

# **How-To Guide for Civil Air Patrol Public Affairs**

## **TABLE OF CONTENTS**

Mission	2
Public Affairs Officer Objectives	2
Assignment of the Public Affairs	4
Duties and Responsibilities	5
Public Affairs Support	7
Training	7
Functions of Public Affairs Officers	9
National Headquarters Publications	13
Multimedia	13
Electronic Communications	18
Public Information Officer	19
Reporting	21
Awards	22
Links	24

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## 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 enable the organization to grow.

Congratulations. You have just been appointed to (and accepted) the position of public affairs officer or deputy at the flight, squadron, group, wing or region level. Some of you might wonder, "What do I do now?"

The answers are available, if you take the time to do some reading and talk with others. But first, meet your best friend: CAP Regulation (CAPR) 190-1:

[https://www.capmembers.com/media/cms/R190\\_001\\_70FAF7B447A02.pdf](https://www.capmembers.com/media/cms/R190_001_70FAF7B447A02.pdf)

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

This CAP regulation governs a little of the "how" and all of the "what" and "who" of public affairs — what you should be doing, who does what, and how you are going to do it — with very skimpy detail on the latter, but that is understandable. This regulation makes the assumption that you already know how to do what you will need to do, so it is thin on the "how." The advantage of this assumption is that since the regulation is not cluttered with detail, its directives are extremely clear.

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

- To inform internal and external audiences of CAP's national importance.
- To safeguard the image and assets of the corporation.
- To strengthen relations with key audiences and customers, helping the organization to grow.

Although all three are necessary and important, notice that "to inform internal and external audiences" is listed first. That is not accidental, because it is the essence of the job, while the other two missions are adjuncts to the main directive. You will get to know these three as you learn the job, and the document you are now reading will make the "how" much clearer to you.

## PUBLIC AFFAIRS OFFICER OBJECTIVES

### **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.

This is a "big picture" view of what the Public Affairs Program does for CAP. It should give you some idea about what you can do at your level, whether you are assigned to a squadron/flight, group, wing or region.

Civil Air Patrol gets a lot of publicity when disaster strikes. But when that limelight goes away, it is up to us, at all levels, to keep telling the CAP story.

To be effective, you must 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.

### **Develop and Conduct a Comprehensive Internal and External Public Relations Plan**

For this objective, you will need to establish dialogue with your commander, who is responsible for everything that happens in your unit.

No matter what you would 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 will need to do your best to make them happen. After you have 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 develop a unit PA plan.

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 are new or an old hand at the business, you will 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.

NOTE: After setting a roadmap for yourself, you will need to keep your commander informed about your progress, you should discuss PA with your commander at least monthly to inform him of progress, or more often if a hot PA decision needs to be made.

CAP encourages good communications 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 in keeping them:

- Well-informed.
- Feeling they are an important part of the organization.

As you will learn from CAPR 190-1, you will need to write a Public Affairs Plan for your squadron/flight, group, wing or region. If one is already in place, you and your commander should review it and adjust it at least annually. If a PA Plan does not exist, check with your next-higher PAO and get a copy of theirs. Most likely, 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 there is a disaster or emergency. Review your unit Crisis Communications Plan with your commander and make any necessary adjustments, keeping good notes on what changes you made. You should also check with the next higher command level for a copy of their Crisis Communications Plan, which you might want to use as a guideline for updating your own plan.

Keep in mind that you need to prepare for all possibilities, from being the only unit able to conduct operations in your general area to functioning as part of a larger group. In some cases, because of your unit's location, you might end up working with one or more units across state lines. Because of this, you should get to know them now, when things are quiet.

Both the PA Plan and the Crisis Communications Plan must be updated and submitted to the next higher headquarters at least annually.

The last objective 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 available from NHQ to help the unit attract new members.

For this, you will find some excellent material in the online PAO Toolkit.

No matter how you decide to approach your job, remember that you are not alone in working on your three PA objectives. You will 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, if you just ask for their help.

In some cases, highly experienced PAOs might have sought assignment to a unit at your level because of job pressures or personal reasons. Get to know your counterparts near you, as they might be able to help you get started or even mentor you.

## **ASSIGNMENT OF THE PUBLIC AFFAIRS OFFICER**

Each unit commander will appoint a qualified individual to be the PAO. Appointed PAOs who are not fully qualified will complete appropriate training within the first 12 months of their assignment.

While there is a temptation for commanders to appoint new senior members who just joined as the unit PAO, caution should be taken. Look for members who have been involved with CAP for at least one year and who have a wide understanding of our programs. Even public relations professionals who just joined will not understand the complexity of CAP missions and should be mentored before taking over as the squadron PAO.

If the appointee is not a qualified PAO, within a calendar year of the date of appointment that person must:

- Upon appointment, enroll on Specialty Track 201, Public Affairs Officer.
- Follow and complete the training procedures outlined in Sec. 6. Training (below) for the Technician level.

The PAO will be appointed in accordance with current personnel procedures in CAPR 35-1, *Assignment and Duty Status*.

Your first duty as a new PAO is to notify the next-higher-headquarters PAO of your appointment. Do not wait for the PAO at next higher headquarters to contact you.

If your unit does not currently have a member who can take on the PAO responsibilities, the duty reverts to the unit commander. If the unit commander acts as the unit's PAO for six months, he/she will be assigned as the PAO according to current personnel procedures in CAPR 35-1 and is encouraged to enroll in the Public Affairs Officer specialty track.

The commander acting as the PAO has important issues to consider. Since the commander and the PAO are the official spokespersons for the unit, if the commander is discharging the duties of the PAO the unit will have only one spokesperson. Therefore, it would be to the unit commander's own advantage to appoint a qualified PAO as soon as practicable, as being both commander and PAO can be too heavy a

burden.

## 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.

Per CAP 20-1 the public affairs officer reports directly to the commander at all echelons of commands and as such is the adviser to the commander on all internal and external public affairs matters.

They will:

- Work with the commander on all public affairs matters.
- Implement and manage a Public Affairs Program.
- Comply with CAPR 190-1 and other public affairs publications.
- Conduct an internal information program.
- Conduct an external information program, including media and community relations.
- Ensure National Headquarters' public affairs objectives are met.
- Supervise and assist all subordinate unit public affairs activities.

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 whenever they ask for help.

**Squadron and flight PAOs** are the backbone of the national public affairs program and are primarily responsible for implementation of the program at that level.

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

Ideally, squadron PAOs will also be public information officer-rated, as PA is an important part of missions, and squadrons get the missions (see Sec. 10. *Public Information Officer*). Also, PIO training is a requirement for progression to the Senior and Master levels in the PAO specialty track (see CAPP 201).

**Group PAOs** (if groups are used within your wing) will advise, mentor and support subordinate PAOs in their group on public affairs matters and will conduct an active PA Program in support of the unit.

When groups are fully staffed as functioning support units (rather than being bare administrative elements), just as is the case with squadron/flight PAOs, the group PAO develops a PA Plan and a Crisis Communications Plan for the group.

In larger wings that have functional groups, group PAOs play an important role supervising, advising, supporting and mentoring their counterparts at the squadron/flight level. In smaller wings, which often have no group-level organization, 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 has yet been appointed. The latter is a definite possibility when unit staffing is short.

To be fully effective, the group PAO must also be PIO-rated, as PA is an important part of missions (see the *Public Information Officer* section).

**The wing PAO** is the primary resource in conducting a wing-wide Public Affairs Program. Together with the wing commander, the wing PAO will develop goals and objectives for the wing Public Affairs Program as part of a PA plan and will advise, mentor and ensures the national, region, and wing objectives are implemented.

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

Just as squadron/flight and group PAOs must work under the direction of their respective commander, the wing PAO determines, with the guidance and consent of the wing commander, the goals and objectives of the wing's Public Affairs Program. To accomplish this, the commander and the PAO must establish and maintain dialogue, as the PAO will need the commander's support to get the job done; in return, the commander will enjoy the benefits of an active and productive PA program.

The wing PAO also mentors and advises the group, squadron and light PAOs, who often rely on the wing PAO's expertise to organize and maintain effective PA programs.

To be fully effective, the wing PAO must also be PIO-rated, as PA is an important part of missions (see the *Public Information Officer* section).

**The region PAO** serves as a field representative for NHQ/PA and as a liaison among the wing/group/squadron/flight PAOs. He/she will demonstrate leadership in guiding the work of the wing PAOs by developing an annual region PA plan the wing PAOs can follow in implementing their goals and objectives. Region PAOs serve as advisers and supervisors and consult frequently with subordinate wing PAOs and group/squadron/flight PAOs when needed or requested.

The region PA Plan must take into account the training, operational and organizational needs of the region's wings, making sure that each wing will find it possible to accomplish the desired goals and objectives. For this purpose, the DPA must establish dialogue with the wing PAOs, follow closely each wing's needs, training and capabilities, and encourage the wing PAOs to seek support from region when needed.

**The national PAO** is the senior volunteer PAO in Civil Air Patrol. He/she assists the national leadership with media relations, internal information dissemination and community relations for the CAP Public Affairs Program. He/she serves as a liaison between the National Headquarters Public Affairs (NHQ/PA) staff and membership in regards to CAP public affairs matters, as well as among the region directors; wing, group and squadron PAOs; and the National Headquarters Marketing and Public Awareness Directorate. He/she works in coordination with the NHQ/PA staff to implement, develop and upgrade CAP's Public Affairs Program. That includes advising and supervising PAOs at all levels of the organization and organizing a volunteer team of PAOs to support the organization and accomplish objectives as laid out in the National Public Affairs Officer's Plan.

### **PAOs at All Levels**

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

CAPR 190-1 authorizes 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 the issues involved could damage CAP's relations with the public. Should you be asked to work with another commander on any issue, do not accept the request unless first you have obtained your commander's permission to do so.

CAP PAOs and commanders are authorized to work directly with military installation PAOs 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. This covers all uniformed services, such as the U.S. Air Force, Navy, Marine Corps, Army, National Guard and Coast Guard.

This kind of contact often includes helping set up military orientation flights for Air Force ROTC or Junior Air Force ROTC 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 might arise.

When CAP PAOs work with military PAOs, they must remember they represent Civil Air Patrol to military personnel and therefore must be aware of the professional image they need to present at all times. PAOs are seldom authorized to act on their own on behalf of CAP or any unit and must seek the approval of the appropriate CAP commander before doing so.

## **PUBLIC AFFAIRS SUPPORT**

PAOs are authorized and encouraged to contact higher-echelon PAOs to request assistance.

Region directors of public affairs are authorized to work with PAOs at all levels when requested or directed. Lower-echelon PAOs are encouraged to contact the region for help whenever they cannot obtain appropriate mentoring and support or are faced with an emergency and cannot get immediate local support.

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

Every PAO should, at a minimum, ensure that his/her contact information is listed correctly on eServices, because NHQ/PA will use the email address listed there to send 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 appointed to their duty assignment, so they can personally introduce themselves. NHQ/PA is usually able to offer immediate helpful suggestions to the new PAO. Making contact with higher headquarters is also a requirement for the technician rating.

## **TRAINING**

Wing/region PAOs will provide training for subordinate unit PAOs at least annually. In addition, to ensure the success of the Public Affairs Program, all PAOs will enroll and participate in available training and resources, including:

### **CAPP 201, Specialty Track Study Guide-Public Affairs**

This is an in-depth public affairs training program leading to the Technician, Senior and Master levels of proficiency.

CAPP 201, *Specialty Track Study Guide-Public Affairs* lists all the requirements needed to earn the Technician, Senior and Master ratings in the Public Affairs Specialty. In most cases, the PAO in training needs to work under a mentor's guidance:

[http://www.capmembers.com/media/cms/P201\\_E863B3730B059.pdf](http://www.capmembers.com/media/cms/P201_E863B3730B059.pdf)

### **How-To Guide for Civil Air Patrol Public Affairs**

This document (which you are now reading) is everyone's guide to CAPR 190-1, as it explains how PA gets the job done at all levels. It summarizes the practical knowledge gathered by successful PAOs, offering timely, hands-on, tested solutions.

It is also a very important document in a different way. Since there is no formal course for CAP PAOs, the *How-To Guide* has the potential for filling this need. If you know it well and follow its guidance and suggestions, you will be better prepared to earn your specialty rating.

### **Training Courses, Workshops, Seminars and Field Training**

Group and wing workshops and seminars are usually small, but they have the advantage of being put together by people who "know the market," as they have done the job in the participants' own territory. Knowing the area and its needs makes these speakers and mentors especially valuable for attendees, as they can share their successes and describe in some detail how they accomplished them. The take-home lessons that attendees gather at these sessions can be a recipe for success.

### **Seminars and Workshops Offered by the Military and Local, State or National Organizations as Deemed Appropriate by the PAO and Commander**

The operative word here is "appropriate," meaning that the knowledge and techniques learned can be adapted to the way CAP works. If neither the commander nor the PAO is sure it would be useful training, a review of the syllabus and/or a phone call to the offering organization will provide more details about what is going to be taught, making the decision easier.

### **PIO Training as Part of CAP's Emergency Services Mission**

Since CAP signed a memorandum of understanding with the Federal Emergency Management Agency (FEMA), whereby CAP undertook to adopt FEMA training as a prerequisite for CAP's participation in interagency Emergency Services missions, CAP PAOs need to learn how to become public information officers — the FEMA way.

A PIO rating is an indispensable qualification for which there is no substitute. In addition to the online FEMA written courses (IS 100, 200, 700 and 800), the PAO needs to take the online FEMA IS 702 that is the PIO-specific course detailing how to work in a National Incident Management System (NIMS) environment. Add to this the ICS 300 (a resident weekend course) and the optional (but recommended) ICS 400. These two are essential to understanding and learning how the larger missions function in a

NIMS environment.

## **FUNCTIONS OF PUBLIC AFFAIRS OFFICERS**

### **Planning**

PAOs at flight/squadron, group, wing and region levels will 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 emergencies. Step-by-step instructions on how to write each plan are provided on the National Public Affairs website. The Public Affairs 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.
- Step 4 — State the desired impact envisioned for each goal provided in Step 3.

The unit PAO will submit a PA plan annually, including an evaluation of the effectiveness of the previous year's goals, to the wing PAO for review and input. The wing PAO will submit a PA plan annually, including an evaluation of the effectiveness of the previous year's goals, to the region PAO and to NHQ/PA for review and input. The region PAO will submit a PA plan annually, including an evaluation of the previous year's goals, to NHQ/PA and to the national PAO, including an evaluation of the previous year's goals, for review and input. All successive PA plans and corresponding evaluations will be retained in accordance with CAPR 10-2, Files Maintenance and Records Disposition.

### **Writing Your PA Plan**

[http://members.gocivilairpatrol.com/media/cms/Writing\\_Your\\_PA\\_Plan\\_9CB1FEA0955AF.pdf](http://members.gocivilairpatrol.com/media/cms/Writing_Your_PA_Plan_9CB1FEA0955AF.pdf) is a fill-in-the-blanks template that uses the Four-Step Planning Process. This is a best practices solution that will help you identify how you intend to direct your PA routine and emergency efforts in your unit as well as measure your success.

Although this document must be updated yearly, you can change it more often if needed. 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 period between inspections, following the guidelines of CAPR 10-2, *Files Maintenance and Records Disposition*. At the commander's discretion, PA plans might need to be kept longer as a long-range planning tool, since doing so could help you establish where you have been and where you are going with your PA Program.

CAPR 190-1 requires that the PAO prepare a periodic evaluation of the PA Plan (at least annually, but could be more often if needed), on the basis of which the PA Plan will be updated and submitted for approval. Keeping these evaluations on file for the same period as current and past PA plans is a must, as required by CAPR 190-1. For continuity purposes, upon closing a PA Plan it is recommended that a list be

prepared showing which goals were met (and how well) and which were transferred to the new PA Plan or dropped (in the latter case indicating why each one was dropped).

See *Writing Your PA Plan*:

[http://www.capmembers.com/media/cms/The\\_Four\\_Step\\_Planning\\_Process\\_in\\_P\\_6780B21AB9699.pdf](http://www.capmembers.com/media/cms/The_Four_Step_Planning_Process_in_P_6780B21AB9699.pdf)

### **External Information**

Target audiences include local military installations, 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. PAOs should use community service projects as a source for promotional opportunities and publicity.

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

### ***CAP Branding Master Plan***

[http://www.capmembers.com/media/cms/CAP\\_MasterPlan\\_RD10\\_Revised\\_6869168464975.pdf](http://www.capmembers.com/media/cms/CAP_MasterPlan_RD10_Revised_6869168464975.pdf)

Most CAP wings have created and maintain a Legislative Squadron (which is always directly subordinate to the wing). This is a very important part of CAP's marketing plan and serves a grassroots purpose. For best results, the Legislative Squadron should have its own website or be represented in an easily found section of the wing website.

The wing PAO should work with the Legislative Squadron's PAO in order to ensure news items about squadron members' activities in connection with CAP are properly prepared, submitted and publicized.

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, greatly benefiting CAP, its funding and its missions.

PAOs below the region level will assemble current media contact information to foster working relationships. PAOs will meet periodically with representatives of key media to improve media awareness of CAP and to establish an understanding by the PAO of the information needs and preferences of each media outlet.

Upon request, NHQ/PA provides comprehensive state media lists to PAOs at wing level and above. These compiled media lists are not perfect. Use them as a primary document to contact local media, and update them with the most current information as you go.

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 to send you the media list for your wing.

PAOs will 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.

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

When submitting articles and news items, make sure that:

- Images show unit members wearing the uniform correctly.
- Cutlines (photo captions) identify all participants by grade, name and unit of assignment.
- Photos are submitted as attachment and not embedded in a text document.
  
- All facts are correctly reported.
- The item is written in Associated Press style — in common with almost all U.S. media, CAP's standard for external publications.

PAOs will assemble standard materials presenting the background of CAP suitable for distribution 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 website and PAO Toolkit contents regularly for updated materials.

Training in meeting the media, being looked upon by the media as a good resource for CAP news, 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 can work with the media is of considerable value to CAP and most often will be able to do the job well. The opposite is true on all counts.

PAOs will use available unit, wing and region websites to inform the public about Civil Air Patrol.

Over the last few years, a communications revolution has occurred. Cell phones, smartphones, tablets, notebooks, instant messaging, texting, social networking, websites and emailing have become the PAO's bread and butter. Of these, a website is of especially lasting value. It needs to be informative, well maintained, kept up to date at all times, easy to navigate and accurate.

### **Samples of Unit Websites**

[https://www.capmembers.com/cap\\_national\\_hq/public\\_affairs/cap\\_unit\\_web\\_sites/index.cfm](https://www.capmembers.com/cap_national_hq/public_affairs/cap_unit_web_sites/index.cfm)

National Headquarters is in the process of deploying a standard website template for all regions/wings/squadrons. The website is WordPress-based, allowing for easy updating of content by nontechnical PAOs.

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.

Below are some useful tools. Be mindful of authorized seals, emblems and patches, as these change over time, some become obsolete (and therefore should not be used on new documents) and new ones are created.

### **Branding Resource Guide**

[https://www.capmembers.com/cap\\_national\\_hq/public\\_affairs/branding\\_resource\\_guide/index.cfm](https://www.capmembers.com/cap_national_hq/public_affairs/branding_resource_guide/index.cfm)

### **Sample Email Signature Block**

[https://www.capmembers.com/cap\\_national\\_hq/public\\_affairs/branding\\_resource\\_guide/sample-signature-bloc/](https://www.capmembers.com/cap_national_hq/public_affairs/branding_resource_guide/sample-signature-bloc/)

### **PAO Toolkit**

[https://www.capmembers.com/cap\\_national\\_hq/public\\_affairs/cap\\_pao\\_toolkit/index.cfm](https://www.capmembers.com/cap_national_hq/public_affairs/cap_pao_toolkit/index.cfm)

All PA communications (news releases, public websites, articles, newsletters, photos and the like) will be approved by the commander and written in AP style (as detailed in *The Associated Press Stylebook*). Official CAP correspondence will be written in accordance with the guidelines in CAPR 10-1.

*The Associated Press Stylebook* — as of 2016 in its 48th edition — contains the standard adopted by almost all media across the United States. CAP PAOs need to become familiar with this standard, as it is also CAP's standard for all external communications. Now published annually, the *AP Stylebook* is a specialized "dictionary of style" that — for instance — clearly shows when to capitalize some words and when not to, as well as other media publishing standards and conventions.

AP style requires news articles to be written in the third-person singular. The author must express no opinion, and any opinion presented in the text must appear in the form of quotes accompanied by attribution. For best results, buy the latest copy of the *AP Stylebook*, available at a modest cost at [www.ap.org](http://www.ap.org) — read it, study it, know it and use it.

### **Internal public relations**

PAOs will regularly submit news advisories and releases, with photographs whenever possible, to the next higher headquarters. This directive includes PAOs at all levels. While primarily intended for internal purposes, PAOs shall be aware that selected submissions may become part of higher headquarters' external public relations activities.

PAOs at all levels must submit news advisories and releases. "At all levels" means that whether the PAO is assigned to a flight, squadron, group, wing or region, he/she is directed to be "a working PAO" in every respect. The higher the level, the greater the responsibility, the more the PAO will need to know, and the wider the PAO's training and mentoring efforts will need to be.

Articles and news advisories are at the heart of the PAO's craft. In this regard, linguists agree that civilized people around the world use two languages:

- Normal speech, using elastic grammar as well as fleetingly fashionable words and phrases, largely relying on facial expression, body language and give-and-take for clarity.
- Formal written communications that follow the rules of grammar and syntax, a skill normally acquired through a formal education.

Most people believe good writing is simply normal speech set down as written words. However, as noted above, normal speech and formal writing differ. Articles need to be written in a clearer language than that used in everyday conversation.

Writing is similar to speaking, except that with writing you will not be there to explain what you meant to convey when you wrote it. Therefore, if clarity matters and you have an important message to pass along, writing differs in that it needs to stand alone, unprotected, and as a full and complete statement that will be understood by all — in the way you intended.

The best writing uses fairly short sentences and uncomplicated words, striving for both completeness and simplicity, which are the essence of clarity. The competent writer lets the ideas behind the words cast light on what the writing is about, inviting the reader to enter into that thread of thought and, as a result, experience the power of the story.

Always keep in mind that good images add immediacy to any article, making it easier for the reader to visualize what happened. A conscientious PAO will develop good photographic skills and will always have a camera available to capture the images that can go with the narrative. These must be submitted for publication as attachments, rather than embedded in a text document. Images should be the originals, not cropped, resized or edited.

For submission to any publication, find out what that editor requires (generally, JPG format with a resolution of 200-400 dots per inch). Always provide cutlines (photo captions). Submit the article, cutlines and photos attached to the same email, or include them in the same mailing.

## NATIONAL HEADQUARTERS PUBLICATIONS

Resources for Public Affairs Officers:

- *How-To Guide for Civil Air Patrol Public Affairs*, the CAP PAO's detailed manual for accomplishing CAP's PA mission
- CAPR 190-1, *Civil Air Patrol Public Affairs Program* — a regulation, referenced numerous times throughout this guide, that defines the purposes of the Civil Air Patrol Public Affairs Program and identifies policies that govern its administration.

CAP/NHQ maintains two outlets for publicizing Civil Air Patrol, its units and its members:

- **The Volunteer** — an award-winning biannual print magazine
  - [http://www.capvolunteer.com/cap\\_volunteer](http://www.capvolunteer.com/cap_volunteer)
- **VolunteerNow** — a dynamic website that is regularly updated with a nationwide collection of CAP news online.
  - <http://www.volunternow.com>

Civil Air Patrol **Volunteer** and the online **VolunteerNow** are aimed at both members and external audiences. Accordingly, their content reflects *Associated Press Stylebook* guidelines, and submissions should comply with those requirements.

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

NHQ/PA's news website, **VolunteerNow** features attractive design with multimedia capabilities. It also includes links to headline news regarding CAP that have been gathered from print and broadcast media outlets across America.

Print copies of the **Volunteer** are available for distribution at a local level and make an excellent recruiting tool among the wealth of NHQ's provided pamphlets and handouts. To obtain print copies, email NHQ/PA

directly ([paa@capnhq.gov](mailto:paa@capnhq.gov)) with a request for how many copies you wish to receive.

## **MULTIMEDIA**

PAOs can produce engaging content with quality still photography, videography and audio materials.

### **Photography**

Photos are an excellent way to provide a visual aspect to your content. Here are some tips for getting impressive images:

#### **Know Your Tools**

Familiarize yourself with the sources you have available, such as the camera you have selected. Many inexperienced photographers seldom read the owner's manual provided by the manufacturer. Spend a few minutes reading the directions on how your camera works, follow the manufacturer's advice, and practice until you can consistently take good shots. In some situations, you may end up having to use a cell phone as a camera, and in this case you should familiarize yourself with its camera capabilities in order to make the most of your resources.

#### **Ensure Proper Lighting**

Make sure the subjects of your photograph are well lit so as 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 you saw on the viewing screen. If you practice and become familiar with the camera's functionality, you will understand the photographic principles involved and be able to compensate for the camera's limitations.

#### **The Problem with Digital Zoom**

A hidden enemy is digital zoom. If your camera is a single-lens reflex (SLR), you will be all set, because SLRs have no digital zoom at all — only optical. But other digital cameras offer a combination of optical plus digital zoom. Most of these will show you when you are going into digital zoom (which kicks in when you push past the optical range for a telephoto shot). Learn to recognize when this happens, and avoid digital zoom at all costs.

Instead of using digital zoom, walk up to your target so you can stick to optical zoom. If you cannot walk up any closer, take the shot from the closest position you can manage.

#### **Exercise Authority**

You are the photographer; you are in charge of posing the subjects of your shot for the best possible outcome. No matter what rank or grade the person being photographed has, he/she expects you to know your job and to politely tell him/her where and how to stand. Take the shot and view your photo. If it didn't come out well and you are not photographing a formal ceremony, ask participants to re-enact the scene. Since people want to look good in a photograph, they will follow your instructions.

#### **Remove Distractions That Interfere with the Picture**

Distractions can range from ill-placed furniture to a messy desk and from a subject's crossed arms to unauthorized uniform(s). PAOs must familiarize themselves with CAPM 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, wearing headgear on the flight line, having nonregulation hair length or beard while wearing Air Force-style uniforms, or wearing incorrect earrings for women.

Eyewear poses a common distraction as well. In order to remain in accordance with CAPM 39-1, keep in mind that sunglasses are not to be worn in formation or indoors, with an exception made for transition lenses. Generally, if you cannot see the person's eyes because of dark glasses, they are too dark and should be removed for the photo. Remember that "mirror glasses" are forbidden at all times. And when a subject does remove dark glasses, these must be kept out of sight, not hanging from the BDU breast pocket's buttonhole.

### **Pose Properly**

A candid action photo is always preferred, 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 clasped or folded below the waist (the "fig leaf" pose). Have them let their arms hang naturally by the side of the body. If that doesn't work, give them something to hold, or try to come up with an action shot instead. Along the same lines, have your subjects remove their hands from their pockets for the photo. At all times, try to put your subject at ease.

### **Attention to Detail**

Pay attention to grooming standards, shoe polish, grade insignia, positioning of the CAP disk on the flight cap (1.5" from the front edge for all cap devices, cadets or senior members), uniform condition and other factors that may affect the quality of your photo. In the event of wrinkled and disheveled uniforms, move the subjects in question to the rear.

### **Photos During a Ceremony**

There are plenty of reasons to wait until the ceremony is finished before taking pictures of participants, such as fast action, undesirable lighting or subjects not facing the camera. For such an occasion, plan ahead 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 while it is in progress.

### **Take More Than One Photo**

If you take many photos, you will be more likely to capture 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 and battery charge available. Therefore, since unusable photos can easily be discarded, take as many as you can.

### **Embrace the Action**

Do not be afraid to venture into the action while photographing, especially when you are looking to tell the CAP story. Standing too far away from your subject is one of the most common photography mistakes. Fill your camera's frame with people. If the photographer cannot get close enough, digital cameras make it easy to crop excess background. While the remaining photo quality is often acceptable, photos will be much better if they are taken up close, especially action shots.

Even if you have an SLR camera, your flash will reach only so far. If ambient light is not enough for good photography, you will need to move closer to the subject for your flash to be of any use.

Don't be afraid to truly work in order to find the perfect shot that captures the moment and tells the story.

## **Post-Processing and Publication: What Next?**

### **Ensure Correct Size and Format of Photos**

Cameras and editing software let the photographer change a photo's properties. Photos should be taken at the largest file size allowed by your memory limitations. File size is measured in MB (megabytes). Most modern digital cameras take photos in the multiple-megabyte range but also let you determine the photo size before you start shooting. Large memory cards can store hundreds or even thousands of high-resolution photos — far more than most people need for a single photo session. Larger photos have more pixels and, when properly focused, better detail, so you can resize

them as needed with your photo editing software. Resizing a JPG photo works well only when going from larger to smaller. The reverse is not always true, as trying to enlarge a photo saved in some formats will introduce blur, color degradation, fuzziness and other undesirable effects.

For best results, contact media outlets before submitting photos to determine which format(s) they accept and their preferred file size. Print publications typically require better quality and, therefore, larger file size photos, while photos for internet posting usually have smaller size requirements.

### **Editing Photos**

Never edit the original photo. Instead, make a copy of it, place the copy in a different directory, then edit the copy all you want. Should you make an irreparable mistake, you will still have the original to make a new copy and start editing all over again. If you work directly on the original, you risk losing it all.

Many cameras come with software to edit photos after they have been taken. If your camera did not come with editing software, a wide array of products is available — for free or to purchase.

Using image editing software, the photographer can improve or eliminate many flaws in a photo. For example, a dark photo can be lightened, and colors and edges can be sharpened — to a degree. Advanced software users may even be able to correct uniform mistakes and eliminate unwanted background items from a photo. You can crop, resize and rotate photos. If you know what you are doing, a few minutes of editing can greatly improve photo quality.

### **Photo Release**

A photo release is incorporated into the Civil Air Patrol membership application, so no additional photo release is required before posting photos of members during CAP activities. However, if parents of cadets request that photos not be published of their child, then do make an attempt to honor their parental wishes.

All unit-related content must be reviewed by the PAO and the unit commander for appropriateness before posting. If the photos involve an event that can affect higher headquarters, it is best to obtain approval from that headquarters, too. Whenever in doubt, ask your higher headquarters.

### **CAP NHQ Photo Submission Guidelines**

For more information on **Volunteer** and **Newsroom** submissions, visit [http://www.capvolunteernow.com/cap\\_volunteer/cap-volunteer-submission-guidelines/](http://www.capvolunteernow.com/cap_volunteer/cap-volunteer-submission-guidelines/)

## Video

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

**Background audio noise** — be aware of noise that can drown out or obscure desired audio content, and be especially alert to 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 experienced users can “clean up” undesired content.

Videos can also be posted on unit websites, social media sites and other sites such as YouTube.

Just as with static media, all video 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 where media representatives can easily download it.

As with other media, preparation is the key to creating good audio clips. Whenever practical, work from a prepared script or a list of interview questions. Be conscious of filler words (“um,” “ah,” “like,” etc.) and other trite verbal crutches that will detract from your message. If you must pause, it is best to keep silent.

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” or “channel”) includes full or summarized text, plus metadata such as publishing dates and authorship. Web feeds benefit publishers by automatically allowing content syndication.

## Radio

### Feed the Local Radio Station

The easiest way to get air time is to record a program that one or more radio stations can audition for content and quality. If it fits the station’s programming, one or more may agree to broadcast them. Normally, 15-minute or 30-minute programs might find one or more stations willing to host them. Then it will be up to you to make them interesting, professional and available. In some cases, the station might agree to broadcast your efforts provided you make them available in other segments, such as five-minute or 12-minute spots. Do not make this offer unless you can be sure of

sustaining a steady flow on a weekly basis or whichever interval the radio station is prepared to offer you. Especially in a rural or exurban community, radio stations are willing to air “good news” programs. If you are near a college or university that runs a radio station, you might make a deal with them for air time. This might work well if some of your members take classes at that school, especially communications courses, and are able to establish a good relationship with the faculty members and students responsible for creating and managing the station’s broadcasts.

## **Equipment for Multimedia Operations**

The public affairs officer will have access, on a nonconflicting basis, to CAP-owned equipment, including camera and computer technology. The PAO must coordinate with other unit staff to ensure this equipment is available to other members as appropriate.

Conducting effecting PA for your unit will require some equipment, such as:

- A good internet-ready laptop, preferably with wireless broadband access so you can communicate with the media, the incident commander and others from any location that has Wi-Fi access; a good-quality digital camera (preferably a SLR) with sufficient storage memory and spare batteries.
- Word-processing and photo-editing software.
- An email account capable of handling large attachments.
- A cell phone (a smartphone with email and internet capabilities is optimal).

PAOs who do not already own these items might be able to get some of them from their logistics command or from higher headquarters.

## **ELECTRONIC COMMUNICATIONS**

In recent years, the availability and scope of electronic communications has exploded. In addition to websites and email lists, sites like YouTube, Facebook, Twitter, Instagram and many others allow instant access and information sharing. Encampments, wing conferences and exercises are just a few examples of events during which information can be posted quickly and frequently from the site of the action.

The PAO will need to work closely with the unit’s commander, webmaster, email list manager and/or information technology officer to determine which outlets to use and to provide content to the approved outlets.

What makes these sites easy for you to use also makes it easy for misinformed or malicious users to post misinformation, intentionally erroneous items or derogatory content. If you start such a page, be sure to monitor postings for undesirable content. Each site has a policy for use. Content can be contested and removal requested. If the site administrator will not remove the objectionable posting, prepare a post to contradict the incorrect assertion(s). Simply state the facts and do not argue with those doing the posting. If your monitoring identifies questionable information about a unit other than your own, inform the appropriate member.

## **Websites**

Many units have established their own homepage or website on the internet to help keep members and

the public informed about unit activities. With the new CAP WordPress template, it is now easier than ever to create and maintain your unit's web presence.

The templates can be found through the *Branding Resource Guide*, or at:

<https://www.dropbox.com/sh/b1trc6mni8zefta/AADb9v7Z6aE25oUBgthXQhK-a?d1=0>

A detailed tutorial on how to use these templates, along with other useful public affairs tutorials, can be found here:

<http://www.miwg.cap.gov/public-affairs/>

See CAPR 110-1 and any local directives for guidelines regarding web pages. Be aware the PAO has authority over the content of all web pages visible to the public, so you must work closely with the webmaster, under your commander's direction, to make sure that the unit website will do the job. The PAO is also responsible for keeping the information current (unless it is "timeless") so as not to have outdated information that is no longer relevant.

## **Social Media**

Social media is a critical tool for PAOs everywhere, and the organization as a whole is relying more on this tool to tell our story. Facebook, Twitter and Instagram are just a few of many platforms for CAP's online presence. These sites offer features that will help you disseminate information such as photo albums, links

to other sites, postings and so on. You might find that many of your members are already using these sites. This section also encompasses video sharing, which is primarily accomplished through YouTube and Facebook.

Detailed information on how to create and maintain social media channels for your unit and be found in CAPP 152, *Social Media Guidelines*:

[http://www.capmembers.com/media/cms/SocialMediaGuidelines\\_4EA6118324E22.pdf](http://www.capmembers.com/media/cms/SocialMediaGuidelines_4EA6118324E22.pdf)

## **Google Services**

Google has many useful programs that are becoming quite common in every operational area of CAP.

### **Google Alerts**

Google offers alert services that will search the internet at your request for specific words or terms, alerting you of any hits. You can set up as many alerts as you wish and receive periodic notifications if your search finds internet content. Remember to be specific in your search parameters and use quotes when looking for phrases. Civil Air Patrol as a search parameter will locate any web posting with any of the three words. By using "Civil Air Patrol" (enclosed in double quotes as shown), you ensure that the search finds only those places where Civil Air Patrol is mentioned. You can set up a search with your unit's name to learn when and where you are mentioned. You may also search for key personnel by name. This can be a very effective way to find out if your news releases are being published or posted.

### **Google Drive**

Google offers a free file storage device that allows you to share files with other Google users through Cloud storage. This service encompasses an additional set of programs that allow you to edit and create documents, forms, surveys, slide decks, calendars and spreadsheets: Google Docs, Slides, Sheets, Calendars and Forms. In order to access Google Drive, users must first have a Google account through Gmail (see below). Drive and its free file storage space is one of the many perks of having a Gmail address and allows for seamless and coordinated file sharing.

Perhaps one of the most widely used email providers seen in this organization, Gmail accounts are easily set up, especially if you are looking to have a separate mail account for CAP messages (*highly* recommended for both internal and external communications). Gmail is also used to provide cap.gov email addresses (i.e. [example@ilwg.cap.gov](mailto:example@ilwg.cap.gov)) to wings looking to standardize member email addresses. Keep in mind that each Google account includes access to Google Drive and other useful services.

## **PUBLIC INFORMATION OFFICER**

### **Requirements**

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 can train as a PIO.

The task requirements are listed on the PIO SQTR, located in eServices under Operational Squadrons – “Entry/View Worksheet.”

### **Appointment**

The face Civil Air Patrol shows to the public is of the utmost importance. The public information officer position is vital to ensure the timely release of information to the public while also representing the organization with a professional image. Proper training and experience are needed for this position as

increasingly more regions, wings and groups are called upon to work on various emergencies, expanding CAP’s interaction with other emergency services agencies. The expanded media focus on CAP during tragedies only increases the need for properly trained CAP public information officers.

While the PAO and PIO positions might appear to be the same with different labels, they follow a different but parallel path. One must have some experience as a PAO before starting on the road toward a PIO rating. While the PAO is a “strategic” position, the PIO is “tactical” in nature. The definition of strategic is “overall planning and conduct of a large- scale operation.” Tactical, on the other hand, is “the technique of securing the objectives identified by strategy.”

There are two types of Emergency Services missions to which a CAP PIO would be called upon to respond.

- One is at the local level in a single jurisdiction, with CAP working alone or with minimal interaction with local law enforcement or emergency services management agencies. An example would be a search and rescue mission to find a missing aircraft.
- The other would involve coordination with multiple agencies on a single or multijurisdictional, statewide or even a multistate incident, where a Joint Information Center (JIC) is established along with an Emergency Operations Center (EOC). An example would be a disaster relief mission following a hurricane, major flooding, or any other large-scale disaster, such as the Deepwater Horizon oil spill in 2010.

When dealing with the media, especially in an emergency, 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 completed with essential details and (with the IC’s approval) sent out at a moment’s notice to the appropriate media. At an incident that uses the ICS structure, there is only one PIO (though that PIO may have assistants).

The PIO's is a Command Staff position. He/she reports directly to the IC and advises the IC about news releases, news conferences, setting up a media area and problems that might arise concerning mission information or the organization's image. The PIO and IC are the only positions authorized to release mission information to the media. Normally the IC will rely on an experienced PIO to do so, but the IC is the only one who can approve any mission information that is to be released. In some cases, the IC will not be authorized to release some information because of guidelines from NHQ, and thus the PIO will need to know what not to release.

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

Accidents involving CAP aircraft will not be announced without the express authorization of CAP National Headquarters. All mishap and casualty notification procedures will be followed before information is released to the public.

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

## **High-Profile Missions**

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

A high-profile AFAM is defined as a mission that could potentially trigger significant media interest at the regional or national level. A mission may be treated as high-profile whenever deemed appropriate by the NOC, NHQ/PA, wing commander or the mission approval authority (1st, 11th or 13th Air Force, CAP-USAF7 or similar authority). *Media Relations Guidelines for CAP AFAM and Corporate Missions*: [http://www.capmembers.com/media/cms/capmediacmsMedia\\_Relations\\_Guidelin\\_BDB1942AA7F8D.pdf](http://www.capmembers.com/media/cms/capmediacmsMedia_Relations_Guidelin_BDB1942AA7F8D.pdf).

If an IC or PIO is not sure whether a mission would be considered high-profile or simply needs help, the IC or PIO 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 (as they are received from 1st Air Force and the NOC) to the IC and PIO, and only then will the IC and PIO be free to proceed with the release of information. Wing and region PAOs will be included in the distribution of news releases for further dissemination to other media as well as to internal CAP audiences.

## **REPORTING**

## **Reasons for Reporting**

**Share Ideas** — If something in your unit is working, share it so other units in the wing (or CAP) might learn from your success.

**Fill in the Gaps** — At the wing level, it may be necessary to determine if all areas within the state are receiving media coverage. Identifying which areas need assistance will help the wing PAO focus on and assist units that are short-staffed, inexperienced or untrained in media relations.

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

- Are our methods working?
- Are events more successful and do we have better participation than before?
- Are we better-known and -recognized in our community than in the past?
- 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/PA on the message. When copying the wing PAO, including the media distribution list might help.

**Event** — This could be an open house, an air show, a training event, an outreach involvement, community participation, an exercise, an actual mission or any other newsworthy unit activity.

- In the case of an actual mission, where an Incident Command Post has been set up and information is controlled by a PIO, the article must be approved by the PIO or the incident commander (and the PIO must always get the IC's approval before releasing it).
- The most valuable information to include would be a general description, place and date of the event, and number of CAP members participating. If other agencies are involved, number of personnel from the other agencies would be appropriate, too.
- If dignitaries are involved (public officials, military officers, political figures or persons of similar stature and importance), full information and position for each is also a must.
- If the event generated media coverage, that information should be included as well.
- All of the above can be done most efficiently via a short email.

**Published Story (External)** — If a media article (newspaper, magazine, TV or radio) was published on a media website, email the link. If it is a smaller newspaper that does not maintain a website, just an email with the name of the publication, title of the story and date it was published would suffice. When reporting electronically an in-depth story that was published by a small newspaper that has not posted it online, it is best to scan the article and attach the resulting file to the report.

**Published Story (Internal)** — If it was published on a unit website, send a message with the link to that page. Otherwise, forward the email distributing the story internally, including all attachments.

**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 the CAP-USAF commander is required.

- An lected official will be in attendance at your event.
- Your event will be large and you would like help with it.
- A newsworthy item, such as, “A planned Teacher Orientation Program event will be held in conjunction with a multi-squadron orientation flight weekend.”

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

## AWARDS

### National Public Affairs Balsem Awards

Major Category	Sub- Category
Brochure/Poster/Flier	<ul style="list-style-type: none"> <li>• Black and white brochure</li> <li>• Black and white poster</li> <li>• Black and white flier</li> <li>• Color brochure</li> <li>• Color poster</li> </ul>
<b>Magazine</b>	
<b>Slide/PowerPoint Presentations</b>	
Website	<ul style="list-style-type: none"> <li>• External</li> <li>• Internal</li> </ul>
Photography	<ul style="list-style-type: none"> <li>• Image used by newspaper/wire service/magazine (more than 100,000 circulation)</li> <li>• Image used by newspaper/magazine (less than 100,000 circulation)</li> <li>• Image used by weekly newspaper</li> <li>• Image used in any CAP publication or on any CAP website</li> <li>• Image published on an external website</li> </ul>
External Media Coverage of CAP	<ul style="list-style-type: none"> <li>• Article used by newspaper/wire service magazine (more than 10 100,000 circulation)</li> <li>• Article used by ewspaper/magazine (less than 100,000 circulation)</li> <li>• Article used by weekly newspaper</li> <li>• Podcast used by news media</li> </ul>
Event Promotion	<ul style="list-style-type: none"> <li>• Special program in which PAO played a leadership role</li> </ul>
Crisis Management	<ul style="list-style-type: none"> <li>• Assistance provided to commander in addressing an issue or crisis</li> <li>• Preparation of a PR plan/program that addresses a crisis</li> </ul>
Social Media	<ul style="list-style-type: none"> <li>• Facebook/ Twitter/YouTube/Other</li> </ul>

<b>Lt Col Al Pabon Best in Show</b>	<ul style="list-style-type: none"><li>• An entry presented at the discretion of the judges that in the opinion of the judges clearly exemplifies an outstanding Public Affairs effort and should be considered by CAP's PAOs as a best practice.</li></ul>
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## LINKS

CAPR 190-1

[http://www.capmembers.com/media/cms/R190\\_001\\_70FAF7B447A02.pdf](http://www.capmembers.com/media/cms/R190_001_70FAF7B447A02.pdf)

CAP Public Awareness Plan

[http://members.gocivilairpatrol.com/cap\\_national\\_hq/public\\_affairs/cap\\_public\\_awareness\\_plan](http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_public_awareness_plan)

PAO Toolkit

[http://members.gocivilairpatrol.com/cap\\_national\\_hq/public\\_affairs/cap\\_pao\\_toolkit/](http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_pao_toolkit/)

Writing Your PA Plan

[http://members.gocivilairpatrol.com/media/cms/Writing\\_Your\\_PA\\_Plan\\_9CB1FEA0955AF.pdf](http://members.gocivilairpatrol.com/media/cms/Writing_Your_PA_Plan_9CB1FEA0955AF.pdf)

CAP Public Awareness Plan

[http://members.gocivilairpatrol.com/cap\\_national\\_hq/public\\_affairs/cap\\_public\\_awareness\\_plan/](http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_public_awareness_plan/)

Crisis Communications Plans

[http://members.gocivilairpatrol.com/media/cms/Crisis\\_Communications\\_Plans\\_D201F1E80E595.pdf](http://members.gocivilairpatrol.com/media/cms/Crisis_Communications_Plans_D201F1E80E595.pdf)

New PAO Checklist

[http://members.gocivilairpatrol.com/media/cms/PAO\\_Checklist\\_385C38B15E910.doc](http://members.gocivilairpatrol.com/media/cms/PAO_Checklist_385C38B15E910.doc)

CAP Media

Policy [http://members.gocivilairpatrol.com/cap\\_national\\_hq/public\\_affairs/cap\\_media\\_policy/](http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_media_policy/)

(9) National News Releases

[http://www.capvolunteernow.com/media\\_center/news-releases/](http://www.capvolunteernow.com/media_center/news-releases/)

News Release Prototypes

[http://members.gocivilairpatrol.com/cap\\_national\\_hq/public\\_affairs/cap\\_pao\\_toolkit/news-release-prototypes/](http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_pao_toolkit/news-release-prototypes/)

Online Media Kit

[http://www.capvolunteernow.com/media\\_center/online-media-it/](http://www.capvolunteernow.com/media_center/online-media-it/)

Media Relations Instructional Videos

[http://members.gocivilairpatrol.com/cap\\_national\\_hq/public\\_affairs/cap\\_pao\\_toolkit/media-relations- instructional-videos/](http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_pao_toolkit/media-relations- instructional-videos/)

Meeting the Media

[http://members.gocivilairpatrol.com/media/cms/Meet\\_the\\_Media\\_Booklet\\_2008\\_437B5E8552E5F.pdf](http://members.gocivilairpatrol.com/media/cms/Meet_the_Media_Booklet_2008_437B5E8552E5F.pdf)

New Media and the Air Force

<http://www.af.mil/Portals/1/documents/socialmedia/social-media-and-the-air-force.pdf>

U.S. Air Force Dashboard

<http://www.netvibes.com/usafpublicaffairs>

New Media and the Air Force

<http://www.af.mil/Portals/1/documents/socialmedia/social-media-and-the-air-force.pdf>

Marketing Guidebook

[http://www.capmembers.com/media/cms/CAP\\_Marketing\\_Guidebook\\_REVpdf\\_E3CDBEF62F27D.pdf](http://www.capmembers.com/media/cms/CAP_Marketing_Guidebook_REVpdf_E3CDBEF62F27D.pdf)

Volunteer Magazine

[http://www.capvolunteernow.com/cap\\_volunteer/](http://www.capvolunteernow.com/cap_volunteer/)

Multimedia Products

<http://www.capchannel.com/>

What Makes a Good Article

[http://www.capvolunteernow.com/cap\\_volunteer/cap-volunteer-submission-guidelines/](http://www.capvolunteernow.com/cap_volunteer/cap-volunteer-submission-guidelines/)

Annual Report to Congress

[http://www.capmembers.com/cap\\_national\\_hq/cap\\_report/s/](http://www.capmembers.com/cap_national_hq/cap_report/s/)

PA Crisis Policy

[http://members.gocivilairpatrol.com/cap\\_national\\_hq/public\\_affairs/public\\_affairs\\_crisis\\_policy/](http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/public_affairs_crisis_policy/)

Sample Legislative Squadron Web Site

<http://www.nebraskacivilairpatrol.org/contact/legislative-composite.htm>

Triangles, Seals and Emblems

[http://members.gocivilairpatrol.com/cap\\_national\\_hq/public\\_affairs/cap\\_pao\\_toolkit/seals-emblems-and- patches](http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_pao_toolkit/seals-emblems-and- patches)

Posters

[http://members.gocivilairpatrol.com/cap\\_national\\_hq/public\\_affairs/cap\\_pao\\_toolkit/posters.cfm](http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_pao_toolkit/posters.cfm)

Feature Writing Tips

[http://www.capmembers.com/media/cms/Feature\\_writing\\_tips\\_90338328C01BE.p](http://www.capmembers.com/media/cms/Feature_writing_tips_90338328C01BE.p)

[df](#)

Human Interest Story Writing Tips

[http://www.capmembers.com/media/cms/Human\\_Interest\\_Story\\_Writing\\_Tips\\_804332EE382D1.pdf](http://www.capmembers.com/media/cms/Human_Interest_Story_Writing_Tips_804332EE382D1.pdf)

Interviewing Tips

[http://www.capmembers.com/media/cms/Interviewing\\_Tips\\_3593152A7F5AD.pdf](http://www.capmembers.com/media/cms/Interviewing_Tips_3593152A7F5AD.pdf)

News Feature Writing Tips

[http://www.capmembers.com/media/cms/News\\_Feature\\_Writing\\_Tips\\_53695BE579BC4.pdf](http://www.capmembers.com/media/cms/News_Feature_Writing_Tips_53695BE579BC4.pdf)

Personality Feature Writing Tips

[http://www.capmembers.com/media/cms/Personality\\_Feature\\_Writing\\_Tips\\_E70A30F5B1D74.pdf](http://www.capmembers.com/media/cms/Personality_Feature_Writing_Tips_E70A30F5B1D74.pdf)

PA Essentials

[http://members.gocivilairpatrol.com/cap\\_national\\_hq/public\\_affairs/pa\\_essentials.cfm](http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/pa_essentials.cfm)

Guidelines for Partnering with NHQ/OA

[http://members.gocivilairpatrol.com/cap\\_national\\_hq/public\\_affairs/cap\\_media\\_policy/](http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/cap_media_policy/)