

**NORTH CAROLINA WING
CIVIL AIR PATROL**



**PUBLIC
INFORMATION OFFICER'S
HANDBOOK**

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This handbook was adapted from a publication of the North Central Region, Public Affairs, which was based upon the Mission Information Officer's Handbook created by Lt Col Michael Marek of the Minnesota Wing, Civil Air Patrol.

What is a PIO?

PIO Responsibilities:

The Information Officer is the central point for dissemination of information to the news media and other agencies and organizations. Only one Information Officer will be named to an incident, including those incidents that are multi-jurisdictional. The Information Officer may have assistants as necessary, and the assistants may also represent other agencies or jurisdictions.

Reasons for the IC to designate an Information Officer:

- An obvious high visibility or sensitive incident.
- Media demands for information may obstruct IC effectiveness.
- Media capabilities to acquire their own information are increasing.
- Reduces the risk of multiple sources releasing conflicting information.
- Need to alert, warn or instruct the public.

The Information officer works directly for the Incident Commander as a Command Staff member. The Information Officer is responsible for developing information about the incident for the news media, incident personnel, and other appropriate agencies and organizations.

The following are the major responsibilities of the Information Officer:

- Determine from the Incident Commander any limits on the information to be released.
- Develop information for use in media briefings.
- Obtain Incident Commander's approval of all media news releases.
- Conduct periodic media briefings.
- Arrange for tours and other interviews or briefings that may be required.
- Monitor and forward media information that may be useful to incident planning.
- Maintain current information summaries and/or displays on the incident.
- Make information about the incident available to incident personnel.
- Participate in the planning meeting

PIO Work Area:

The Information Officer should consider the following when determining a location to work from at/during the incident:

- Be separate from the Command Post, but close enough to have access to information.
- An area for media relations and media briefings must be established.
- Information displays and media handouts may be required.
- Tours and photo opportunities may have to be arranged.

From CAPR 190-1

12. Public Information Officer (PIO). One of the best opportunities for CAP to get its message out to the public is when the organization is supporting emergency services missions for state and local communities. Public affairs and media relations issues are handled by specially qualified personnel called PIOs or their supervisors or by incident commanders (IC) if a PIO has not been appointed. In accordance with CAPR 60-3, *CAP Emergency Services Training and Operational Missions*, information that is releasable to the public on CAP missions should be given promptly to news media representatives. In addition, public awareness and understanding of CAP resulting from the efforts of

the PIO can play a vital role in recruitment and retention, as CAPR 190-1 16 APRIL 2012 7 well as government and community relations. The PIO provides and receives critical information, advises the 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 PIO, the individual will complete the required training and certification in accordance with CAPR 60-3 and CAPP 201. In addition, the following courses must be completed: IS100, 200, 300, 700, 800.

b. Appointment. A PIO, fully qualified in accordance with current PIO training requirements or a trainee under supervision as outlined in CAPR 60-3, may be appointed at the discretion of the incident commander (IC) for any training or actual mission. ICs will fulfill the responsibilities of the PIO if one is not appointed. Assignment of a PIO is mandatory for all actual emergency services missions (not training) lasting or expected to last more than 48 hours, including, but not limited to, missing aircraft, missing persons, disaster relief or other humanitarian aid operations. Some missions, like counterdrug or homeland security operations, may require additional discretion and/or little to no dissemination of public information; the CAP National Operations Center or National Headquarters Public Affairs may limit or edit what CAP ICs and/or PIOs release.

The Public Information Officer is not a Public Affairs Officer Or is he/she?

The Role of the PIO is to support Civil Air Patrol Operational Missions such as Search and Rescue and Disaster Relief. The Role of the Public Affairs Officer 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.

These roles are complimentary and exclusive. Confused?

The PIO and PAO should have a similar skill set

The PIO and PAO perform similar tasks in dissimilar environments

The PIO and PAO have the same objectives

A good PAO is also a PIO! And Vice Versa!

Getting Ready For The Mission

Good preparation will insure that you will be ready to go when you get the call from an Incident Commander.

The Public Information Officer's Mission Kit

A Mission PIO should have a kit of materials ready to go or within easy reach. Here is a suggested Mission IO Kit:

- Information officer position description
- An information officer checklist for a SAR mission
- An information officer checklist for an actual mission
- Phone numbers and e-mail addresses of key media outlets
- CAPR 190-1 and any Wing Supplements
- CAPR 60-3
- Boiler plate media releases (templates)

- An information officer checklist for a CAP crash
- Pens and Paper
- Digital Camera, spare batteries and memory cards
- Audio Recorder
- Batteries
- Media Kits (that include CAP fact sheets and CAP brochures)
- CAPR 190-1
- CAPR 50-15
- Business Cards
- Media Passes/ID's
- CAP 101 and ROA cards
- Warm/cold weather gear
- Flashlight
- Uniform (Complete and in Good Order)
- Orange Safety Vest
- AP Style Guide
- Laptop computer and charging device
- Cell Phone and charging device
- Hand-held Radio (if available)

Information Officer Checklist - SEARCH AND RESCUE MISSION

When Notified of the Mission:

- ___ When contacted by the Incident Commander, find out the following information , which will be needed for the submission of media releases:
 - ___ The location of the mission base and how to get there
 - ___ What agency activated CAP: AFRCC, CC&PS. Co. Sheriff, etc.
 - ___ What we are searching for and what type of mission it is
 - ___ All participating agencies and their phone numbers
 - ___ How many CAP participants there are (any specific squadrons participating)
 - ___ Find out if there is another “staging” area for the media being set up by the local sheriff and get permission to set one up at the airport
 - ___ Any other information the IC knows that may be helpful in presenting this incident to the media

Find out all you can from your Incident Commander before hanging up the phone.

- ___ Decide with the Incident Commander whether to send out your media releases from your home, prior to arriving at the mission, or from the mission base. (If you send them out before you get in the car; make sure you include what time you will be available for media questions on the release.)
- ___ Check your mission kit to ensure it includes your checklists and crash kit, your camera, batteries, pens, paper, media packets (stocked with CAP fact sheets and brochures) and extra business cards. (Also a must-have is a laptop computer and a cell phone.) Make sure you put it all in your vehicle.

Before leaving for the Mission ...or... As Soon as you arrive:

___ Write media release, obtain approval from all the required organizations to submit it, and send it via email, fax or phone to the major dailies, wire services, TV and radio stations in the area (a list of these should be maintained in your mission kit)

Once you arrive at the Mission:

- ___ Check in with Incident Commander for any updates/instructions.
- ___ Set up sign-in sheet, media badges, and media packets
- ___ Obtain radio and ensure the powers-that-be know where to send any members of the media
- ___ Greet media in the media "staging" area; ensure they sign the roster; give them any specific exercise instructions and media kits; and ask them how you can help make their jobs easier
- ___ Begin writing a longer, more specific media release
- ___ Once approved, insert it into the media kits and distribute it to more local media
- ___ Guide reporters to individuals to interview
- ___ Keep the media out of the operations, family and mission crew briefing and rest areas. If necessary, ask people if they wish to be interviewed and arrange for the interview away from these areas.

- ___ Find CAP people who aren't too busy at the moment and who are in the know (usually start with the incident commander/mission commander and work through the list)
- ___ If you let them interview cadets, make sure you stay near them during the interviews
- ___ While escorting media, take pictures of the action for CAP publications
- ___ When things slow down, interview CAP members for stories in CAP publications and follow-up releases

Once a Find has been Made:

- ___ Write a media release, get it approved through appropriate channels and send it out via Email, fax or phone that a find has been made.

After the Mission:

- ___ Submit after-action report to mission commander and wing public affairs officer
- ___ Include in this report the names of reporters who attended and where they work
- ___ Attach any articles, video tapes, etc. published on the mission that you can get your hands on
- ___ Include a short paragraph on what worked and what didn't
- ___ A copy of your ICS Form 214 Log
- ___ Submit a story and photos for publication to *Carolina WingSpan* and *CAP News*.
- ___ Ensure the who, what, why, where, when and how are all covered by the first two paragraphs of the story
- ___ Ensure your story includes quotes
- ___ Include the correct spelling, rank and title of each individual mentioned
- ___ Provide photo captions in the body of the news release if e-mailing them, put photo captions on at the bottom of the story with a brief description of the actions depicted and identities of those in the photos listed from Left to Right.
- ___ Don't include your opinions in the story; stick to the facts! (This SHOWS people we are great rather than TELLING them we are great.)

- ___ (Optional) Submit follow-up media releases to community media outlets about local squadron participation in the mission

Information Officer Checklist - SEARCH AND RESCUE EXERCISE

When Notified of your Selection as IO:

- ___ After being contacted by Incident Commander, either attend planning meetings or grill him/her over the phone to find out the following information (which will be needed for the submission of media releases):
 - ___ Date/time/location of exercise
 - ___ All participating agencies and phone numbers of other PR people to work with
 - ___ How many CAP participants there will be (any specific squadrons participating)
 - ___ What are the objectives (short- and long-term goals) of the exercise
 - ___ How will the exercise be accomplished
 - ___ Find out if you will be allowed to set up a "staging" area for the media
 - ___ Any other information the IC knows that may be helpful in selling this exercise to the media

Two Weeks Prior to the Exercise:

- ___ Write media release and send it out NO LATER THAN two weeks prior to the event, which will make it easier for the smaller media outlets to plan their coverage?
- ___ Research all media outlets around the area on the Internet. Media contact information is found on the NCWG website under Public Affairs/PAO Tools:
<https://www.ncwg.cap.gov/index.cfm?fuseaction=page.display&pageID=178>
- ___ Provide a copy of your release to the Incident Commander or exercise project officer and other appropriate agencies and obtain approval of the release PRIOR to sending it out
- ___ Email or fax (but don't send more than one copy to each outlet, as this annoys editors) the release to all TV station, radio station, wire services and newspapers in and around the area, as well as any trade publications or magazines that might be interested
- ___ Ensure to include a phone number for the day of the exercise in the event a reporter gets lost on the way to the event or wants to cover it without attending
- ___ If possible, arrange for more information officers (or trainees) to help you. If another IO isn't available, find a good assistant!

A Few Days Prior to the Exercise:

- ___ Again send out approved release as a reminder to local media, specifically the dailies, wire services and TV and radio stations
- ___ (Optional) Call local editors to see if they are planning on covering the event, but be courteous and conscious of production/deadline schedule. Do not demand coverage, as this is a sure-fire way to irritate an editor.
- ___ Prepare Media packets and other materials for the day of the exercise
- ___ Media packets are folders that include: a more detailed media release on what's happening at the exercise, a CAP fact sheet, CAP promotional brochures, maps to the search sites and a business card for follow-up questions from reporters.

___ Bring along a sign-in sheet for the media, name tags or media badges to be distributed to individual reporters and, depending on the size and importance of the event, a coffee pot or other refreshments

___ Check your mission kit to ensure it includes your checklists and crash kit, your camera, batteries, pens, paper, media packets and extra business cards. (Also needed is a laptop computer and a cell phone.)

Day of the Exercise:

___ Arrive early and set up media area.

___ Check in with Incident Commander for any updates/instructions.

___ Set up the media "staging" area with sign-in sheet, media badges, and media packets (and, if so inclined, coffee/donuts/etc...)

___ Obtain radio and ensure the powers that be know where to send any members of the media

___ Greet media in the media "staging" area; ensure they sign the roster; give them any specific exercise instructions and media kits; and ask them how you can help make their jobs easier

___ Guide reporters to individuals to interview:

___ Find CAP people who aren't too busy at the moment AND who are in the know (usually start with the incident commander/mission commander and work through the list)

___ If you let them interview cadets, make sure you stay near them during the interview

___ If reporters want to visit the "crash" site, find a reliable, articulate person they can tag along with

___ While escorting media, take pictures of the action for CAP publications

___ When things slow down and the media have disappeared, interview CAP members for stories in CAP publications

After the Exercise:

___ Submit after-action report to mission commander and wing public affairs officer

___ Include in this report the names of reporters who attended and where they work

___ Attach any articles, video tapes, etc published on the mission that you can get your hands on

___ Include a short paragraph on what worked/what didn't

___ Submit a story and photos for publication to Carolina WingSpan and CAP News Online.

___ Ensure the who, what, why, where, when and how are all covered by the first two paragraphs of the story

___ Ensure your story includes quotes

___ Include the correct spelling, rank and title of each individual mentioned

___ Provide photo captions in the body of the news release. If e-mailing them, put photo captions on at the bottom of the story with a brief description of the actions depicted and identities of those in the photos listed from Left to Right.

___ Do not include your opinions in the story; stick to the facts! (This SHOWS people we are great rather than TELLING them we are great.)

The PIO's Uniform

As a best practice the BDU or Blue BDU is the best to wear on a mission. The main reason is that you will look like most of the people working the mission and they are a more "working" uniform than blues or CAP Corporate or Distinctive uniforms are. This best practice will vary from wing to wing. For exercises in particular be guided by whatever is mentioned in the "Plan of Action" or established mission protocol. However, any appropriate CAP uniform worn to regulation (including flight suits) is authorized.

Take care that your uniform is perfect. Shined shoes/boots, correctly placed insignia, proper headgear, good grooming and that the uniform is clean. Nothing gives a worse impression than a sloppy person wearing a uniform incorrectly.

Arriving At the Mission Base Reporting and Checking In

Your first stop at the base is the registration area and check in with the registration staff. You will be required to produce your current CAP ID Card and your 101 Card. Also have on hand a current Form 60. Without these you will not be able to participate in the mission. If you don't have a printed 101 card with you, the mission base staff should be able to print one for you from E-services. *Best Practice: Keep a copy of your 101 Card in your mission kit in a laminated card holder/lanyard. This will allow you to wear it as an ID.*

After checking in, report to the incident commander. An IO works directly for him so it only makes sense to check in with the boss. The IC should brief you on the current state of the mission and on what can be released immediately to the media.

He or the Logistics staff will direct you to your work area. This should be separate from the main work area for the operations and planning staff.

Other Tasks:

- Set up a media "staging area" apart from the mission base and your work area.
- Ensure people know where to send the media.
- Obtain a radio. Set up your work area and start your log. (ICS Form 214)

The Mission Log:

When working an incident, staff members are required to maintain a log of all significant actions you take as the Mission IO. This is important for record keeping of the accomplishments and setbacks, determining search effectiveness during debriefing, and as a legal record of CAP actions among many other things.

The mission log is started once a unit or section is opened and maintained until personnel are called in and at home safely to the incident commander. A separate log should be maintained for each varying unit or section that is assigned to the incident, and subordinate units at varying levels will normally also keep a log. This log is turned in with the debriefing paperwork and becomes part of the official mission record.

The following actions are always recorded in the log:

- Time/date unit or log started or activated
- Name of unit, supervisor, and individual keeping the log
- Notes from initial briefing
- Time and date noted from staff meetings

- Significant events, actions taken, direction received or provided
- Encounters with the media (in person on the phone or e-mail)
- Releases issued to the media
- Other happenings as appropriate
- Personnel assignments to and from the team/unit.

For each log entry, the log keeper writes down the following on the ICS Form 214:

- The time
- The event taking place (see list above)
- Mileage and/or location as appropriate
- Name of individual annotating the log each time there is a change

Download a copy of FEMA Form ICS 214 (pdf or Word)

http://training.fema.gov/EMIWeb/IS/ICSResource/ICSResCntr_Forms.htm

Preparing the Initial, Follow-Up and Closing Releases

The news release is the single most important tool in an IO's kit. A properly crafted release allows the community to know what is going on and could possibly provide leads to the mission base leading to the success of a SAR Mission.

There is additional value in submitting regular releases to the media in that the general public and key customers are aware that CAP is involved in a SAR or DR mission.

The Initial Release

One of the Information Officer's most important tasks at the start of any mission is creating an opening news release.

As soon as you hit the ground you will be expected to produce a release about the mission. Sometimes you will be expected to get a release published before you leave home for the mission base.

The opening news release informs the news media that there is a Civil Air Patrol mission underway and gives them basic information about the reason for the mission. It is the IO's responsibility to keep the public and the media informed with up to date and timely news releases.

- First, gather all information about the mission, including resources being used, information about the search target and current activity. ***Do not include speculations, opinions or any other information that cannot be verified as being accurate.*** The Operations and Planning staff can be very helpful in gathering releasable information.
- When creating a news release make sure to include the mission base phone number, the incident commander's name and your name (and your cell number) as a point of contact for the media. Ask yourself, is the information current? Is it verified and accurate? Is it laid out in a professional format? Be sure to put a time and date on your news releases and update them throughout the mission. This helps to keep track of the order you release information and also lets the media know that they have the most current information available,
- Once your opening news release is ready, the Incident Commander must approve it and any other information that is being released to the media. The IC may ask you to

make changes or approve your media release as it is given to him. Do not distribute any information to the media with the express approval of the IC. The IC may also ask that you coordinate your news release with the governing agency, for example the AFRCC on a missing aircraft mission or the IC may do that for you. News releases should always be coordinated through the agency that CAP is reporting to, if applicable. *See APPENDIX (Page 36) of this manual for full details covering media releases on ALL USAF AND CORPORATE MISSIONS.*

Update your news releases throughout the mission!

- Follow the 3-5 rule. A good PIO will release an average of 3-5 News releases a day. A fresh news release should be created every 3-5 hours or as new information is uncovered. This lets the media know that you are informed and will limit the amount of calls you receive asking when a new update will be available.
- Keep in touch with the IC, Planning Branch Director, Ground Branch Director and Air Operations Branch Director for any changes in the search or any new information that can be included on the next news release.
- Finally, the last part of your news release should always include a brief overview of Civil Air Patrol and what we do (Use the current Boiler Plate/Tagline). This helps to inform the person who knows nothing about Civil Air Patrol or about who we are.

Where to Send the Releases

Once the release is approved send it to local and state-wide media on your media list as appropriate. Also include the NC Wing PAO and National HQ/PA. The wing PAO will forward the release to the MER PAO:

Media Contact Lists

A media contact list is one of the most important and useful tools for the Information Officer to have. It lets the IO distribute news releases to a consistent number of media organizations without having to look up the information each and every time. It is also vital to have a current media list during a mission to be sure you can get these same organizations current information about the mission.

The best time to establish a media contact list is before a mission. A good IO establishes a list and has it always available in the event of need. It is also wise to make arrangements to meet with your media contacts. Call and make an appointment. The best place to start is to ask for the assignment editor

- First, determine major television and radio networks for your state. Accomplish this by downloading the media lists published on the NC Wing website under Public Affairs.
- Contact Unit Information Officers/Public Affairs Officers from other agencies to obtain any media sources they may have to contribute.
- Be sure to contact each agency to verify the accuracy of the information, specifically the email address and fax number. Create a list using a word processor program or database such as Microsoft Word or Microsoft Excel.
- Create an easy to use format, displaying all necessary information
- Include, name, number, fax number and type of agency. Also include any contacts you might have at these agencies

- Once completed, devise a method to maintain the media list to insure it is accurate. Most of this information is available on the internet. Here are some sample sites found for North Carolina. Each state has similar listings. "Make Google your friend."

<http://www.mondotimes.com/1/world/us/33>

<http://www.easymedialist.com/usa/state/northcarolina.html>

Expect to send the release and follow-ups by e-mail. This is the industry standard and is the most cost effective way. If you do not have connectivity consider contacting another IO or your Wing PAO and read him/her the release and they can send it out via e-mail. If you have images attach them to the e-mail along with an appropriate cut-line.

The Follow-Up Release

A follow-up release should be sent several times a day to your media list. This gives the media an update to our activities as well as additional material for stories.

Remember to respect their deadlines and cycles. Be prepared to receive many phone queries about the mission after a follow-up release.

Sample Follow-up release:

CAP Resumes Search For Missing Aircraft in NC Mountains Ground Teams Deployed Near GA Border

July 19, 2009

Asheville, NC – At first light this morning aircrews were given a briefing on search plans for the day. A total of four CAP aircraft will be used in the search for an airplane that was flying from a private airport near Cleveland, GA to the Andrews-Murphy Airport in NC. The aircraft departed at about 9:30 a.m. on Friday, July 18, 2009. The pilot, and sole occupant of the Cessna 182RG, was reported missing by a family member when he failed to arrive at the destination.

"For safety reasons, due to the limited size of the search area, only three aircraft at a time will be used," said Maj. Andy Wiggs, who will serve as Incident Commander (IC) today. Wiggs said that the distance between the two airports is about 38nm, and only 12nm of that is in NC.

"Yesterday we deployed two ground teams to a location near Hayesville on the NC/GA border," said Lt. Col. David Crawford, who served as IC for the past 24 hours. "One team is from the Sylva/Cullowhee area and the other is from Burlington. Ground teams will respond to any aerial sightings that require a closer look," he said.

"The mountainous terrain and dense tree cover are combining to hamper search efforts," Wiggs said. Wiggs said that the GA Wing, CAP, has also intensified their search efforts and have enlisted the services of the National Forestry Service, GA Dept. of Natural Resources and local emergency management agencies.

Civil Air Patrol, the official auxiliary of the U.S. Air Force, is a nonprofit organization with 57,000 members nationwide. CAP performs 90 percent of continental U.S. inland search and rescue missions as tasked by the Air Force Rescue Coordination Center and was credited by the AFRCC with saving 91 lives in fiscal year 2008. Its volunteers also perform homeland security, disaster relief and counter-drug missions at the request of federal, state and local agencies. The members play a leading role in aerospace education and serve as mentors to the nearly 22,000 young people currently participating in CAP cadet programs. CAP has been performing missions for America for more than 67 years. For more information on CAP, visit gocivilairpatrol.com.

The Closing Release

Once the mission is at its end you will need to issue a closing release. This provides closure to the mission in the public's eyes and lets the world know that CAP was there and did its job.

NC Wing completes state-wide SAREX

Three mission bases were activated

Contact: 1st. Lt. Don Penven, Public Information Officer

Cell: 919-215-6860

Email: donpenven@gmail.com

January 17, 2009

Raleigh, NC – Members of the NC Wing, CAP, launched air and ground missions under clear skies and temperatures that hovered around 11-12 degrees (F). Asheville members opened their mission base at 6:30 a.m. and quickly had their aircrew and ground teams joining in an Emergency Location Transmitter (ELT) search. Incident Commander (IC) Capt. Joe Weinflash said, "Our ground teams and aircraft have had successful ELT and photo sorties." Weinflash added that they used a simulated, full-sized, wooden Cessna 152, which had an ELT inside of it.

Capt. Andy Wiggs served as incident commander at the Burlington Mission Base, which served as a jumping-off point for ground teams in the central area of the state. "We fielded two ELT sorties, and then we had the ground teams practice making ramp checks at Burlington-Alamance Regional Airport," Wiggs said. Wiggs also added that the teams will spend the night at headquarters and will continue training on Sunday.

At Raleigh-Durham Regional Airport, Capt. Rob Mason, Supervising IC for the SAREX, said, "We have been running sorties all day from RDU and a number of members received specialty training in aircrew and mission base tasks. Some trainees were able to complete some of the emergency services tasks today."

Emergency Services Officer at RDU, Capt. Victor Lewis said that four aircraft were used by the Raleigh Mission Base and they flew a combined total of eight sorties.

Civil Air Patrol, the official auxiliary of the U.S. Air Force, is a nonprofit organization with more than 56,000 members nationwide. CAP performs 90 percent of continental U.S. inland search and rescue missions as tasked by the Air Force Rescue Coordination Center and was credited by the AFRCC with saving 90 lives in fiscal year 2008. Its volunteers also perform homeland security, disaster relief and counter-drug missions at the request of federal, state and local agencies. The members play a leading role in aerospace education and serve as mentors to the nearly 22,000 young people currently participating in CAP cadet programs. CAP has been performing missions for America for more than 66 years.

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The Role of the Wing and Region PAO

The Wing and Region PAO's can send the release to their contacts as well as your local ones and help support the mission in that way. They can also be another set of eyes when reviewing a release.

They are serving as your bull horn not supplanting your role as the IO. A mission can only have one IO. That's you.

Notes on Mission Media Releases:

- CAP will not announce deaths or casualties in the course of a mission. This will be done by the tasking agency. Once any death is announced by the tasking agency it is acceptable to reference the casualties in subsequent releases.
- 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. This announcement will be normally made by a Corporate Officer (A Wing/Region Commander) thru the Region PAO in his role as a National Spokesman.
- Accidents involving CAP aircraft 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. This announcement will also be normally made by a Corporate Officer (A Wing/Region Commander) thru the Region PAO in his role as a National Spokesman.

Working with the Media

Media Visits

Often the media will want to get an up close and personal look at the functions of a working mission. They will often request a visit to the mission base or ask to be allowed to travel along with an aircrew or a ground team on a sortie. It is the job of the IO to setup and coordinate these visits, provide assistance to the media and to minimize the interference to the mission.

- Authorize all media visits and activities with the Incident Commander. Ensure they will not interfere with the operation of the mission in any way.

- Verify credentials of any and all media personnel to be involved in the visit. Make a note of the names of the reporters and the agency they represent.
- Have copies of the latest media release to give the media with a media kit upon arrival.
- Complete the appropriate liability release if flying in a CAP Aircraft or riding in a CAP Vehicle. *(Please Note: Non-CAP members must receive special permission prior to boarding a CAP aircraft. Allow up to two-weeks for clearances to arrive. Plan well in advance of the mission.)*

Plan your visit ahead. Most media agencies appreciate a well thought out and professional presentation.

- Verify ahead of time the places you are authorized to take the media.
- Inform any ground teams and aircrews that will have media accompanying them on sorties. Assist them on how to deal with the media and what they are authorized to speak about. Make sure all members have your contact information.
- At the end of the visit, thank the media for their time and make sure they have a way to contact you later.

Close out the Mission

There are several things that an PIO should do after the mission closes. These are important because they help to provide a legal record of the mission and allows for lessons learned to be shared and applied in the future.

The paperwork:

Collect the mission log, releases, clippings and images taken and give them to the IC or designated person after the mission closes. Ideally this should be done electronically.

The Story:

Write a story about your mission (use your releases as source) and submit it along with appropriate pictures to your wing and region PAO's and CAP VolunteerNow News.

This story must also be approved by the incident commander prior to release.

Lessons Learned:

Sit down with the mission staff for their de-brief and contribute to the meeting. Your view of things is important and note lessons learned for the future.

Submit a report (a simple e-mail, no format is prescribed) to the Wing PAO and Region PAO of your participation in the mission and look at the good accomplished and at what can be improved for the future. The Wing PAO needs this data so he can learn and share with his/her PAO's and IO's.

In Closing:

Please note that this guide is just a starting point for a Public Information Officer. You will grow and be more comfortable in your role as an IO with experience and on the job training. Don't be afraid to consult with your Wing and Region PAO's, fellow IO's and members active in our Operational Missions. They are your experts and resources.

Information is the key to any successful operation or mission. It can be a matter of life and death. Thank you for your service as a CAP Information Officer.

Don Penven, Capt, Cap
Public Affairs Officer
North Carolina Wing

CAP-USAFI 10-2701 3 AUGUST 2007

PUBLIC INFORMATION OFFICER (PIO)
(SAREVAL CHECKLIST)

NOTE: Most references are to CAPR 60-3, unless otherwise noted. Some items do not have a reference, but the actions they prescribe are consistent with sound judgment and proper employment of CAP resources.

1. Was the Public Information Officer (PIO) current and did the PIO possess a current Specialty Qualification Card (CAPF 101-IO)? (CAPR 60-3)
Remarks: YES NO NE
2. Was the PIO the point of contact for the media and other organizations seeking information directly from the incident or event? (CAPR 60-3, para 8-3 b 1)
Remarks: YES NO NE
3. Did the PIO prepare an accurate and effective initial news release based on information from the mission in-briefing in a timely manner? Was the PIO aware of the media's news cycle so that subsequent update releases were timely and accurate? (CAPR 60-3, para 1-7)
Remarks: YES NO NE
4. Did the PIO coordinate all news releases with the IC and the supported agency prior to release? (CAPR 60-3, para 1-1 2j)
Remarks: YES NO NE
5. Did the PIO have a list of all news media contacts made during the mission? (CAPP 190-1, Page 9-2)
Remarks: YES NO NE
6. Were mission participants briefed on the proper way to handle the media and to escort media to the Public Information Officer or Incident Commander? Were participants briefed to keep the media clear of sensitive mission base areas while being polite, helpful, and tactfully uninformative?
Remarks: YES NO NE
7. Did the PIO proactively establish contacts with local media outlets in the event their assistance and cooperation may be needed for prolonged missions?
Remarks: YES NO NE
8. What specific actions did you observe that exceeded the minimum requirements of this functional area?

Remarks:

9. How effective was the Public Information Officer in performing his/her duties?

Remarks: O E S M U NE

MISSION BASE TASKS

C-3000 (5 April 2004)

DEMONSTRATE THE ABILITY TO PREPARE INITIAL AND FOLLOW-UP NEWS RELEASES CONDITIONS

You are the Information Officer for a missing aircraft mission and the Incident Commander has asked you to prepare an opening press release for the media.

OBJECTIVES

1. Gather all pertinent information about the current mission.
2. Create an initial press release to be approved by the Incident Commander for release to the media.
3. Demonstrate the ability to continually update press releases with the most current information

TRAINING AND EVALUATION

Training Outline

1. One of the Information Officer's most important tasks at the start of any mission is creating an opening news release.

The opening news release informs the news media that there is a Civil Air Patrol mission underway and gives them basic information about the reason for the mission. It is the IO's responsibility to keep the public and the media informed with up to date and timely news releases.

a. First, gather all information about the mission, including resources being used, information about the search target and current activity. Do not include speculations, opinions or any other information that cannot be verified as being accurate.

b. When creating a news release make sure to include the mission base phone number, the incident commanders name and your name as a point of contact for the media. Ask yourself, is the information current? Is it verified and accurate? Is it laid out in a professional format? Be sure to put a time and date on your news releases and update them throughout the mission. This helps to keep track of the order you release information and also let's the media know that they have the most current information available,

c. Once your opening news release is ready, the Incident Commander or his designee must approve it and any other information that is being released to the media. The IC may ask you to make changes or approve your press release as it is given to him. Do not distribute any information to the media with the express approval of the IC. The IC may also ask that you coordinate your news release with the governing agency, for example the AFRCC on a missing aircraft mission, or the IC may do that task. News releases should always be coordinated through the agency that CAP is

reporting to, if applicable.

2. Update your news releases throughout the mission!

a. Follow the 3-5 rule. A good MIO will release an average of 3-5 News releases a day. A fresh news release

should be created every 3-5 hours or as new information is uncovered. This let's the media know that you are informed

and will limit the amount of call's you receive asking when a new update will be available.

b. Keep in touch with the IC, Ground Branch Director and Air Operations Branch Director for any changes in the

search or any new information that can be included on the next news release.

c. Finally, the last part of your news release should always include a brief overview of Civil Air Patrol and what we

do. This helps to inform the person who knows nothing about Civil Air Patrol about who we are.

Additional Information

More detailed information on this topic is available CAPR 190-1, Volumes 1 & 2

Evaluation Preparation

Setup: Although this evaluation can be accomplished at a unit level it is best done at a wing-training mission or a tabletop

exercise. If done as a training mission, make sure all releases clearly state TRAINING MISSION to avoid a

miscommunication with the media

Brief Student: An opening and follow up news release needs to be created. Provide the student with a scenario to be

used to create the news releases.

Evaluation

Performance measures Results

1. Correctly identify all procedures for creating an opening and follow up news release. P F

2. Create an opening and follow up news release. P F

3. Properly identifies that all information must be approved by the IC. P F

4. Understands some information may be withheld from the media to help evaluate leads P F

Student must receive a pass on all performance measures to qualify in this task. If the individual fails any measure, show

what was done wrong and how to do it correctly.

C-3001

DEMONSTRATE THE ABILITY TO MAINTAIN A COMPLETE MEDIA CONTACT LIST

CONDITIONS

You arrive at mission base and need to establish a media contact list.

OBJECTIVES

1. Gather information to create a media contact list to be used for mission news releases.

TRAINING AND EVALUATION

Training Outline

1. A media contact list is one of the most important and useful tools for the Information Officer to have. It let's the IO

distribute news releases to a consistent number of media organizations without having to look up the information each

and every time. It is also vital to have a current media list during a mission to be sure you can get these same

organizations current information about the mission. The best time to establish a media contact list is before a mission. A

good IO establishes a list and has it always available in the event of need.

a. First, determine major television and radio networks for your state. Accomplish this by contacting the state

branch of the FCC as they are required to keep a copy of all licensed radio and news stations in the state on file.

b. Contact Unit Information Officers to obtain any media sources they may have to contribute.

c. Be sure to contact each agency to verify the accuracy of the information specifically the fax number.

2. Create a list using a word processor program or database such as Microsoft Word or Microsoft Access.

a. Create an easy to use format, displaying all necessary information

b. Include, name, number, fax number and type of agency. Also include any contacts you might have at these

agencies

c. Once completed, devise a method to maintain the media list to insure it is accurate.

Additional Information

More detailed information on this topic is available CAPP 190-1, Volumes 1 & 2

Evaluation Preparation

Setup: None. The student can create the media list at a place of their choosing. No initial setup information other than

this task list and the briefing is required.

Brief Student: Give the student the name of a city in your state and ask them what media contacts they would use if

there were an emergency services mission taking place at that location.

Evaluation

Performance measures Results

1. Gather accurate information for a media contact list. P F

2. List at list three media contacts, local or state, that releases could be sent to. P F

Student must receive a pass on all performance measures to qualify in this task. If the individual fails any measure, show

what was done wrong and how to do it correctly.

C-3002

**DEMONSTRATE THE ABILITY TO COORDINATE VISITS OF NEWS MEDIA TO MISSION SITES
CONDITIONS**

You are the Information Officer for a missing aircraft mission and the Incident Commander has asked you to escort the

media to the mission base and on a ground team sortie.

OBJECTIVES

1. Describe proper procedures for dealing with media visits to mission sites.

2. Coordinate media visits to mission sites.

TRAINING AND EVALUATION

Training Outline

1. Often the media will want to get an up close and personal look at the functions of a working mission. They will often

request a visit to the mission base or ask to be allowed to travel along with an aircrew or a ground team on a sortie. It is

the job of the IO to setup and coordinate these visits, provide assistance to the media and to minimize the interference to

the mission.

a. Authorize all media visits and activities with the Incident Commander. Ensure they will not interfere with the

operation of the mission in any way.

b. Verify credentials of any and all media personnel to be involved in the visit. Make a note of the names of the

reporters and the agency they represent.

- c. Have copies of the latest press release to give the media upon arrival.
2. Plan your visit ahead. Most media agencies appreciate a well thought out and professional presentation
 - a. Verify ahead of time the places you are authorized to take the media.
 - b. Inform any ground teams and aircrews that will have media accompanying them on sorties. Assist them on how to deal with the media and what they are authorized to speak about. Make sure all members have your contact information.
 - c. At the end of the visit, thank the media for their time and make sure they have a way to contact you later

Additional Information

More detailed information on this topic is available CAPR 190-1, Volumes 1 & 2

Evaluation Preparation

Setup: This evaluation should be conducted during a mission, preferably a practice mission.

Brief Student: That they have been instructed by the Incident Commander to conduct media visits of several mission sites

Evaluation

Performance measures Results

1. Student must demonstrate the ability to properly record media visits. P F
 2. Student must demonstrate the ability to coordinate media visits to mission sites. P F
 3. Demonstrate a briefing to an aircrew or ground team prior to media accompanying them P F
- Student must receive a pass on all performance measures to qualify in this task. If the individual fails any measure, show what was done wrong and how to do it correctly.

Credits:

Much of the information for this publication came from a variety of sources including:

NCR Public Information Officer's Handbook

CAPR 190-1

CAPR 62-2

CAPR 60-3

HQ, CAP Mission Base Staff Task Guide, April 2005

Resource Information

An electronic resource is available from North Carolina Public Affairs. To get one please go to the NC Wing Website at:

<https://www.ncwg.cap.gov/index.cfm?fuseaction=page.display&pageID=178> This is the PAO Tools Section, which offers a variety of useful information.

Additional Required Training

Please note that all PIO trainees must complete the ICS 100, 200, 700 and 800 online courses from the Federal Emergency Management Agency (FEMA) before they become a certified PIO. They can be taken at FEMA's Emergency Management Institute's website at <http://training.fema.gov/IS/Nims.asp>

PIO Trainees must also complete ICS 300 as an in-residence course. Information on ICS 300 is available at http://www.fema.gov/emergency/nims/nims_training.shtm

Please contact your wing Emergency Services staff or the local or State's Emergency

Management Agency or State Fire Academy for details about when and where the ICS-300 course will be available.

When completed this training is validated in Operations S-Qualifications by your Emergency Services Officer after you present certificates of completion. Once you complete this training it does not have to be revalidated. *****

Following are sample media releases from an actual missing aircraft search. These releases were dispensed to NC statewide media outlets.

Please note that only the message itself was reproduced in releases 2-6 to save space in this publication.

Release No. 1 (Initial)

**NORTH CAROLINA WING
CIVIL AIR PATROL
U.S. AIR FORCE AUXILIARY**

CONTACT: Capt. Don Penven
Cell: 919-215-6860
Backup: 919-845-9034
Email: donpenven@gmail.com

FOR IMMEDIATE RELEASE

**Civil Air Patrol Begins Search for Missing Aircraft
Search Will Include Area Near Andrews-Murphy Airport**

July 17, 2009

Raleigh, NC – The U.S. Air Force Rescue Coordination Center (AFRCC) has alerted Civil Air Patrol to begin search operations in the rugged, mountainous terrain in and around Cherokee Co. According to Lt Col Jeff Willis, earlier today a privately owned aircraft left a small airport in GA, with an intended destination of the Andrews-Murphy Airport, was reported missing by family members. Willis said that the GA Wing, CAP, currently has one aircraft involved in the search and NC has two aircraft searching while a third aircraft is serving as a Highbird-aerial radio repeater. A mission base will be activated in western NC in the morning.

Willis said that the NC aircraft are flying a route search in hopes of hearing an Emergency Locator Transmitter (ELT) signal. The search is limited to an area from the GA border to the Andrews-Murphy Airport. At present, the NC Wing has 17 members signed in to the mission with more anticipated if an ELT signal is detected.

More details will be forthcoming as they become available.

Civil Air Patrol, the official auxiliary of the U.S. Air Force, is a nonprofit organization with 57,000 members nationwide. CAP performs 90 percent of continental U.S. inland search and rescue missions as tasked by the Air Force Rescue Coordination Center and was credited by the AFRCC with saving 91 lives in fiscal year 2008. Its volunteers also perform homeland security, disaster relief and counter-drug missions at the request of federal, state and local agencies. The members play a leading role in aerospace education and serve as mentors to the nearly 22,000 young people currently participating in CAP cadet programs. CAP has been performing missions for America for more than 67 years. For more information on CAP, visit gocivilairpatrol.com.

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(Release No. 2)

CAP Teams Continue Search For Missing Aircraft Relief Crews Reporting to Mission Base In Asheville

July 18, 2009

Raleigh, NC – CAP aircrews worked well into the night searching for any sign of an aircraft with one person on board on a flight from GA to western NC reported missing by family members yesterday. “We were not able to locate a distress beacon anywhere in the search area that is centered between the GA border and the Andrews-Murphy Airport,” Incident Commander Lt. Col. Jeff Willis said. Willis said that three CAP aircraft from the NC Wing worked through the night with flights ending at about 3:30 a.m. Relief aircrews and other personnel have been alerted and flights will begin at sunup.

“Up until now our search has been solely electronic, listening for an Emergency Locator Transmitter(ELT) signal. The visual search will begin at daybreak with fresh aircrews,” Willis said. The Air Force Rescue Coordination Center at Tyndall AFB indicated that the GA Wing continued the search well into the early morning hours and will begin a visual search when conditions permit.

“The search area is extremely rugged with some mountain peaks in the four to five thousand foot range. Added to this are a number of radio and TV transmitting towers throughout much the search area, all of which increase the hazards to our aircraft,” Willis said.

Currently, four CAP aircraft are involved in the mission. 21 CAP members have signed into the mission.

The missing aircraft is described as a 1978 Cessna 182 equipped with retractable landing gear. It departed Mountain Airpark (0GE5) at about 8:30 a.m. The pilot's wife reported the pilot overdue at Andrews-Murphy Airport to local authorities. Residents in Cherokee Co. who may have seen a low flying aircraft yesterday morning are urged to call their local sheriff's department.

“Weather along the route of flight was generally clear,” Willis said.

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Release No. 3

July 18, 2009

CAP Continues Search for Missing For Missing Aircraft Six NC Wing Aircrews Now Being Dispatched From Asheville Mission Base

Raleigh, NC – The search for an aircraft missing on a flight from Mountain Airpark, Cleveland, GA to the Andrews-Murphy Airport in Cherokee Co. has continued throughout the day. The missing Cessna 182RG departed a private airport at approximately 9:30 a.m. on July 17 and was reported missing by the pilot's wife.

“NC Wing aircraft have flown nearly 20 hours and 40 members have reported to the mission base in Asheville,” said Lt. Col. David Crawford, Mission Incident Commander. Crawford said that the search is concentrated in the area between the Andrews-Murphy Airport and the GA border. GA CAP Wing members are searching from Mountain Airpark north to the NC border. Neither of the search efforts have yielded any positive leads and no Emergency Locator Transmitter (ELT) signals have been heard.

“We intend to wind down search operations for today at around 6:45 p.m., to allow all resources to return to Asheville before sunset. The search area is quite concentrated requiring a great deal of planning and effort to de-conflict the airspace since the total route of flight is only 38 NM. With two states involved that is very little room to maneuver,” Crawford said.

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22,000 young people currently participating in CAP cadet programs. CAP has been performing missions for America for more than 67 years. For more information on CAP, visit gocivilairpatrol.com, and www.ncwg.cap.gov

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Release No. 4

CAP Resumes Search For Missing Aircraft in NC Mountains Ground Teams Deployed Near GA Border July 19, 2009

Asheville, NC – At first light this morning aircrews were given a briefing on search plans for the day. A total of four CAP aircraft will be used in the search for an airplane that was flying from a private airport near Cleveland, GA to the Andrews-Murphy Airport in NC. The aircraft departed at about 9:30 a.m. on Friday, July 18, 2009. The pilot, and sole occupant of the Cessna 182RG, was reported missing by a family member when he failed to arrive at the destination.

“For safety reasons, due to the limited size of the search area, only three aircraft at a time will be used,” said Maj. Andy Wiggs, who will serve as Incident Commander (IC) today. Wiggs said that the distance between the two airports is about 38nm, and only 12nm of that is in NC.

“Yesterday we deployed two ground teams to a location near Hayesville on the NC/GA border,” said Lt. Col. David Crawford, who served as IC for the past 24 hours. “One team is from the Sylva/Cullowhee area and the other is from Burlington. Ground teams will respond to any aerial sightings that require a closer look,” he said.

“The mountainous terrain and dense tree cover are combining to hamper search efforts,” Wiggs said. Wiggs said that the GA Wing, CAP, has also intensified their search efforts and have enlisted the services of the National Forestry Service, GA Dept. of Natural Resources and local emergency management agencies.

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Release 5

GA/NC Missing Aircraft Search Ends With Finding of Wreckage Helicopter Pilot Spots Site on a Ridge in Clay Co., NC

July 19, 2009

Asheville, NC – Friends of the missing pilot were flying in a local tour helicopter spotted wreckage on a mountainside in Clay Co. near the Georgia border. Clay Co. Emergency Services was contacted and a ground team was sent to the crash site. Due to the remote location of the site it took several hours to reach the location.

The search team has reached the crash site and confirmed that the pilot did not survive. Maj. Paige Joyner, GA CAP Public Information Officer confirmed that a CAP team has notified the victim's wife.

The FAA has been notified and will send an investigative team to the crash site.

A total of six NC Wing, CAP, aircraft were involved in the search and more than 50 members participated in the mission. CAP aircraft logged nearly 50 hours of flight time and were recalled from the search approximately one hour ago.

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Release 6 (Summary)

Asheville, NC – On Friday, July 17, the Air Force Rescue Coordination Center (AFRCC) alerted the NC Wing to begin search and rescue operations for an aircraft that departed a private airport near Cleveland, GA for a flight to the Andrews-Murphy Airport in Cherokee Co. NC. The aircraft, piloted by Bill Allison, a highly skilled pilot with ATP, Commercial SEL, MEL, CFII ratings, was reported overdue by his wife.

Lt. Col. Jeff Willis served as Incident Commander (IC) for the initial part of the mission. Willis sent out alerts and aircrews were quickly assembled and directed to fly to the Asheville Airport. NC Wing aircraft commenced searching for any possible ELT signals in the area. The search activities were put on hold early on Saturday morning,.

On July 18, at first light. initially, four CAP aircraft were moved to Asheville. During the day two more were added to the fleet. Ground teams from Silva/Culowhee and Burlington were alerted and positioned to a location near Hayesville in Clay Co.

On Saturday, July 18 Lt. Col. Dave Crawford took over as Mission IC. A total of six NC Wing aircraft were repositioned to Asheville. Search operations continued throughout the day and aircraft were recalled shortly before sunset. According to Maj. Paige Joiner, GA Wing PIO, similar activities were pursued along the proposed flight path. The GA and NC PIOs continued to share information throughout the weekend.

The track between the airport in GA and Andrews-Murphy Airport is approximately 38nm. The area in NC was only 12 nm, but heavily wooded, mountainous terrain hampered search efforts.

On Sunday, July 19, Maj. Andy Wiggs assumed the Incident Commander's role. Wiggs had been flown to the Asheville mission Base. Grid searches were continued using two aircraft for the search and one aircraft flying a Highbird mission. A forth aircraft was held in reserve.

At mid-afternoon mission base learned that a private tour helicopter carrying friends of the pilot had sited wreckage near the GA border in Clay Co. Clay Co. Emergency Services was notified and a ground team was sent to the site. After several hours of very difficult hiking, the ground team located the crash site and confirmed the aircraft registration number and that the pilot did not survive the crash.

Special Note: New policies issued by NHQ PA with U.S.A.F. approval now govern the procedure for issuing media releases. These instructions are posted in the APPENDIX at the end of this handbook.

NATIONAL HEADQUARTERS CIVIL AIR PATROL

CAP REGULATION 190-1

16 APRIL 2012

Public Affairs

CIVIL AIR PATROL PUBLIC AFFAIRS PROGRAM

This regulation defines the purposes of the Civil Air Patrol Public Affairs program and identifies policies that govern its administration. This regulation applies to all CAP units.

SUMMARY OF CHANGES.

Provides for unit commander to be assigned as PAO if acting in the role for 6 months or longer; requires flight/squadron, group, wing and region PAOs to submit an annual PR plan/evaluation of effectiveness and a crisis plan to higher headquarters; specifies duties of National Public Affairs Officer; requires all PA external communications to be written in AP Style; identifies National Headquarters publications; specifies that PAOs at the wing level will create and maintain a website in accordance with CAPR 110-1 and in partnership with the information technology officer and other officers assigned by the commander; encourages use of social media; changes Mission Information Officer to Public Information Officer in keeping with National Incident Management System (NIMS) standards; opens Payton National Public Affairs Officer of the Year award to all PAOs and specifies deadlines for nominations; specifies criteria for Maj Howell Balsem Exceptional Achievement Awards; deletes duplicative verbiage related to wing and region PAO awards. **Note: This regulation is revised in its entirety.**

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.

2. Public Affairs Officer Objectives.

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

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

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

3. Assignment of the Public Affairs Officer (PAO).

a. Each unit commander will appoint a qualified individual to be the PAO. Appointed PAOs that are not fully qualified will complete appropriate training within the first 12 months of their assignment (see paragraph 6, below).

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

c. In the absence of an assigned PAO, the unit commander is responsible for the duties of the PAO. If the unit commander acts as the unit's PAO for 6 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.

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 advisors, mentors and resources for the development and implementation of an effective public affairs program.

a. 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.

b. Group PAOs 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.

c. 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 ensure that national, region, and wing 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 will demonstrate leadership in guiding the work of the wing PAOs by developing an annual region PA plan that the wing PAOs can follow in implementing their goals and objectives. Region PAOs serve as advisors and supervisors and consult frequently with subordinate wing PAOs and group/squadron/flight PAOs, when needed or requested. CAPR

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e. The National PAO is a national staff volunteer who reports to the Marketing and Public Affairs Officer. 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. He/she works in coordination with the NHQ staff to implement, develop and upgrade CAP's Public Affairs program.

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

g. CAP PAOs and commanders are authorized to work directly with military installation PAOs in support of CAP activities.

5. Public Affairs Support.

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

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

6. Training. 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:

a. Public Affairs Officer specialty track training CAPP 201, *Specialty Track Study Guide-Public Affairs Officer*, an in-depth public affairs training program leading to the Technician, Senior and Master levels of proficiency.

b. How-To Guide for Civil Air Patrol Public Affairs (CAPP 190).

c. Group/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 as deemed appropriate by the PAO and commander.

e. Public Information Officer training as part of the emergency services missions of CAP.

7. Functions of Public Affairs Officers.

a. Planning. PAOs at the 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 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. 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 4 CAPR 190-1 16 APRIL 2012

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*.

(1) External. PAOs will 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 chartered missions of Emergency Services, Aerospace Education and Cadet Programs.

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

(3) PA Crisis Plan. In consultation with their commanders, PAOs at all levels will develop a crisis public affairs plan to ensure a rapid and effective response during an emergency that may damage the organization's reputation if mishandled. Unit crisis public affairs plans will reflect guidance outlined in the CAP National Headquarters, *Writing a Crisis Communication Plan*, listed at http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/. All crisis communication plans will be approved by the wing commander or designated representative. Subordinate unit crisis plans will be submitted to wing PAOs for review and input. Wing and region crisis plans will be submitted to NHQ/PA and to the National PAO for review and input.

b. External Information.

(1) Target audiences include local military installations, government agencies, schools, businesses, 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.

(2) 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 on the part of the PAO of the information needs and preferences of each media outlet.

(3) 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.

(4) 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 National Headquarters website and PAO Toolkit contents regularly for updated materials.

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

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

(7) 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.CAPR 190-1 16 APRIL 2012 5

c. Internal Public Relations.

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

(2) 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 "newsletter" purposes, PAOs shall be aware that selected submissions may become part of higher headquarters' external public relations activities.

8. Newsletters, Magazines and other News Publications.

a. PAOs should publish information that tells success stories, encourages participation in meetings and activities, and presents other information about the unit of interest to internal and external audiences. This information may be published as a hard copy or electronic newsletter/magazine, or by whatever method/format works best for the unit (i.e.: website, social media, etc.).

b. A newsletter and/or magazine are not required. If a unit PAO produces a newsletter and/or magazine, at least one copy will be filed in printed form or as a PDF document for later reference, and kept as a permanent historical unit record.

9. National Headquarters Publications.

a. How-To Guide for Civil Air Patrol Public Affairs, the CAP PAO's detailed manual for accomplishing CAP's PA mission.

b. Civil Air Patrol Volunteer magazine, CAP's internal and external publication.

c. VolunteerNow, a CAP-wide collection of news online.

10. Multimedia and 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 CAP membership. Whenever possible, multimedia materials will also depict the diversity of CAP's membership with regard to race, sex (gender), age, religion, national origin, and/or disability.

b. Photographs meeting stipulations in paragraph 10a, above, will be submitted to internal and external publications, along with information to be used in preparing captions. These submissions will include photo credits.

c. The Public Affairs Officer will have access, on a non-conflicting basis, to CAP-owned equipment, including camera and computer technology. The PAO will coordinate with other unit staff to ensure this equipment is available to other members as appropriate.

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. 6 CAPR 190-1 16 APRIL 2012

- (1) CAP will not publish identifying information other than name, grade and general locale of the individual's unit of assignment, limited to city, state and flight/ squadron/group/wing/region name.
- (2) CAP will 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 websites produced by CAP staff.
- (3) When individual circumstances cause members 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 will 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.

11. Electronic Communications.

a. Website. PAOs at the wing level will create and maintain a website in accordance with CAPR 110-1 and in partnership with the information technology officer and other officers as assigned by the commander, on behalf of their unit. The PAO will have authority over the web design, usability and content of all web pages visible to the public and will keep the website accurate and current with assistance from other officers as is necessary.

b. Social Media. All levels of CAP, from flights and squadrons to National Headquarters, are encouraged to create and use social media to help reach out to their membership, potential members, friends of CAP and the general public by telling CAP stories on social networking sites. Units are not required to use social media, but are encouraged to do so as resources allow. The responsibility for use of social media by CAP units rests with the unit commander and will be overseen by the unit PAO or a member designated by the commander under the direction of the unit PAO. The unit PAO will ensure that CAP social media operations will:

- (1) Be conducted in accordance with existing CAP regulations and will not violate Operational Security (OPSEC) requirements.
- (2) Respect copyrights in content.
- (3) Be maintained and updated on a regular basis.
- (4) Use links to nationally produced multimedia, CAP news releases, articles and images, as deemed appropriate.

12. Public Information Officer (PIO). One of the best opportunities for CAP to get its message out to the public is when the organization is supporting emergency services missions for state and local communities. Public affairs and media relations issues are handled by specially qualified personnel called PIOs or their supervisors or by incident commanders (IC) if a PIO has not been appointed. In accordance with CAPR 60-3, *CAP Emergency Services Training and Operational Missions*, information that is releasable to the public on CAP missions should be given promptly to news media representatives. In addition, public awareness and understanding of CAP resulting from the efforts of the PIO can play a vital role in recruitment and retention, as CAPR 190-1 16 APRIL 2012 7

well as government and community relations. The PIO provides and receives critical information, advises the 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 PIO, the individual will complete the required training and certification in accordance with CAPR 60-3 and CAPP 201.

b. Appointment. A PIO, fully qualified in accordance with current PIO training requirements or a trainee under supervision as outlined in CAPR 60-3, may be appointed at the discretion of the incident commander (IC) for any training or actual mission. ICs will fulfill the responsibilities of the PIO if one is not appointed. Assignment of a PIO is mandatory for all actual emergency services missions (not training) lasting or expected to last more than 48 hours, including, but not limited to, missing aircraft, missing persons, disaster relief or other humanitarian aid operations. Some missions, like counterdrug or homeland security operations, may require additional discretion and/or little to no dissemination of public information; the CAP National Operations Center or National Headquarters Public Affairs may limit or edit what CAP ICs and/or PIOs release.

13. Reporting. Higher CAP echelons below NHQ may establish quarterly reporting requirements for their subordinate unit public affairs activities. In such cases, reporting requirements will avoid an unreasonable administrative burden. These reports may be issued electronically.

14. Awards. Each year, Civil Air Patrol recognizes the Public Affairs Officer at any level (unit, group, wing and region) who excels in conducting and managing an exceptional public affairs program.

a. The Colonel Robert (Bud) V. Payton Public Affairs Officer of the Year award recognizes the PAO who epitomizes the Public Affairs program of CAP. The award is presented to the PAO at any level of the organization who provides outstanding and exemplary support for the CAP Cadet Program, Aerospace Education Program and Emergency Services Program and has a Public Affairs plan that greatly enhances the perceived value of Civil Air Patrol to the community.

(1) By 15 January. Unit commanders should submit nominations to the wing commander for consideration.

(2) By 15 February. Wing commanders will review the nominations from unit commanders within their wings should and forward the best nominee to the region commander for consideration.

(3) By 15 March. Region commanders will select the best of the wing nominees and forward one nomination to NHQ/PA for consideration.

(4) By 15 April. The National PAO and the NHQ Deputy Director, Public Affairs, will co-chair a committee consisting of the Deputy National Chief of Staff – Support, National Marketing and Public Affairs Officer and the NHQ Deputy Director of Creative Services to rank order the region nominations received. The recommendation will be forwarded to the Personnel Officer to present to the National Commander, who will make the final decision.

(5) The award will be presented during the summer National Board and Annual Conference.⁸ CAPR 190-1 16 APRIL 2012

b. The Maj Howell Balsem Exceptional Achievement Awards recognize excellence in 10 major categories (to include the 34 subcategories) of the CAP Public Affairs program, as listed below. All entries must have been generated during the previous calendar year and must be items that were approved by the PAO's commander. They

Sub Categories

are submitted to NHQ/PA and must be postmarked by 15 May. Awards are presented by the PAO's wing commander at an event deemed appropriate for the award.

Major Category

Writing for Media

- News release used by *Civil Air Patrol Volunteer* or *capvolunteernow.com*
- News release used by a newspaper, magazine or newsletter more than 100,000 circulation
- News release used by newspaper/magazine (less than 100,000 circulation)
- News release used by a TV or radio station
- News release used by a military publication
- News release used by a news organization's website

Brochure/Poster/Flyer

- Black and white brochure
- Black and white poster
- Black and white flyer
- Color brochure
- Color poster
- Color flyer

Newsletters

Slide/PowerPoint Presentations

Website

- External
- Internal

Photography

- Image used by newspaper/wire service/magazine (more than 100,000 circulation)
- Image used by newspaper/magazine (less than 100,000 circulation)
- Image used by weekly newspaper
- Image used in any CAP publication or on any CAP website
- Image published on an external website

Media Coverage of CAP

- Article used by newspaper/wire service/magazine (more than 100,000 circulation)
- Article used by newspaper/magazine (less than 100,000 circulation)
- Article used by weekly newspaper
- Podcast used by news media organization
- Video used by news media organization

Event Promotion/Crisis Management

- Special program in which PAO played a leadership role
- Assistance provided to commander in addressing an issue or crisis
- Preparation of a PR plan/program that addresses a crisis

APPENDIX

The following documents define a policy directed by the Director of Public Affairs, National Headquarters. All PAOs and PIOs are required to follow these directives regarding the dissemination of media/public releases.

Media Relations Guidelines for Civil Air Patrol

Air Force Assigned and Corporate Missions

Air Force Assigned Missions (AFAMs)

News Releases

The Air Force must approve information releases for any form of information generated during the conduct of an AFAM ("A" and "B" missions) (video, still imagery, data, etc.) to any media outlet (print, TV, radio, internet, etc.)

Approval for typical AFAMs (SAR, DR, intercept, etc.) comes from AFRCC, 1st, 11th, 13th AF or CAP-USAF. Wings will make requests to the NOC to obtain approvals from 1st, 11th, 13th AF or CAP-USAF.

For SAR missions only, CAP ICs and PIOs will work directly with AFRCC to obtain approval to release information. If considered a high profile mission (potential to generate considerable media attention at the wing, region or national level like the Steve Fossett or John F. Kennedy Jr. missions), work through the NOC and NHQ/PA for approvals.

Media flights

All flights carrying media personnel will be coordinated through the NOC – no exceptions. For AFAMs the NOC will coordinate Air Force approval following the non-CAP passenger approval process.

Early notification of media ride-along requests to the NOC and NHQ/PA is critical -- the sooner the better. Early requests increase the probability of ride-along approval. Don't wait until you know the specific names of media to ride along. The names can be provided later.

Corporate Missions

News Releases

Corporate ("C") mission news releases are approved at the wing level by the commander or the commander's designees, but assistance is always available from the NOC and NHQ/PA.

PAOs will work with the NOC and NHQ/PA for approval of local releases for high profile events or activities on corporate missions.

Media flights

All flights carrying media personnel will be coordinated through the NOC – no exceptions. The NOC will coordinate NHQ/DO approval on corporate missions.

Tips for All Missions

Wings should include federal, state and local customers in the news release coordination process.

If you have any questions, call and ask for help. The NOC duty officer is available 24/7/365 at 888-211-1812, ext. 300. NHQ/PA is available during duty hours at 877-227-9142, ext. 250 or 251 and after hours via email at jdebardelaben@capnhq.gov.

Imagery vs. Publicity Photos

Imagery

Disaster imagery (damage photos) taken for customers is generally considered their property, unless the customer approves CAP to use the imagery. The wing will work with customers to include getting their written approval for CAP to use images captured during the mission in the customer's initial mission request.

CAP cannot store/retain most imagery (except photos used for publicity purposes) due to legal issues.

Members cannot keep pictures for themselves. Members using their own camera to take images will need prior approval from the NOC and must plan to turn over all imagery to the customer.

Publicity Photos

Non-CAP members must give approval to CAP using their photo for publicity purposes. Email approval is acceptable.

If the background of the photo is sensitive, it will require approval by the NOC and/or NHQ/PA (and possibly the AF) prior to release. For example, photos inside another agency's facilities or with another agency's personnel in the background will require coordination with that agency. Ideally the member who desires to use this photo for publicity purposes should get written approval locally beforehand to expedite this process.

Photo approvals should be obtained at the same time news releases are approved.

A good photo may not be usable if we can't get approval to use it because nobody documented who was in it.

Hurricane Coverage

Hurricanes are automatically considered high profile missions. Although local news releases generated from C missions are approved by the wing commander, PAOs will coordinate with the NOC and NHQ/PA, for all news releases and photos related to hurricanes.

Most hurricane missions will be AFAMs, meaning that any related news release and photos will require Air Force approval. Send requests to the NOC and NHQ/PA. The NOC and NHQ/PA will coordinate with 1st Air Force for approval. NHQ/PA coordinates the release of photos and information with other NHQ offices if necessary and edits the releases prior to going to 1st Air Force.

Contact the NOC or NHQ/PA for approval to post imagery and information on social media sites.

See Guidelines for Partnering with NHQ/PA for High Profile Missions on the PA page at www.capmembers.com for more information.

NOTE: Appropriate lead time is essential for securing approvals. Don't expect a same day turnaround when submitting AF approval requests after 1 pm Central Time.

This concludes the NCWG PIO Handbook. While the handbook was intended for use by PAO/PIO trainees and those seeking refresher training as members of the NCWG, all interested CAP members from any locale are encouraged to take advantage of the materials published here. It is the sincere desire of the NCWG Public Affairs Office that CAP members as a whole will benefit from this publication and will adapt it to fit their own local needs,

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