannot get close enough, but photo quality is often much better up close.

Don't Fail To Tell the Story
"A picture is worth a thousand words." You hear it all the time, but how often is it true with your photos? Don't be afraid to ask the subject(s) to do something or instruct them to "carry on" with what they were doing.

Ensure Correct Size and Format of Photos
Cameras and editing software both let the photographer change the properties of photos. Photos should be taken at the largest file size practical with your memory limitations. File size is measured in KB (kilobytes) or MB (megabytes). Most modern digital cameras take photos in a multiple megabyte size range and allow the user to determine the photo size before use. Large memory cards can store hundreds of photos. Larger photos have more pixels and better detail and can be resized as needed. Photos can be resized for specific uses with editing software and saved in different formats. Common digital formats include JPG file interchange format (.jpg), Windows bitmap (.bmp), portable network graphics format (.png), TIFF Tag Image File Format (.tif), graphic interchange format (.gif), etc. Contact media outlets before submitting photos to determine which format they accept and their preferred file size. Print publications typically require better quality and, therefore, larger file size. while photos for Internet posting may have smaller size requirements.

Photo information can be embedded in the digital file and then easily accessed, ensuring permanency and accuracy. In Windows Explorer right-click on the photo's file name. Select "rename" to change the file name. Using right-click again, select "properties," "details" to add or edit numerous details about the photos, including subject, title, comments, copyright, etc. The more detail the better. Once this data is embedded in the file, the end user has all the pertinent details, and the information is less likely to be misplaced or misquoted.

CAP National HQ photo submission guidelines
CAP NHQ/PA uses the following guidelines for submission to *VolunteerNow* and *Volunteer* magazine:

Digital Images/Photos

- The story and cutline(s) should be submitted as a single file. Do not piecemeal submission of the information by sending pictures, cutlines and/or text under separate cover;

- Submit as JPG attachment to e-mail (no BMPS, TIFS, GIFs and other formats), rather than in body of e-mail;

- Minimum scan resolution of 300 dpi and 500 kb;

- Minimum pixel resolution of 1280 x 960;

- Send attachments rather than links to photo-hosting Web sites;

- If no e-mail, send via USPS with photos and copy of story;

- Photos must be color;

- Provide detailed cutline information, written in full sentences, including description of action; complete ranks and names of those shown, listed from left to right; and photo credits for every photo;

- Each cutline should have a file name. This will ease the process of matching them with cutlines. Be sure to save your photos by using the same file name;

- Submit only the best photos;

- Submit at least one photo with every submission, preferably an action shot. If unable to provide an action shot, a head-and-shoulders shot of the senior member(s) or cadet(s) featured in the article is highly desirable;

- NHQ/PA will carefully review all photos for uniform compliance. Since this is a requirement in order for a photo to be used, writers are encouraged to provide several photos from which to pick.

Editing Photos

Many cameras come with software to edit photos after they are taken. Some include editing options on the camera itself, while most work on your computer once you have downloaded the photos. If your camera did not come with editing software, a wide array of products is available for free or to purchase. Editing will allow the photographer to improve or eliminate many flaws in a photo. For example, a dark photo can be lightened, and colors can be sharpened. Advanced software users may even be able to correct uniform mistakes and eliminate unwanted background items from a photo. Photos can be cropped, resized and rotated. A few minutes of editing can greatly improve photo quality.

Photos can be used in many ways. PAOs may submit them to media outlets or post them on unit Web sites and in photo albums on social networking sites (MySpace, Facebook, Flickr, etc.) and more.

All content must be reviewed by the PAO and the unit commander for appropriateness before posting.

Videography

The same guidelines for still photography apply to videography. Additionally, the videographer must also be conscious of:

- Background noise — be aware of noise that will drown out desired audio content and especially for inappropriate comments or conversations;

- Speed of movement — moving too quickly can cause blurring and/or confuse the viewer about the subject matter; moving too slowly can make the video boring to watch.

The continuous nature of video makes it more difficult to capture only what the videographer wants. Videos are not as easily edited as photos, but an experienced user can "clean up" undesired content.

Videos can also be posted on unit Web sites, social media sites and sites like YouTube.

All content must be reviewed for appropriateness before posting.

Audio

Audio recordings are a great way to reach radio and online audiences. Audio clips can be prepared for distribution to media outlets or posting on the Internet. During a crisis, a prepared audio (or video) release can be posted and easily downloaded by media.

Preparation is as key to creating good audio clips as any other media. Whenever practical, work from a prepared script or list of interview questions. Be conscious of "ums," "ahs," "you knows" and other fillers that will detract from your message.

Two commonly used methods of posting audio on the Internet are podcasts and RSS feeds. Podcasts are a series of digital media files, usually digital audio or video, made available for download via Web syndication. RSS (an abbreviation for Really Simple Syndication) is a family of Web feed formats used to publish frequently updated works — such as blog entries, news headlines, audio and video — in a standardized format. An RSS document (called a "feed," "Web feed" or "channel") includes full or summarized text, plus metadata such as publishing dates and authorship. Web feeds benefit publishers by allowing syndication of content automatically.

At least one wing has produced a weekly audio program for distribution to local radio stations and posted the broadcasts as podcasts through its Web site and Apple iTunes. This can be a great, inexpensive way to get the word out about all the services you provide and the good deeds you do. It may also help recruiting efforts.

c. The Public Affairs directorate shall have access, on a nonconflicting basis, to CAP-owned equipment, including camera and computer technology. The PAO shall coordinate with other unit staff to ensure this equipment is available to all members.

Effectively conducting PA for your unit will require: a good Internet-ready laptop, preferably with wireless broadband access, for communicating with the media, the incident commander and others from any location; a good-quality digital camera with sufficient memory; word-processing and photo-editing software; an e-mail account capable of handling large attachments; and a cell phone (a smart phone with e-mail and Internet capabilities is optimal). PAOs who do not already own these items should request them from their logistics command, citing CAPR 190-1 as to their importance.

d. Photo Releases. Photos and video taken in public circumstances may be published or distributed (including images posted on the World Wide Web) without specific written or verbal permission, unless local law requires more specific permission.

See CAPR 190-1, 4 JUNE 2007. When in doubt, get releases.

(1) CAP shall not publish identifying information other than name, rank and general locale of the individual's unit of assignment, limited to city, state, squadron/group/wing name.

(2) CAP shall obtain written permission from identifiable individuals appearing on photographs that are used for commercial purposes, including paid advertising purchased by CAP, but not including official publications and Web sites produced by CAP staff.

(3) When individual circumstances cause a member to request that they not appear in photographs distributed by CAP, Public Affairs staff and any member serving as a CAP photographer shall make a good faith effort to comply with the request.

(4) None of the provisions in this section shall be interpreted as applying to legitimate news organizations or to members conducting photography for personal rather than corporate purposes, unless such photos and video are later adopted for corporate use.

CIVIL AIR PATROL
OFFICIAL PHOTO RELEASE

The undersigned agrees to give Civil Air Patrol permission to use his/her photograph for the purpose of publicizing CAP and its activities. The photo may be used in general CAP promotions, which could include any of CAP's official Web sites, brochures, magazines, video productions, television programs, newspaper articles or newsletters. CAP also may use this photo in publications to support fundraising for the organization, but only in compliance with the fundraising guidelines that govern CAP as a 501(c)(3) nonprofit organization.

The undersigned agrees that the photo may be used by other organizations who agree to publish information that will promote CAP among their constituents.

The undersigned agrees that the photo may or may not include an identifying caption when it is used.

The undersigned agrees that the photo may be used for these purposes at the squadron, wing, region and national levels and that the photo becomes the property of Civil Air Patrol.

The undersigned agrees that he/she need not supply further consent or approval for any future use of the photo and waives any payment for the photo, now and in the future.

The undersigned agrees that the photography session was conducted in a completely proper and professional manner, and this release was willingly signed.

_____

Signature of individual photographed   Date

_____

Printed name of individual photographed   Date

_____

Signature of parent (if individual is under 18 years of age)   Date

JAN 2004   **CAP PHOTO REL XPC v. 1**

11. ELECTRONIC COMMUNICATIONS.

> **The PAO shall have the authority to develop and coordinate the public affairs elements of electronic communications tools employed by the unit for internal and external communications, including unit Web sites and listservs, which automatically broadcast e-mail to everyone on a list. The content shall be created in collaboration with appropriate staff members and shall be facilitated by the staff member(s) designated as webmaster, listserv manager and/or information technology officer.**

In the last several years the availability and scope of electronic communications has exploded. In addition to Web sites and e-mail lists (like ListServ), sites like YouTube, MySpace, Facebook, Flickr, Picasa, Blogger and many others allow instant access and information sharing. Encampments, wing conferences and exercises are just a few examples of events where information can be posted, quickly and frequently, from the site of the action. National Headquarters uses the Internet to broadcast streaming video during National Boards.

The PAO will need to work closely with the unit's commander, webmaster, e-mail list manager and/or information officer to determine which outlets to use and to provide content.

What makes these sites easy for you to use also makes it easy for misinformed or malicious users to post misinformation or derogatory content. It is always a good idea to monitor postings for undesirable content. Each site has a policy for use. Content can be contested and removal requested. If information will not be removed by the site administrator, prepare a post to contradict the incorrect assertions. Simply state the facts and do not argue with other posters. If your monitoring produces questionable information about a unit other than your own, inform the appropriate person. When linking to or joining a group, be cautious and ensure the group is legitimate. There are many impostors on the Web.

The examples cited below are just a partial representation of what is available on the Internet. You are encouraged to do your own research, which may yield additional results that better suit your purpose.

Web sites

Many units have established their own home page or Web site on the Internet to help keep members and the public informed about unit activities. These Internet sites should contain links to CAP home pages for National Headquarters (www.gocivilairpatrol.com), wing and regional headquarters home pages and other units around your state. Many local webmasters also include links to state emergency services agencies and partner organizations. Be mindful that not all unit members have access to the Internet, so information posted there should be distributed by other means as well. See CPAR110-1 and local directive for guidelines regarding Web pages.

Web sites can be set up with separate content for casual viewers and visitors other than unit members. The unrestricted area of the site can include information for the general public, like unit meeting schedules and contacts. With a log-on and password, unit members can access protected areas of the site designed for their use only. The uses for these restricted areas are endless, from sharing documents to social networking to confidential communications. Including information like continuity books, administrative logs and documents, etc., can make document retrieval very efficient during inspections and when training new members.

It is up to units to determine if they want their own Web site, taking into consideration time required and desired benefit. The benefit, though, is great, and time and money spent can be minimal. Therefore, each unit is highly encouraged to create a site and keep it up to date. Sites with stale information are likely to give visitors a bad impression, but sites that are constantly refreshed can bring visitors back frequently. Individual units that do not wish to create their own Web sites are invited to provide information such as unit contacts, accomplishments and activities for inclusion on their higher level unit's site. Web sites should be designed to work with Microsoft Internet Explorer, Safari, Mozilla Firefox, Opera, AOL, Explorer and other popular browsers.

There are many Web hosting and domain services. Costs are relatively inexpensive but vary; research the best level of service for your needs and your budget. Once you have purchased/registered your domain name, ensure that you do not let the registration expire or you will risk losing the name permanently. You may choose to have different third level domain names, "cadet.yourunitCAP.org" or "recruiting.yourunitCAP.org." This allows you to track the traffic coming to your site. Using the different domains with targeted groups helps you determine which means of getting your Web site information out to the public is bringing in the most traffic. You can also use this method to draw members to specific information, such as a link in your newsletter to a specific article.

Your home page should include a means for the visitor to contact you, preferably an e-mailable information request. The visitor fills out a brief form that is then sent to the relevant person in your unit. That person should ensure a prompt response with the information the visitor requests. You may chose to give the visitor an option for an e-mail, standard mail or telephone reply. Your service provider may also offer an auto-responder option. This allows you to set up an automatic e-mail response to incoming e-mails with useful information, such as, "We received your request for information and you will be contacted within 24 hours."

Web-hosting services generally offer e-mail as part of the package or at an additional cost. Having unit e-mails can make it easy to communicate with members and add a professional component when dealing with the general public. E-mail accounts can be set up using the person's rank, i.e. "wingcc@yourunitCAP.org" or name, i.e.,"joe.gungho@yourunitCAP.org," or in any other way you choose. The unit e-mails can be set up for Web retrieval and/or forwarding, since many people already have personal accounts and prefer to receive all their e-mails to one account. Avoid using personal e-mails with unprofessional names for CAP business, and chose names that make you easily identifiable. For example, a good personal e-mail address suitable for CAP business would be john.doe.cap@gmail.com.

Google offers a low-cost service to nonprofits, which allows the user to create a Web site that functions as an Intranet with secure access requiring a user name and password. The site is created with your chosen and unique URL (uniform resource locator, such as wyocap.org) and offers e-mail accounts for your members with the same URL (in this case, wingcommander@wyocap.org). As a nonprofit organization, CAP units typically use .org URLs.

Programs like Microsoft Office SharePoint Designer and Adobe Dreamweaver are easy to use for the layman to create Web site pages. Users of these programs are not required to understand Hyper Text Mark-up Language (HTML) coding to design sites. These tools will help you design a site visually (drag and drop), automate the update process and offer design templates.

Your Web-hosting service should provide you with statistical data on the number of page hits, number of unique visitors, what pages brought visitors to your site, etc. This can be very useful in determining what works and what doesn't.

Electronic Mailing List, elList or E-mail List
Electronic mailing lists provide blast e-mails by individual users to all subscribed users. Mailing lists include persons with common interests, such as Public Affairs Officers, squadron members and other groups. Subscribers can typically opt to receive each e-mails singly or in periodic consolidated updates. The-best known electronic mailing list software is ListServ.

E-mail Broadcasting
E-mail broadcasting software allows users to send individual e-mails to large groups of recipients. Groups can be created for any purpose. Broadcasting software should include anti-spam assistance to prevent Internet Service Providers from blocking messages. ISPs generally view e-mails with numerous destinations as spam. The software you use should know how to avoid this.

A group already exists for you to use to contact other CAP PAOs at cap-pao@lists.sempervigilans.org.

Social Networking
MySpace, Facebook and LinkedIn are all popular social networking sites available for free. Units can create a page for their unit and/or create a group. Unit members can generally view the page or group without a membership if permissions are set to "public". However, to become a friend or to join the group, unit members will have to create their own pages and link to the unit page. These sites offer features such as photo albums, linking to other sites, postings, etc., that will help you disseminate information. You will probably find a lot of your members are already using these sites. Ning is a social networking provider that allows units to create their own sites, with users creating log-on IDs and selecting the layout of their pages.

Video and Audio Sharing
YouTube, Yahoo! Video, Google Video, Flickr, Picasa and similar sites allow users to post their own videos or pictures. Photos can be posted to your unit Web site as well.

Bookmarking
Delicious, Diggs and other bookmarking sites give users the ability to create lists of favorite Web sites. These lists can be shared. Units could use bookmarking to provide members a list of sites that provide useful resources.

Blogging
Reference.com describes a blog (short for Web log) as an online, regularly updated journal or newsletter that is readily accessible to the general public by virtue of being posted on a Web site. Blogs can be one-sided, like a diary, or multisided like a conversation. Readers can post comments. When a comment is posted, an e-mail notifies the blogger. The blogger may set up the blog to require approval before comments are posted. This is a good idea, as it allows you to prevent inappropriate content from being posting. The author can either respond to the comment on the blog or take the discussion off-line via e-mail with the comment poster. Sites exist strictly for blogging, such as Blogger.com, and many social networking sites provide blogging. Search engines to locate blogs of interest include Technorati, BlogLines and BlogScope.

FEMA and the Red Cross have found blogging to be an easy and convenient way to communicate, especially during a crisis. Blogs can be posted for other agency and media access. The user makes the statement once, rather than repeating it for each recipient, and recipients retrieve the message whenever it's convenient for them. In a fast-paced scenario, brief updates can be posted frequently and immediately. Caution: Don't forget that operational security must be foremost when using blogs to convey important messages.

Microblogging is the term given to sites such as Twitter that limit the amount of space per blog post. These sites allow for concise comments and links to the more detailed story if desired. Programs like Twhirl and Tweet-Deck track and notify users of new posts.

See: **PA Essentials**.[49]

Text Messaging
Because of the instantaneous nature of text messaging, it can be helpful in times of crisis because brief messages can be sent to one or more recipients. A good text message can replace multiple, time-consuming phone calls. Warning! Before texting, ensure the user is willing to accept the messages and that you and the recipient have calling plans that include enough messaging to avoid costly phone bills. Messaging is successful only if the user's cell phone is on and receiving service.

Automated Internet Searches
Google and Yahoo! offer alert services that will search the Internet at your request for specific words or terms. You can set up as many as you like and receive periodic notifications if your search finds Internet content. Remember to be very specific in your search parameters and use quotes when looking for specific phrases. Civil Air Patrol as a search parameter may locate any Web posting with any of the three words. By using "Civil Air Patrol" you ensure the search finds just those places where CAP is mentioned. It's a great idea to set up a search with your unit's name to find when and where you are mentioned. You may also search key personnel by name. This can be a great way to find out if your news releases are being published or posted.

12. NEW MEDIA ADDRESSES

(from *New Media and the Air Force*, produced by the Air Force Public Affairs Agency Emerging Technologies Division)

Social Networking Sites

Blogger	www.blogger.com
Bloglines	www.bloglines.com
BlogScope	www.blogscope.net
Facebook	www.facebook.com
Google	www.google.com
LinkedIn	www.linkedin.com
ListServ	www.lsoft.com
MySpace	www.myspace.com
Picasa	www.picasa.google.com
Technorati	www.technorati.com
Tweetdeck	www.tweetdeck.com
Twhirl	www.twhirl.org
Twitter	www.twitter.com
YouTube	www.youtube.com

Unit Social Networking Pages

Blogs
CAPBlog
http://capblog.typepad.com/

FEMA
http://www.fema.gov/about/regions/regioni/continuum0407.shtm

National Capital Wing
http://www.natcapwg.cap.gov/abovethecapital/

Red Cross
http://newsroom.redcross.org/

Facebook
Civil Air Patrol / Public Affairs (unofficial)
http://www.facebook.com/home.php#/group.php?gid=4305419935

New York Wing
http://www.facebook.com/home.php#/group.php?sid=e97f550b51ffe941956e3cb643725a81&gid=10214072486&ref=search

Northeast Region
http://www.facebook.com/group.php?sid=e97f550b51ffe941956e3cb643725a81&gid=43739555512&ref=search

Wyoming Wing
http://www.facebook.com/home.php#/pages/Wyoming-Wing-Civil-Air-Patrol/30723342934?ref=ts

LinkedIn
Civil Air Patrol Network
http://www.linkedin.com/groups?gid=77579

Civil Air Patrol Volunteers and Employees
http://www.linkedin.com/groups?gid=126127&goback=.psr_1_civil+air+patrol_*1_*1_*1_*1_*1_*1_*1_*1_Y_us_82001_*1_*1_*2_*2_*2_Y_Y_*1_Relevance

MySpace
Sioux Falls Composite Squadron
http://profile.myspace.com/index.cfm?fuseaction=user.viewProfile&friendID=108108451

Cadet Squadron 1008 (Coatesville, PA)
http://www.myspace.com/capsquadron10080

Oregon Wing
http://www.myspace.com/orwg

Ning
Wyoming Wing Ning Site
http://wywgcap.ning.com/

Podcasts
Maryland Wing, CAP Podcasts
http://mdcap.org/index.cfm?fuseaction=radio.podcast

Twitter
Great Lakes Region
http://twitter.com/GLRCAP

Maryland Wing
http://twitter.com/MDWGCAP

Michigan Wing
http://twitter.com/MIWGCAP

New Jersey Wing
http://twitter.com/NJWGCAP

Southeast Region
http://twitter.com/SERCAP

Washington Wing
http://twitter.com/WAWGCAP

Wyoming Wing
http://twitter.com/wywgcap

To check the availability of a name on 120 popular Social Media Web sites http://knowem.com/

CAP Photo Release Information and Sample Release
CAP National HQ Photo Release Form - http://capnhq.custhelp.com/cgi-bin/capnhq.cfg/php/enduser/fat-tach_get.php?p_sid=nNlR69wj&p_li=&p_accessibility=0&p_redirect=&p_tbl=9&p_id=1267&p_created=1083869738&p_olh=0

13. MISSION INFORMATION OFFICER (MIO).

In accordance with CAPR 60-3, CAP Emergency Services Training and Operational Missions, regularly scheduled media briefings can often support the mission and provide valuable intelligence to achieve mission objectives. In addition, public awareness and understanding of CAP resulting from the efforts of the MIO can play a vital role in recruitment and retention, as well as government and community relations. The MIO provides and receives critical information, advises the mission's incident commander, protects the image of CAP and provides timely information to the public affairs staff of each higher headquarters.

a. Training. In order to serve as a MIO, the individual shall complete the required training and certification in accordance with CAPR 60-3.

The PIO track was designed for easy learning by using online resources and training at the state and local levels. A member who is qualified as a General Emergency Services and Mission Staff Assistant and is at least 18 years of age can now qualify as a PIO by completing the following:

- Task C-3000 – Demonstrate the ability to prepare an initial and follow-up news release;

- Task C-3001 – Demonstrate the ability to maintain a complete media contact list;

- Task C-3002 – Demonstrate the ability to coordinate visits of news media to mission sites;

- Task P-0101 – Demonstrate the ability to keep a log;

- Task L-0001 – Basic Communications Procedures for ES Operations;

- BCUT – Basic Communications User Training;

- CAPT 117 – ES Continuing Education Exam;

- IS100 – Introduction to the Incident Command System (ICS)

- IS200 – ICS for Single Resources and Initial Action Incidents;

- IS700 – National Incident Management System (NIMS), An Introduction;

- IS800 – National Response Framework, An Introduction

- ICS 300 – Intermediate ICS for Expanding Incidents, and ;

- Successfully serve as a supervised trainee on two training exercises or actual missions as a PIO.

Ideally, the CAP specific training outlined above from the mission base staff task guide should be provided by a PIO or an Incident Commander (IC) with PIO experience. Though ICs receive media training and are ultimately responsible for successful mission accomplishment including the public image of CAP in relation to the mission, they often don't have as much practical knowledge as experienced PIOs in the preparation of news releases and for the proper interaction with various media types.

CAP missions are changing, and thus the responsibilities of PIOs are changing. As the scope and responsibilities for CAP missions change, so will the training requirements for PIOs. Changes are already under way to make additional levels in PIO training for the expanded missions CAP is undertaking, as well as to update the current PIO training in order to meet CAP's basic public relations needs.

The basic **PIO qualification** will soon require PIO Awareness and Operational Risk Management training, as well as requiring basic PIOs to earn a technician rating in the Public Affairs Officer senior member specialty track, if they have not done so already. It will also require practical writing demonstration to be sure all PIOs can write a basic news release to an accepted standard using readily available word-processing software to write it and online resources to send it out with a picture, as appropriate.

The new intermediate PIO qualification will require those who are already qualified PIOs to complete the FEMA G-290 and G-291 courses (or equivalent) to further develop their skills and provide these PIOs with the education and training they need to work with Joint Information Systems in Join Information Centers. They will also be expected to demonstrate additional proficiency in writing, photography and presentation preparation and to complete the senior level in the Public Affairs Officer senior member specialty track.

The new advanced PIO qualification will require those who are qualified intermediate PIOs to complete ICS 400, Advanced ICS, as well as the FEMA E-388 course, Advanced PIO, or equivalent. These courses provide PIOs the training to work on complex incidents while also addressing critical skill and issues for PIOs, like legal issues in public information, risk communication, conflict resolution and stress management for PIOs. Personnel desiring to qualify as advanced PIOs will also have to earn a master rating in the PAO senior member specialty track and be approved by their region commanders or the commander's designee.

Personnel that meet the requirements noted above for new qualifications will be able to be approved immediately for these qualifications by the appropriate commanders and designees. We expect these changes and new specialty qualifications to be put in place in 2010.

b. Appointment. A MIO, fully qualified in accordance with current MIO training requirements, should be appointed for every actual mission and training exercise, except counterdrug missions. In addition, appointment of a fully qualified MIO is mandatory for all emergency missions lasting, or expected to last, more than 48 hours, including but not limited to missing aircraft, missing persons, disaster relief and homeland security operations.

The face Civil Air Patrol shows to the public is crucial. The Public Information Officer's position is vital to ensuring the timely release of information to the public while also representing the organization with a professional image. Proper training and experience is needed for this position as more and more regions, wings and groups are presented with various emergencies, increasing the interaction with other emergency agencies. The media focus on CAP during recent tragedies only increases the need for properly trained CAP Information Officers.

While the positions of the PAO and the PIO may appear to be the same, they follow a different but parallel path. One must have some experience as a PAO before starting on the road as a PIO. That is why the PAO needs to complete the technician rating in the PAO specialty track first. While the PAO is a "strategic" position, the PIO is "tactical." The definition of strategic is overall planning and conduct of a large-scale operation. Tactical is the technique of securing the objectives designed by strategy. During World War II the Army Air Corps strategic plan targeted various industries for destruction; the tactical plan involved many aircraft and bomb types, fighter cover and the type of flight plan to the target. The PAO strategic plan is how to get CAP's message out, while the PIO puts action to work.

There are two **types of Emergency Services missions** to which a CAP PIO would be called upon to respond. The first is at the local level in a single jurisdiction, with CAP working alone or with minimal interaction with local law enforcement or emergency management services agencies; an example would be a missing aircraft search and rescue mission. The second would involve coordination with multiple agencies on a single or multi-jurisdictional, statewide or even possibly a multistate incident, where a Joint Information Center (JIC) is established along with an Emergency Operation Center (EOC). An example would be a disaster relief mission following a hurricane or major flooding.

While the CAP NHQ/PA staff supports the PAO and supplies seminars and courses, the PIO will need basic, intermediate and advanced PIO training offered outside of CAP. These courses will better prepare the PIO for interaction with the media and will teach participants how to conduct news conferences and interviews and how to work in a Joint Information Center and other complex environments. With this training, the CAP PIO will meet the qualifications of other public information officers from various other agencies.

When dealing with the media, especially in an emergency situation, knowing what not to say is just as important as knowing what to say. When tragedy strikes, a good PIO has already prepared a template press release that can be sent out at a moment's notice (with the IC's approval) to the appropriate media. At an incident using the ICS structure, there is only one PIO (though the PIO may have assistants helping) and that is a Command Staff position. The PIO reports directly to the IC and advises the IC about news releases, news conferences, setting up a media area and problems that may arise. The PIO and IC are the only positions that release information to the media, and normally the IC will rely on experienced PIOs to do so, but the IC must approve any information to be released. In some cases the IC must not release information because of guidelines from NHQ, and the PIO needs to know what not to release. See reference to high-profile missions provided below.

CAP will not announce deaths or casualties in the course of a mission. This will be done by the tasking agency. Once a death is announced by the tasking agency, it is acceptable to reference the casualties in a closing release. CAP casualties will not be announced without the express authorization of National Headquarters. All mishap and casualty notification procedures will be followed before the public release of information.

Accidents involving CAP aircraft *will not* be announced without the express authorization of National Headquarters. All mishap and causality notification procedures will be followed before the public release of information.

This training will ensure CAP personnel who address the media in times of crisis are trained to work within the Incident Command structure and with the Incident Commander while at the same time presenting CAP in a professional manner.

Once a mission is closed, all media inquiries should be directed to NHQ/PA and not to the previously assigned PIO.

High-Profile Missions

News releases for high-profile Air Force Assigned Missions must be approved by NHQ/PA and the National Operations Center. This clearance is not required for routine missions or training missions.

A high-profile AFAM is defined as a mission that will potentially trigger significant media interest at the regional or national level. A mission may be treated as high-profile as deemed appropriate by the NOC, NHQ/PA, wing commanders or the mission approval authority (1st, 11th or 13th Air Force, CAP-USAF7 or simular authority).

An IC or PIO who is unsure if a mission would be considered high-profile, or who simply needs assistance, should contact the NOC or NHQ/PA for assistance.

For high-profile events NHQ/PA will contact the region and wing commanders to establish a plan for partnering with the IC and PIO. NHQ/PA will provide assistance to the wing in developing a public awareness plan, developing talking points, identifying whether and when to hold press conferences, scheduling one-on-one interviews with selected spokespersons and developing and disseminating news releases and media kits. NHQ/PA will provide approvals to proceed with the release of information to the IC and PIO from 1st Air Force and the NOC. Wing and region PAOs are included in the distribution of news releases for further dissemination to other media and internal CAP audiences.

NHQ/PA will establish and maintain, as deemed appropriate, a Web page on the www.gocivilairpatrol.com Web site, where photos and news releases of high-profile missions will be posted on an ongoing basis.

See: **Online Media Kit**.[11]

    Guidelines for Partnering with NHQ/PA.[50]

14. REPORTING.

Reasons for Reporting

• Share Ideas — If something in your unit is working, share it so other units in the wing (or even the region) might learn from your success. (An easy way to do this is to have a wing or group online newsletter accessible to all.)

• Fill in the Gaps — At the wing level, it may be necessary to determine if all areas within the state are receiving media coverage. Finding these areas will allow the wing PAO to focus on and assist units that are short-staffed, inexperienced, or untrained in media relations. (These findings could be used at the region level, too.)

• Track Progress — Progress may be measured in many ways:

   • Are our methods working?

   • Have retention improved and membership increased?

   • Are events more successful and do we have better participation?

   • Are we better-known and -recognized in our community?

   • Do media representatives call us when a natural disaster occurs or an aircraft is missing?

What to Report and How to Report It

• News Release — When submitting a news release for publication, blind-copy the next higher CAP echelon on the message. When copying the wing PAO, it might be a good idea to include the media distribution list as well.

• Event — This can be an open house, an air show, a training event, an exercise or an actual mission.

   • In the case of an actual mission, where an Incident Command Post has been set up and PA is controlled by an Information Officer, the article must be approved by the PIO or the Incident Commander (and the PIO will always get the IC's approval).

   • The most valuable information to include would be a general description and place and date of the event, along with the number of members in attendance.

   • If dignitaries were involved (the mayor, one or more military officers, a political figure, or person of similar importance), full information and position for each individual is also a must.

   • If media coverage resulted, that information should be included as well.

   • All of the above can be done most efficiently via a short e-mail.

• Published Story (External) — If a media article (newspaper, TV, or radio) was published on a media Web site, e-mail the link. If it is a smaller newspaper, just an e-mail with the name of the publication, title of the story and date it was published would suffice. When a small newspaper publishes an in-depth story, it is best to scan the article for electronic reporting.

- Published Story (Internal) — If it was published on a unit Web site, send a message with the link to that page.

- Newsletters — Always copy higher HQ on unit newsletters. If published in PDF format, send a copy as an e-mail attachment. If published online, send the link.

- Special Interest (report in advance) — Some examples in this category might be:

  - Media flight. This requires a minimum of two weeks to process. Approval must go through the chain of command; final approval from CAP-USAF commander is required.

  - Elected official will be in attendance at your event.

  - Your event will be large and you would like help.

  - Planned Fly-A-Teacher will be held in conjunction with a multisquadron O-Flight weekend.

In all cases, submit a short e-mail with a general description, place, time and date of the event, and any specific need(s) the unit might have.

- **Continuity book** — As a recommended best practice, this is a PAO's compilation of news releases, news clips, CDs of newscasts, hard copies of Web site pages, copies of PR and crisis plans, copies of PA reports and the like. It is a useful tool for:

  - Wing Compliance Inspection or SAV — It can be presented to the visiting CAP-USAF inspector as proof that all the PA requirements have been fulfilled.

  - PAO awards — It can be used as a reference to determine what PA materials produced during the previous year might be significant enough to submit.

  - Mentoring — Someone coming aboard in a new PAO duty assignment will find it to be an invaluable resource.

It is also suggested that the PAO actually maintain two identical continuity books, one for the unit and one for the PAO. Having duplicate continuity books helps ensure that a PAO continuity book stays with the unit as part of its permanent files and that PAOs have a personal copy for their files when leaving the unit. An elegant alternative would be keeping the continuity books in electronic format — one copy for the unit and the other for the PAO.

The PAO's continuity book should include:

- Master file plan

- Suspense control

- General correspondence
  - Transitory material
  - Policy/precedent files
  - Letters of appreciation
  - E-mail

- Public Affairs records
  - Current file projects
  - Community/media speeches
  - Press releases
  - Periodicals
  - Unit newsletters
  - Unit Web site
  - Customer Web sites
  - PAO training/workshops
  - Strategic planning
  - Archived project files

- PAO reports
  - Unit reports to wing (organized by year/quarter) for those wings which have chosen not to abolish reports

- PAO plan

- Crisis communication plan

- Media contact list

- Listing of other useful Web sites

- Copies of forms, such as a promotional flight request form

15. AWARDS.

Each year, Civil Air Patrol recognizes Public Affairs Officers who excel in conducting and managing an exceptional public affairs program.

a. The Col. Robert (Bud) V. Payton National PAO of the Year award recognizes the wing public affairs officer who epitomizes the Public Affairs program.

(1) Region public affairs officers will coordinate with their respective region commander to solicit nominees from each wing commander. The region commander will then nominate one wing PAO from within the region, detailing specific actions initiatives and management of a diverse wing-wide public affairs program by the nominee during the previous calendar year. The National Director, Public Affairs, and National Headquarters Deputy Director, Public Affairs, may specify format and additional criteria for the award nomination.

(2) A committee of PAOs chaired by the National Director, Public Affairs, will rank order the region nominations received. This recommendation will be forwarded to the National Awards Review Board for final selection, with approval by the National Commander. The award will be presented during the annual Summer National Board and Conference, or other appropriate setting reflecting the honor of the award.

b. Each region will recognize a public affairs officer within the region who conducts and manages an exceptional public affairs program within the wing and subordinate units. In recognizing the significant differences of responsibilities, two specific awards will be given, one wing and one unit.

(1) The region PAO shall select one wing PAO and one subordinate unit PAO as Region Public Affairs Officers of the Year. Nominations for subordinate unit candidates shall document the nominee's outstanding actions, initiatives and management of a unit public affairs program. The region PAO may specify format, additional criteria and suspense dates.

With approval by the unit commander and the wing PAO, candidates can be nominated by any CAP member within the wing. The wing PAO, with input from a qualified selection committee familiar with PA functions, will determine which PAO nominations are submitted to the region, one in each of two categories: Wing and Subordinate Unit.

Ideally, the final candidates will have been selected objectively on the basis of demonstrated performance by an awards committee composed of individuals who are familiar with the duties and functions of the PAO.

Actual mission participation as IO, as well as quality and breadth of publication, especially in non-CAP media, will play an important role in the final selection of the two candidates.

(2) Region awards shall be presented during the region conference or other appropriate setting reflecting the honor of the award.

c. The Wing Public Affairs Officer of the Year award recognizes the outstanding group or unit Public Affairs staff member who has excelled in public affairs initiatives and has been instrumental in conducting an exceptional program during the previous year.

(1) The wing PAO shall select the Wing Public Affairs Officers of the Year. Nominations shall document the PAO's outstanding actions, initiatives and management of a unit public affairs program. The wing PAO may specify format, additional criteria and suspense dates.

(2) Wing awards shall be presented during the annual wing conference or other appropriate setting reflecting the honor of the award.

Maj. Howell Balsem CAP Public Affairs Exceptional Achievement Awards. This award is named in honor of the Air Force major considered by CAP historians to be the first Public Affairs officer to serve CAP at the national level in the 1950s. The Maj. Howell Balsem CAP Public Affairs Exceptional Achievement Awards competition provides PAOs with the opportunity for recognition of outstanding achievements in a variety of categories. These are:

> • Brochure/Posture/Flyer
>
> • Event Promotion/Crisis Management
>
> • Media Coverage of CAP
>
> • Newsletters
>
> • Photography
>
> • Slide/PowerPoint Presentations
>
> • Web Site
>
> • Writing for Media

Certificates

A PAO Certificate of Appreciation honoring region/wing PAOs and unit PAOs is available from NHQ/PA. PAOs may also obtain an Outstanding PAO certificate. Requests for certificates must be at the recommendation of higher headquarters PAOs.

*Suggested Submission Guidelines for Awards***:**

Applications received with incomplete information or past the submission deadline cannot be considered; therefore, care in completing applications correctly and on time is recommended.

Some criteria to consider in submitting applications would be length of time assigned as a PAO, specialty track rating in public affairs or related tracks, public affairs plan submitted to wing or region, crisis communications plan submitted to wing or region, participation as PIO, number and quality of publications, mentoring, leadership and any other activity material related to the specialty.

Suggested Application Packet Contents for Wing HQ:

> • Form 120.
>
> • One-page overview describing why the individual deserves this award, to include the following information on professional development:
>> • PA specialty track rating;
>> • MIO qualification status;
>> • Level of PD Program completed (1-5);
>> • Major accomplishment for previous year.
>
> • One-page letter of recommendation by the person nominating the individual with the nominee's commander's comments.
>
> • Up to four pages of attachments listing accomplishments or showing examples of news releases to local and CAP media, Web site utilization, unit newsletter or community outreach:
>> • Any IO/MIO participation during the year with mission number(s);
>> • URLs for articles published online;
>> • PDFs of scanned hard-copy publications (magazines, newsletters, newspapers);
>> • URL to unit Web site;

- Examples of photography and/or videography;
- Any other material published by any means;
- Mentoring CAP members in PA and PA-related subjects is also a consideration.

Additional Suggested Submission Packet Contents for Region HQ:
In addition to the packet described above for Wing HQ submission, the packet to Region HQ will also contain:

- A letter from the Wing PAO, assessing the applicant in terms of service performed and future potential in terms of benefit to the unit, wing and CAP.

- A letter from the wing commander, assessing the selected individual in terms of benefit to the wing.

Assessing Candidates:
Following is a suggested point system that can be used to assess candidates objectively. The candidate with the highest point total, with concurrence of the selection committee, the wing commander, and the wing PAO, is named Wing PAO of the Year.

Activity	Points
Quarterly PAO Report (correct and submitted on time) (each)	15
Quarterly PAO Report (correct and submitted late) (each)	10
News release without photo published externally (provide copy)	3
News release without photo in CAP magazine (provide copy)	2
News release without photo in CAP online (provide copy/URL)	1
News release with photo published externally (provide copy)	6
News release with photo in CAP magazine (provide copy)	4
News release with photo in CAP online (provide copy/URL)	2
Attendance at Wing PAO Seminar (each)	3
Attendance at other conference, workshop (each day)	5
Serve as MIO (each day)	5
Serve as MIO trainee (each day)	3
Instructor on PA subject at a PD school (each)	5
Presentation to non-CAP group (each)	3
Work booth at CAP activity (each day)	5
TV/radio interview (provide specifics and copy if possible)	3
Published article in non-CAP publication (provide copy) (each)	5
Published article in CAP publication (provide copy) (each)	3
Prepare Unit Continuity Book IAW Tab D-6 SUI Guide	5
Prepare Unit PA Plan	5
Prepare Unit Crisis Communications Plan	5
Create Web site	5
Maintain Web site on weekly basis	3
Publish online newsletter (per article, per month)	1
Publish weekly newsletter, PDF or hard copy	3
Publish monthly newsletter, PDF or hard copy	2
Publish quarterly newsletter, PDF or hard copy	1
Mentor senior member/cadet PAOs (each)	3
Mentor cadet PAOs (each)	3

LINKS

(1) CAPR 190-1
http://members.gocivilairpatrol.com/media/cms/R190_001.pdf

(2) CAP Public Awareness Plan
http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_public_awareness_plan

(3) PAO Toolkit http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_pao_toolkit/

(4) Writing Your PA Plan
http://members.gocivilairpatrol.com/media/cms/Writing_Your_PA_Plan_9CB1FEA0955AF.pdf

(5) Approved PA Plans
http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_public_awareness_plan/resources.cfm#national_plans

(6) Crisis Communications Plans
http://members.gocivilairpatrol.com/media/cms/Crisis_Communications_Plans_D201F1E80E595.pdf

(7) New PAO Checklist http://members.gocivilairpatrol.com/media/cms/PAO_Checklist_385C38B15E910.doc

(8) CAP Media Policy http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_media_policy/

(9) National News Releases
http://www.capmembers.com/news/media_center/press_releases/index.cfm

(10) Hometown News Releases
http://www.capmembers.com/cap_national_hq/public_affairs/hometown_news_release_program/index.cfm

(11) Online Media Kit
http://www.capmembers.com/news/media_center/online_media_kit/index.cfm

(12) Media Relations Instructional Videos
http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_pao_toolkit/media_relations_instructional_videos.cfm

(13) *Meeting the Media*
http://members.gocivilairpatrol.com/media/cms/Meet_the_Media_Booklet_2008_437B5E8552E5F.pdf

(14) *New Media and the Air Force*
http://www.af.mil/shared/media/document/AFD-090406-036.pdf

(15) *U.S. Air Force Dashboard*
http://www.netvibes.com/usafpublicaffairs

(16) *U.S. Air Force Live*
http://ow.ly/2xOK

(17) Sample Newsletters
http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_unit_newsletter_links/

(18) Sample Newsletters
http://swr.cap.gov/PAO/index.htm

(19) *Marketing Guidebook*
http://members.gocivilairpatrol.com/media/cms/CAP_Marketing_Guidebook_REVpdf_E3CDBEF62F27D.pdf

(20) Explore Social Networking
http://www.myspace.com/

(21) Explore Social Networking
http://www.facebook.com/

(22) Explore Social Networking
http://twitter.com/

(23) Explore Social Networking
http://www.linkedin.com/

(24) *Volunteer* Magazine http://members.gocivilairpatrol.com/news/civil_air_patrol_volunteer/index.cfm

(25) *Volunteer* Magazine Inventory
http://members.gocivilairpatrol.com/media/cms/Volunteer_inventory_3F0ADE3908E22.pdf

(26) Multimedia Products
http://www.capchannel.com/

(27) What Makes a Good Photo and Video
http://members.gocivilairpatrol.com/media/cms/Good_Photo__Video_Photo_Seminar_624808342B8C2.pdf

(28) *Annual Report to Congress*
http://members.gocivilairpatrol.com/cap_national_hq/cap_annual_report_to_congress/index.cfm

(29) *VolunteerNow* http://members.gocivilairpatrol.com/cap_national_hq/cap_annual_report_to_congress/index.cfm

(30) PA Crisis Policy
http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/public_affairs_crisis_policy/

(31) Writing a Crisis Communications Plan
http://members.gocivilairpatrol.com/media/cms/Crisis_Communications_Plans_D201F1E80E595.pdf

(32) Sample Legislative Squadron Web Site
http://www.txlscap.org

(33) Sample Cadet-Oriented Web Site
http://www.afspc.org/

(34) Sample Composite Squadron Web Site
http://www.capdallas.org/

(35) Sample Group/Wing Web site
http://www.group3txwing.org/

(36) Seals, Emblems and Patches
http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_pao_toolkit/seals_emblems_and_patches.cfm

(37) Posters http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_pao_toolkit/posters.cfm

(38) Feature Writing Tips
http://members.gocivilairpatrol.com/media/cms/Feature_writing_tips_90338328C01BE.pdf

(39) Human Interest Story Writing Tips
http://members.gocivilairpatrol.com/media/cms/Human_Interest_Story_Writing_Tips_804332EE382D1.pdf

(40) Interviewing Tips http://members.gocivilairpatrol.com/media/cms/Interviewing_Tips_3593152A7F5AD.pdf

(41) News Feature Writing Tips
http://members.gocivilairpatrol.com/media/cms/News_Feature_Writing_Tips_53695BE579BC4.pdf

(42) Personality Feature Writing Tips
http://members.gocivilairpatrol.com/media/cms/Personality_Feature_Writing_Tips_E70A30F5B1D74.pdf

(43) CAP Unit Newsletters
http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_unit_newsletter_links/

(44) Desktop Publishing Software
http://desktoppub.about.com/od/findsoftware1/tp/freedtpsoftware.htm

(45) Sample Little News
http://www.afspc.org/afspc/content/news_articles.asp

(46) Sample Big News
http://www.group3txwing.org/content/newsletter.htm

(47) Sample PDF Newsletters
http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/

(48) Free PDF Writer
http://www.bullzip.com/

(49) PA Essentials http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/pa_essentials.cfm

(50) Guidelines for Partnering with NHQ/OA
http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_media_policy/media_relations_coordination_guidelines.cfm