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Guide to Civil Air Patrol Public Affairs

Volume I

Chapters 1-8

Marketing &
Public Relations
Directorate

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This pamphlet would not be possible without the contributions from many dedicated Civil Air Patrol Public Affairs Officers throughout the country. The National Headquarters Marking/Public Relations Directorate extends its gratitude to each and every contributor.

1 Introduction

Duties & Responsibilities

No area of CAP activity is more vital to the success of the organization than the public affairs function.

The basic need of every nonprofit organization is gaining public understanding and support. It is a never-ending job. This area should not be neglected because the public can be very unforgiving when problems arise. Your efforts will directly affect the degree of public acceptance and support generated for CAP and the U.S. Air Force.

In today's competitive environment, an effective, aggressive marketing/public relations program is absolutely vital to survive, and it must begin at the grassroots level!

Mission Statement

To inform internal and external audiences of Civil Air Patrol's national importance; enable the organization to grow; protect the image and assets of the corporation; and strengthen relationships with key audiences and customers.

National Objectives

- To bring about a greater appreciation and better understanding of CAP missions, objectives, requirements, programs, and accomplishments among members of the general public and members of CAP.
- To promote cooperation between CAP and other aviation organizations, aviation industry, and civic groups.
- To acquaint the public, through a program of general aerospace education, with the importance of aerospace power as a prime element of our national security.

Functions of Public Affairs

The public affairs officer bears responsibility for managing external and internal communications. The following is a list of several significant publics and duties associated with them.

Significant Audiences

General Public

- Plan and organize events/campaigns that have broad appeal to promote CAP to the public.
- Recruiting new members.

National Headquarters Marketing & Public Relations Directorate (NHQ CAP/PA)

- Submit articles for publication in *CAP News.*
- Coordinate with Wing/Region/National Headquarters staff on missions that potentially may have a national impact.
- Participate in national public relations campaigns.

Local News Media

- Build and maintain a database of media contacts.
- Develop rapport with local media representatives.
- Schedule radio and TV interviews.
- Pitch stories to local media.
- Research, design, and write copy for timely news releases.
- Develop story lines and write feature articles for periodicals and magazines that have an affinity with CAP missions.
- Devise systems of disseminating information to external audiences.

Local Legislators, Civic Leaders and Industry Representatives

- Provide regular updates on CAP missions and activities.
- Invite to unit events such as open houses, ribbon-cuttings and award presentations.
- Participate in community affairs.
- Give presentations to civic groups.
- Schedule orientation flights.
- Extend honorary memberships.

Military Leaders

- Arrange introductions for commander with appropriate base leadership.
- Schedule an introductory briefing on CAP at local military facility.
- Provide updates of local CAP events to base newspaper.

Affiliated Organizations

- Develop rapport and establish mutual support.
- Plan events in conjunction with other affiliated organizations.
- Volunteer to support their events.
- Include in database for news release distribution.

Unit Responsibilities—Duties

Advisor/Communicator

- Advise commander on all matters relating to community relations and media relations.
- Keep unit members informed of unit activities.
- Encourage members to participate in unit activities.
- Produce a monthly newsletter and distribute to all unit members.

Photographer/Videographer

- Produces a visual record of important unit events: awards, presentations, distinguished visitors, activities, exercises, and missions.

Protocol Advisor

- Coordinates arrangements for all Distinguished Visitors.
- Advises on seating and flag protocol for CAP events.

Fund-Raiser

- Prepares and implements fund-raising campaigns.

The PAO Team

One person volunteering his time cannot possibly accomplish all the public relations tasks necessary to achieve the goals of CAP. It can only be done with a team approach. Your team may include the following:

Public Affairs Officer (PAO)

- Ensures all PAO functions are carried out within the unit.
- Provides guidance and oversight to PAO team members.

Deputy Public Affairs Officer

- Assists PAO with all responsibilities, including the recruitment of other team members.

Media Relations Officer

- Manages the Media Relations function of the PAO.

Photographer/Videographer

- Photographs and/or records unit award presentations, activities, exercises, and missions.
- Follows up with interviews and photographs of survivors.
- May also produce video news releases for distribution to local media.

Newsletter Editor

- Edits and produces unit newsletters under guidance of PAO. You are the hub for internal information.
- May sell local advertising to offset cost of publication.

Legislative Officer

- Serves as key liaison with local elected and appointed officials. Lobbies for local and state support of CAP units.

Goals for Public Affairs Officers

Every public affairs officer in CAP should set goals for himself/herself that will improve his/her own job performance and that will also help CAP to develop the kind of favorable publicity it must have if it is to survive, grow, and fulfill its Congressionally assigned missions.

You should reexamine your goals periodically – at least once a year. Study what you have accomplished over the past year, try to find out why you failed to meet your goals (if you did), and set new and higher goals for the coming year. You don't even have to wait a year; you can do this anytime.

Following are five suggested goals that you might wish to adopt for yourself. They are good ones and worth your consideration. Surely you can add more of your own.

Establish a Harmonious Working Relationship With Your Unit Commander

Check with him/her at least once a week about his/her plans for activities that may be newsworthy. Discuss with him/her your own plans for an active public affairs program.

Get Acquainted With Your Local News Media

Make a list of all newspapers and radio/TV stations in your area. The "Yellow Pages" of your telephone directory is one source of information. Include the names and telephone numbers of those news media people you need to know and with whom you will be dealing. GO SEE THEM! Introduce yourself, tell them you represent CAP, tell them a little about CAP, ask for their cooperation, offer them yours. Take a press kit when you go for your first visit. This should include pamphlets, folders, or information about CAP, including information about your unit, a report to Congress, etc. Make it a habit to visit these people regularly. (They are busy people so don't stop just to chitchat; take them a news release.)

Make Contacts With Community Officials

This includes your mayor and other city officials, prominent members of business firms perhaps, local civic club volunteer organizations, etc. Offer your services, or that of a well-spoken member, as a speaker at community events, civic organization meetings, and educational institutions. A prepared speech is included in Chapter 5 of this pamphlet. Prepare slides to enhance your talk or order a PowerPoint presentation from National Headquarters.

Talk to Your Media Contacts Often

This could be as simple as an announcement of your next meeting. (Some newspapers publish lists of such club meetings, etc.) (NOTE: Deliver your news release/announcement in

person.) Your fellow members like to read about themselves. This helps build morale and stirs interest within the unit. In addition, it helps advertise CAP to the general public. Also, send at least one news release per month to *Civil Air Patrol News*.

Start a Unit Publication Newsletter

Make sure it is published at least once a month. Newsletters are a wonderful way to build interest among your members, motivate them to greater activity, and help bring back inactive members. When you publish your newsletter, send a copy to National Headquarters Marketing and Public Relations Directorate.

Specialty Track Overview

The *Public Affairs Officer Specialty Track Study Guide* outlines requirements for individuals to progress from the entry level of technician to the intermediate level of senior and the highest rating of master. The technician level provides the individual with basic information to use in performing duty as a public affairs officer at the unit level. The senior level prepares the public affairs officer to serve as a functional public affairs officer and also in an expanded role as an advisor to the commander. The master level provides requirements to advance to the highest level by gaining comprehensive knowledge of all phases of the public affairs program. The public affairs officer will then be qualified to serve in any capacity within the public affairs program throughout Civil Air Patrol. Upon completion of each level, the public affairs officer is authorized to wear a progressive element of the PAO pin.

Complete requirements for obtaining specialty rating in CAP public affairs are listed in CAPP 201.

2 Civil Air Patrol Missions

Where imagination takes flight ...

What began on December 1, 1941, as a civilian effort to augment America's defenses has become a multifunctional volunteer organization that serves America today with the same spirit of dedication and commitment. Since 1948, CAP has worked arm-in-arm with our Air Force partners and each year provides more than 85% of all inland search and rescue support as tasked by the Air Force Rescue Coordination Center at Langley AFB, Va.

In addition, CAP volunteer members repeatedly respond to calls from the Federal Emergency Management Agency (FEMA) and the American Red Cross when disaster strikes in the form of floods, hurricanes, forest fires, or other natural and man-made disasters. They perform valiantly and selflessly with little thought for their own comfort and well-being, spending endless hours away from family and jobs to serve their fellow Americans.

Equally important is the work we do with the youth of America. Civil Air Patrol Cadet Programs provides young men and women, ages 12-20, with a safe and motivating environment in which to grow and explore opportunities in the military and aviation industries. CAP presents an alternative life-style to drugs and teenage violence, thus giving thousands of young people the opportunity to embrace the leadership roles of the 21st century with confidence and determination.

Each year presents many memorable challenges and opportunities for CAP in all three of our mission areas: Aerospace Education, Cadet Programs, and Emergency Services. Our volunteer members answer every challenge and meet each opportunity with an unparalleled strength of character.

Aerospace Education

CAP has a proud tradition of humanitarian and educational service to all who want to learn about the wonders of aerospace. CAP continues to fulfill its 1946 charter from Congress to enhance Aerospace Education for CAP members, for America's schools, and for the general public. CAP carries out its Aerospace Education mission with curriculum tailored for its regular membership (internal) and educators (external). The internal programs ensure that all CAP members (adults and cadets) have an appreciation for and knowledge of aerospace issues. CAP's external Aerospace Education initiatives are designed for educators in school systems throughout the nation.

Internal Aerospace Education

The internal program is concerned with two factors: (1) the Aerospace Education portion of CAP Cadet Programs, and (2) Aerospace Education activities for the senior members of Civil Air Patrol. Within Cadet Programs, Aerospace Education is accomplished through self-study and instructional sessions using the textbook, *Aerospace: The Flight of Discovery* and through aerospace current events reports and activities during unit meetings. Cadets must pass comprehensive aerospace education exams as they advance through each award: Mitchell, Earhart, Eaker, and Spaatz.

For the senior membership, a voluntary self-study program is available to those individuals who want to increase their understanding of aerospace-related activities. This voluntary program is the Aerospace Education Program for Senior Members (AEPSM). The AEPSM is based on study of the textbook, *Aerospace: The Challenge,* and use of the accompanying study guide. When a senior member completes his or her study of these materials, a comprehensive examination is administered. Successful completion of the AEPSM earns the Brigadier General Charles E. “Chuck” Yeager Aerospace Education Achievement Award.

Senior members with an Aerospace Education avocation can fulfill their staff and specialty service within CAP by becoming Aerospace Education specialists. The Aerospace Education specialists support Cadet Programs, Senior Programs, and external programs through various instructional means.

External Aerospace Education

CAP’s Aerospace Education membership is an exclusive category for education professionals. A professional Aerospace Education staff develops textbooks, lesson plans, and school curriculum in support of its Aerospace Education members. In addition, CAP hosts a number of workshops throughout the country, as well as the National Congress on Aviation and Space Education.

CAP is extremely proud to help our nation’s schools. Each year, thousands of free educational products are distributed to teachers across the nation. These products also are used to support other educational activities such as teacher workshops, educational conventions, conferences, air shows, and aviation days.

Teachers may order additional classroom support materials through a 48-page catalog. Educational products can be ordered with a special discount for teachers and shipped for delivery within 48 hours.

In addition, many of CAP’s educational resources can be accessed on line at www.capnhq.gov.

Developing and enhancing the educational skills of teachers is an ongoing and significant portion of Civil Air Patrol’s Aerospace Education program. Each year, CAP promotes basic and advanced graduate-level Aerospace Education workshops for hundreds of teachers. Instructional modules prepare teachers to use aerospace themes and techniques to teach science,

mathematics, geography, history, social science, art, literature and music. Civil Air Patrol sponsors field trips to historic aviation sites, aerospace research laboratories, and air and space facilities to augment these workshops. To complement the workshops, orientation flights are often arranged with the U.S. Air Force. These flights expose teachers to the challenges of aerospace missions and help promote an understanding of the career opportunities available in today's Air Force so they may better inform their students.

Each year, CAP hosts the National Congress on Aviation and Space Education. The Congress is the premier Aerospace Education event in the nation and is one of CAP's major contributions to aviation and space progress in America. Teachers receive information and practical training on how to more effectively motivate their students and prepare them for an increasingly complex world.

One of the main purposes of the Congress is to generate an appreciation and understanding of how aviation research and space exploration have contributed to technological development in our society. Space is a frontier that mankind has barely pierced, and CAP believes the continuation of America's supremacy in this arena will require the support of a well-informed and educated citizenry.

Presented annually since 1968, this educational symposium brings together educators from around the nation to enjoy a diversity of gifted speakers and motivational teachers. Aerospace-oriented hands-on/minds-on classroom activities for all grade levels are offered in a variety of break-out sessions. Educators enhance their careers and benefit their students by exploring the latest tools, topics, and techniques in the field of Aerospace Education.

Emergency Services

Since 1941, Civil Air Patrol has strived to save lives and alleviate human suffering through a myriad of emergency services missions — Search and Rescue, Disaster Relief and Humanitarian Services. CAP also carries out Counterdrug Operations and Drug Demand Reduction programs under the auspices of its Emergency Services mission.

Search and Rescue

Perhaps best known for its search and rescue effort, CAP flies more than 85 percent of all inland search and rescue missions in the continental United States as tasked by the Air Force Rescue Coordination Center, based at Langley AFB, Va.

Civil Air Patrol volunteers are on call 24-hours a day, 7-days a week, to provide search and rescue services to the Air Force Rescue Coordination Center, the U.S. Coast Guard, rescue coordination centers in Alaska, Hawaii and Puerto Rico, and state and local agencies. Missions are initiated to locate missing aircraft, aid aircraft crash victims, search for missing persons, rescue people in distress, locate the source of emergency locator transmitter signals, transport blood or organs, and transport search and rescue dog teams. Each year, CAP is credited with saving about 100 lives.

Disaster Relief

Civil Air Patrol plays a vitally important role in disaster relief operations, providing air and ground transportation and an extensive communications network in times of disasters. CAP often works alongside other agencies in the disaster-relief business to improve responsiveness and to minimize human suffering.

Following disasters, volunteers provide damage-assessment services for state officials, U.S. Army Corps of Engineers, National Guard, and state and county emergency management agencies. CAP volunteers support flood-relief operations, monitoring water levels, stream flows and flooding projections. Ground operations include sandbagging, dike patrol, managing emergency shelters, and staffing disaster-relief hotlines.

CAP aircrews also provide real-time, slow-scan television images of flood-ravaged areas. The images can be transmitted directly from an aircraft to an emergency operations center, which greatly augments a center's ability to coordinate with other relief agencies. Aircrews also transport medical supplies to county health departments and fly medical doctors over flooded areas so that they can assess potential health problems.

Through memorandums of understanding, CAP supports many humanitarian relief and emergency management agencies. These include the National Weather Service, American Red Cross, Federal Aviation Administration, U.S. Forest Service, Federal Emergency Management Agency, the National Oceanic and Atmospheric Administration, and the Salvation Army. These agreements outline services each agency may provide to the other in times of disaster or other humanitarian crises. CAP is also part of the FAA's SARDA (state and regional disaster airlift) program. SARDA organizes private industry, government, and the general aviation community to provide emergency evacuation of communities.

Counterdrug Operations

Civil Air Patrol provides its immense infrastructure to support the federal and state war on drugs. CAP provides transportation, communications, reconnaissance, and eradication support for the Department of Defense, Drug Enforcement Administration, U.S. Customs Service, U.S. Forest Service, and state and local law enforcement agencies. CAP has been tasked to provide rapid-response reconnaissance for the Southwest border. CAP supports these efforts with more than 5,000 volunteers, who go through a security check and training by either the U.S. Customs Service and/or the Drug Enforcement Administration. Each year, CAP interdiction efforts assist in confiscating or eradicating billions of dollars worth of illegal drugs. Because highly trained volunteers provide CAP services, the agency's costs are minimal and the return to the taxpayer is immense.

Drug Demand Reduction

In addition to its drug interdiction efforts, Civil Air Patrol is involved in an education program to encourage America's youth to remain drug free. The program, led by volunteers, is cost effective, placing the limited funds CAP receives for this effort where it will accomplish the greatest good — in the local communities. CAP's Drug Demand Reduction program provides alternatives to drug use through senior leadership, mentoring, training, alternative activities, and

programs to prepare youth for success in life. CAP's Drug Demand Reduction program is funded by and is in direct support of the U.S. Air Force Drug Demand Reduction initiatives.

Cadet Programs

Civil Air Patrol's Cadet Programs provides young men and women, ages 12-20, with a safe and motivating environment in which to grow and explore opportunities in the military and aviation industries. Civil Air Patrol cadets participate in a tiered program of progression. The program consists of 16 achievements including the Gen Billy Mitchell, Amelia Earhart, Gen Ira C. Eaker, and Gen Carl A. Spaatz awards.

The Military Experience

CAP's Cadet Programs has a strong impact on the youth of America, especially those with an interest in the military and, in particular, the U.S. Air Force. The Cadet Programs provides the training necessary to excel in the military and the opportunity to apply it to real-life situations.

The U.S. Air Force recognizes the high standards CAP cadets must meet. For that reason, cadets who earn the Gen Billy Mitchell Award in the Cadet Programs are eligible to enlist in the Air Force, Air Force Reserve or the Air National Guard in the advanced pay grade of E-3 (airman first class) instead of airman basic. Cadets reaching this level are also entitled to training credit when applying for entry into the Air Force Reserve Officer Training Corps.

Civil Air Patrol cadets who earn the Gen Carl A. Spaatz Award often receive preference when applying for Air Force commissioning or entry into the Air Force Academy. Each year, approximately 10 percent of the student population at the U.S. Air Force Academy are former CAP cadets. These cadets experience a slightly higher graduation rate overall than other academy cadets. Other CAP cadets interested in a military career elect to attend the U.S. Military Academy at West Point or the U.S. Naval Academy at Annapolis.

Special Activities

Each year, almost 8,000 cadets attend wing and regional special activities and almost 1,500 cadets attend activities at the national level. Additional opportunities for cadets to learn to fly are continuously pursued by CAP's National Headquarters Cadet Programs staff.

Civil Air Patrol provides more than 20,000 orientation flights to cadets during the year. Through a series of structured flight sessions, cadets are exposed to flight and the general aviation environment. Cadets are offered the opportunity to fly solo in gliders and powered aircraft.

The highlight of CAP's national activities is the International Air Cadet Exchange (IACE). Each year, more than 100 CAP cadets visit one of 18 participating countries in Europe, Australia, and the Pacific Rim. At the same time, foreign cadets and escorts visit CAP wings and squadrons throughout the United States. The 2½-week visit provides many opportunities for participants to learn and experience the host country's customs. Through IACE, cadets develop an understanding of other cultures and help promote international goodwill.

Academics and Scholarships

CAP affords cadet members many opportunities to explore exciting career possibilities in the field of aviation through special programs and academic scholarships. CAP provides scholarships to cadets to further their studies in areas such as engineering, science, aircraft mechanics, and aerospace medicine, among others. Scholarships leading to solo and private pilot flight training are also available.

3 Promoting Civil Air Patrol

Why You Must Engage the Media

Civil Air Patrol cannot accomplish its missions without the support of an informed public. As a public affairs officer you will deal with several publics: the general public, government and military officials, emergency management agencies, education systems, youth programs and general aviation. When promoting Civil Air Patrol to your local media, you should evaluate how your message may affect each of your publics. You should also view each interview as an opportunity to send Civil Air Patrol messages clearly, concisely, and positively to the American people. With the right attitude and proper preparation, you can have a positive influence on the outcome of stories about the Civil Air Patrol. The bottom line is: Without your support, Civil Air Patrol will miss important opportunities to present its messages to its various publics.

Courting the Media

The media relations program generally refers to any activities that help foster understanding, awareness, support of and confidence in CAP by the American people, and includes the continuous issuing of news releases, photographs, feature stories, and other materials to the public. In conducting your public affairs program, remember that any information given to news media (newspapers, magazines, television, radio) should be newsworthy, factual, within the limits of policy and propriety, and timely.

Know Your Product

If you are to be successful in telling the world about CAP, you must know and understand its history, accomplishments, programs, missions, affiliation with the Air Force, and broad objectives. You must be prepared to give accurate answers to questions about Cadet Programs, Aerospace Education, and Emergency Services, including Counterdrug Operations, special summer activities, and qualifications and requirements for membership. You must be thoroughly familiar with all of the information in Chapter 2 of this pamphlet.

Know Your Public

Study the people and groups in your community. Soon you will learn that different groups have different channels of communication through which you can best reach them. You may even want to conduct a survey of community attitudes and expectations.

Select the Media

Once you identify those with whom you will be dealing, the general public and its different groups, you must decide how you can best reach them. Whatever methods you choose, plan your public affairs program carefully.

Compile Your Media List

You should keep an up-to-date list of all your local news media. This list should contain names, telephone and fax numbers, and e-mail addresses of local newspapers, press associations, service publications, radio and TV stations, and *Civil Air Patrol News*.

After you establish your list, visit the publishers, executives, or editors on your list. Solicit their support. Visit the editors of newspapers or news broadcasters and schedule brief, informal chats with them, but do not ignore the frontline reporters with whom you may be dealing. Personally deliver a media kit.

Getting Your Story in the Newspaper

NOTE: Any news release sent to a newspaper or which a reporter writes is called a story or a news story.

Your Duty

As a unit PAO, it is your duty to see that publicity about your unit, its personnel, and its activities, appears regularly in your local newspaper. You have a valuable commodity to sell — a nonprofit, humanitarian, and community service organization — and the newspaper editor is usually an advocate for the community.

Timely News Leads

Here is a partial list of CAP unit activities that usually can be developed into timely news or feature stories:

- Assignment of a new commander or staff officer.
- Ground-breaking for a new facility.
- Nominations and appointments to service academies (West Point, the Naval Academy, the Air Force Academy).
- A CAP cadet joining one of the military services. (Check with the recruiter to avoid duplicate effort.)
- Speaking engagements.
- Selection of cadets for scholarships or special CAP activities, such as the International Air Cadet Exchange, or participation of adult members in special schools or workshops.
- All promotions.
- Awards. (These often generate two news stories—one announcing the award, a second about the presentation, when it occurs.)
- Announcing visits by VIPs, such as congressmen, state officials, CAP national commander.
- Announcing social events planned by the unit.

- Recruiting drives, sports events, drill competitions, etc.
- Announcing search and rescue or disaster missions, or test and practice missions.
- CAP participation in community projects, such as parades and exhibits.

Feature Stories

There is another kind of story that has no time element: that is, it will make interesting reading anytime. Examples:

- A famous figure or prominent citizen who is a member of the unit.
- Entire families who are all members of CAP.
- A historical story about how the unit has developed over the years.
- Annual summary of unit's accomplishments.
- Outstanding or unusual achievement by an individual member.
- Any type of human interest story.

Know Your News Representatives

You should know the important people on the staff of the local newspaper. First, know the person who is responsible for handling the news of the local area, usually the city or metro editor. Call on them at a time when they are not too busy. Do not take up their time needlessly.

Trust Your News People

Remember, the editors decide what is news as far as their paper is concerned. If they do not print something you have given them, then it just was not news to them on that particular day or there was limited space and your story was the one omitted. Do not expect all your releases to be published and do not question their judgment.

Twelve Ground Rules

Here are some guides that will help you in planning your public affairs program:

1. **Define Your Objective.** Before you begin any public relations or public affairs project—whether it is a news release or special event — determine your purpose.
2. **Use Your Allies.** Newspaper reporters and editors, radio and TV news directors, and influential local citizens are your friends and allies in telling the story of CAP.
3. **Know What's News.** Everything you do is news to somebody. But it may not be news to your local newspaper. Try to align your unit activity and its news with community interests—the local angle. Never attempt to force your material on anyone, whether they are a newspaper editor or a Rotary Club member.
4. **News Is Perishable.** Keep in mind that news is news only for today. Tomorrow it is history.
5. **Be Honest and Accurate.** Make your stories as interesting as possible and keep them accurate and factual. Confirm all ranks and names, affiliations and location names. Be specific.
6. **Spread the News.** You may get your news out in many ways: tell the person on the street or your neighbor, make a speech or buy advertising. But, most often, you will be using

established news outlets in your area — daily and weekly newspapers, national press associations, radio and TV stations, industry and company publications, and public and private organizations of significance.

7. **Play It Fair.** There is no place for partiality among your responsibilities as a PAO. All media—large and small, daily or weekly—deserve and have the right to expect equal attention.
8. **Exclusives**. If a reporter comes to you for help with a feature or story idea, respect their right to that story as an exclusive. You are not at liberty to discuss their exclusive with other news people, unless it is an important story that should be released to all media at once or if you are asked about it. In the latter case, tell the second reporter that someone else is already working on the story. If they request the facts, give the facts to them and immediately inform the first reporter of your action. No other person or organization, whether it is another reporter or a civic organization, should be told about the exclusive story before it is published unless they ask.
9. **Media Queries.** Media representatives will sometimes call to ask you for information. If you know the answer and no regulation or order prevents you from giving it — answer immediately. If you don't know the answer, don't try to guess, hedge, or speculate. Say you don't know. If the information can be located and the request is reasonable, say so, and take their name and telephone number. Then find out the facts, return the call and release the information as soon as possible.
10. **Know Your Organization.** Be familiar with your unit, the people in it, and its activities and programs.
11. **Establish Many Contacts.** The more news people you know the better your chances of getting your news published or put on the air.
12. **Contacting You.** Be sure all local media people know where and how to get in touch with you — at any time, day or night. Give them telephone numbers to your home, business, personal pager, and cell phone. You may also wish to provide them your e-mail address.

Publicizing Special Events

A special event may be any news making situation — an open house, ribbon-cutting for a new facility, search-and-rescue exercise, DDR activity, orientation flights, visits by celebrities, and politicians. The publicity for each event requires its own unique handling, but a few basic rules apply to virtually every case.

The Mechanics

First... Establish a timetable because so many events have to dovetail. The timetable should include the dates for the first announcements, which must be coordinated with any special invitations and advertising.

Second... Mailing lists must be prepared for both special activities and the news media. You must start early and set firm policies on handing out news media credentials.

Third... The promotion campaign itself must be planned in detail, with a theme selected that will carry through all advertising, publicity, letterheads, invitations, and posters.

Media Kit

A media kit should be prepared for the event, and it should be one of the most carefully thought out pieces of the entire promotion. Media kits are mailed in advance to people who may not attend the special event but who may write something about it. They are also handed out at the event itself.

Because the kits must serve a variety of media — specialized and mass, print and broadcasting — parts of the kits will differ. Kits for publications may include 8 X 10 glossy photographs with captions glued to the bottom or back. Those for broadcast media may include cassettes with important information spoken by the central figures involved in the news event. Broadcasters may use these as "actualities" (recorded quotes). Brief stories written in broadcast style and format, with a suggested release date should accompany your tapes. Television kits should include a list of specific activities that have visual appeal as well as videos (VNR), 16mm film or slides.

Media kits should be tailored to each occasion; if mailed, they should also include a cover letter that briefly explains the event. Suggested materials to include in media kits:

- A basic facts sheet that details the news making event and explains its significance using factual terms. Include important dates, times, participants, and relationships (for example, CAP's relationship to the U.S. Air Force). Be sure to include your name, address, phone numbers, and e-mail where you can be reached for additional information.
- A historical facts sheet that gives background information on the event and identifies the individual or organization involved. Use a simple date-event format.
- A program of events or schedule of activities, including detailed time data. Provide a script, when possible, for the broadcast media.
- A straight news story, never more than a page and half of double-spaced typescript for print media and one or two short paragraphs for broadcast media. Give both print and broadcast versions to broadcast news people. The print news media need only the print version.
- A complete list of all participants, with accompanying explanation of their connection with the event.
- Biographical background information on principals, updated with emphasis on current information.
- Visual materials, consist of black and white gloss prints for newspapers and magazines and 35-mm color slides for television and publications using color. Many publications now accept scanned images. Check to make sure they are scanned at a resolution, line screen, and format compatible with the publication's computer equipment. Be sure all images are of good quality, have significance, have an identification attached.
- A longer general news story that ties in background information.
- Two or three feature stories of varying lengths.
- A page of special isolated facts that are interesting and will stand alone. These often are picked up for incorporation into copy written by news people or used as fillers.
- Any brochures that are available about the event or organization or person, prepared either for the event or earlier (if the latter, be sure to update in pen).

- A list of useful additional information, with telephone numbers and addresses of news organizations receiving the kits. Have releases and photos (stills and slides) ready for the newswire people, and have actualities on cassettes for the radio networks as well as videos for television people. Also include a map and detailed directions.

Media Tips

The word "press" should never be used in a media kit. Press relates only to the print media; a PR person who thinks only in print terms is in the dark ages. Some organizations print suggested headlines on their envelopes.

The Day Before

The day before your event, call local media as a reminder. Not only will this prod their memory, it will give you the opportunity to provide a brief update on the activities. Use this call also to confirm that you're set up to handle any technical considerations.

Tie-Ins

Motels and business are usually willing to display special messages on their marquees, especially if the event is an annual attraction of has some civic interest. Banks, utility companies, schools, and libraries often permit exhibits and displays.

Extending Publicity Coverage

To get as much mileage as possible out of your publicity, send clippings and stories to special publications such as trade magazines and newsletters as well as to other media that serve special publics. If possible, get a mayor, governor, or state legislator to issue a proclamation to mark the event.

(Excerpts from "This IS PR"; fifth edition; Newsom, Scott, Turk; Wadsworth Publishing Company; Belmont, California.)

Making Contact

1. Fax or mail news release or advisory 2 weeks in advance.
2. Follow up with phone calls within the next day or two. Schedule appointments with assignment editors. If the editors are reluctant to meet with you, tell them you'll only need about 5 minutes of their time.
3. Be punctual and keep all appointments. Take along a media kit to hand-deliver to the assignment editor. Be sure your kit includes a copy of your news release or advisory. (For more information on media kits, see "Publicizing Special Events" on page 3-4.) Find out what time news people have their budget meetings. These meetings are where journalists are assigned stories to cover each day. They often have input into their assignments and can sell your story to the assignment editor.
4. Call the assignment editor either the day before the event or the day of the event as a reminder. Try to call about an hour or half hour before the budget meeting.
5. Call the assignment editor about an hour or two after the meeting. Ask him if he plans to send a news crew, and if so, what time they will arrive.
6. Notify potential interviewees beforehand and be sure they are readily available at the scene.

At the Scene

1. Personally greet news crew and escort them to where the action takes place. Have interviewees close by.
2. TV crews like action. They'll probably want to do their interviews with activity in the background.
3. Newspaper journalists and interviewees need a bit of seclusion. Escort them to a quiet place. If the journalist brings along a photographer, escort him to places of activity.

Follow Up

1. Watch newscasts and read the paper.
2. Hand deliver a thank-you note and a CAP memento.

Public Release of Information on Accidents

We'll talk about CAP accidents first, then move on to other types of accidents.

CAP Accidents

Prepare news releases concerning CAP accidents as follows:

No Fatalities

If no one dies in the accident, you may release the following:

- Statement that the accident occurred.
- Location and time of the accident.
- Time and place of aircraft or vehicle departure and destination.
- Biographical information about persons involved.
- Type of aircraft or vehicle.
- Purpose of the trip, if known.
- Pictures of persons involved in the accident, if available. These should be photographs taken before the accident. Do not release any photographs with grisly or gory scenes.
- Do not speculate or comment in any way on the probable cause of the accident. If you are asked questions about the cause, reply that "a board of qualified officials will investigate the accident and results will be available when the investigation is completed."

Accidents Involving Fatalities

The above applies, except the names of fatalities will be released as follows:

When a CAP aircraft crashes in a civilian community causing significant property damage or causing injury or death to persons in the community, the commander will not normally release the names of members killed in the accident before their next of kin have notified. This may be done when, in judgement of the commander, the needs of the public far outweigh any potential

distress of the victims' next of kin. This may be necessary when the commander needs to immediately reassure the community that the members were well qualified and experienced, or when information on the members is needed by civilian authorities to identify the accident victims' remains.

If the accident involves an aircraft that crashes in a remote area, does not involve injury or deaths to persons in the locality, and does not cause appreciable property damage, the names and addresses of the casualties will be withheld until the next of kin have been officially notified by the unit commander. The names and addresses of the injured may be released.

Other Civil Accidents

If the accident involves commercial aircraft or private aircraft not connected with CAP, you may not release information about the accident, whether casualties occur or not. If the news media inquires about such an accident, refer them to whatever authority has jurisdiction of the vehicle or aircraft involved. However, this does not preclude you from releasing information about CAP's involvement in the search for a missing aircraft.

Military Accidents

CAP personnel or PAOs will not release information about military accidents unless the appropriate military authority specifically requests CAP to do so. As in the preceding section, however, this does not prevent you from releasing information about CAP search activity.

If your unit is involved in a search-and-rescue effort following a plane crash or other disaster-relief mission, get the facts of your unit's participation to the news media immediately. Confine yourself to the facts concerning your CAP unit's endeavor, coordinate your releases with local civilian and/or military officials, and above all, DON'T SPECULATE ON THE CAUSE or other aspects of the tragedy. Many other rescue agencies are usually involved. So don't exaggerate CAP's participation.

At the scene of the accident, PAOs and other CAP personnel do not have the authority to interfere with news people or photographers covering accidents and may not engage in any form of law enforcement activity at the scene.

Interviews

Getting Ready

Your success in an interview is directly tied to the quality of your preparation before and the level of control you exercise during the interview process. Don't think an interview is a conversation and that you can "wing it." View it instead as an opportunity for you to make a well-developed presentation reflecting research, preparation and enthusiasm. (See also, "The Successful Interview" on page 3-11.)

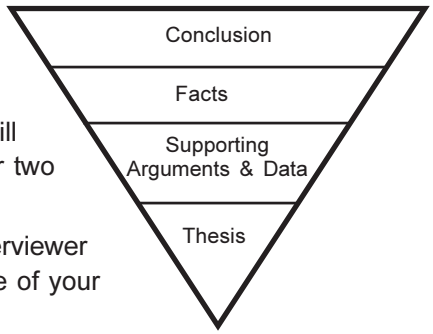
Messages

You should never do an interview unless you know exactly what you want to say and how you want to say it. You should anticipate the issues and questions an interviewer will present, and be equipped with short, memorable, positive messages with which to respond.

Use the "Inverted Pyramid" to structure your interview answers.

Beware of space and time constraints journalists face. In the majority of interview scenarios it is crucial for you to distill your messages down to 12-15 second sound bites of one or two dozen quotable words.

Given that you have no control over what answers an interviewer will use in the final story, it is equally essential that each one of your answers be a "home run."



Inverted Pyramid

Tools

Here are some basic techniques you can use to control an interview and get your messages across:

Bridging is smoothly transitioning from the question asked to your messages. A direct question deserves a direct answer. But then, after briefly touching upon the answer, bridge to your messages and your agenda.

Hooking is taking advantage of opportunities before and during the interview to help focus on what you want to talk about. The idea is to entice the interviewer into your agenda. Tell the interviewer what is on your mind — in most instances, your interviewer will be receptive.

Flagging is simply a way to underscore, verbally and nonverbally, what's important within your answers during the course of an interview. You can use voice inflection, a hand gesture, eye contact, body language, or a phrase, such as, "What is really critical to know about this issue ...," to ensure the interviewer and audience have a clear understanding of what you think is important.

Personal credibility is never forgetting that you are the expert — that's why the media has come to you for the interview. Use your personal knowledge and experience to avoid speaking about Civil Air Patrol in the abstract.

Repeating Your Messages

An interview has a purpose and so should you. During an interview, repeat your messages over and over to increase your audience's retention of them. Repetition also is important to ensure that your messages are remembered clearly by your interviewer.

Your Appearance on Television

Television has a tendency to flatten your personality and animation. When appearing on television, remember to "punch yourself up" to compensate for the flattening effect.

Research shows that the average audience will remember only 7 percent of the words you say. The balance of their impression will depend upon your voice, face, uniform, and the personal charm and credibility you bring to the interview.

Don't slouch, rock back and forth, swivel, twitch, or twiddle. Make sure your facial expressions and hand gestures are appropriate to your words and the seriousness of the issue being discussed. Concentrate on your interviewer, maintain eye contact, and convey conviction and enthusiasm. Also, don't forget: if you're boring, the viewers at home will begin to channel surf, and you'll lose a valuable opportunity.

Rules of Engagement

The Interviewer and the Audience

Prior to any interview, you should find out as much as you can about your interviewer and your audience. But don't confuse the two. The former is only a conduit to the latter, and you should tailor your messages accordingly.

The Record

Always consider yourself "on the record" and never say anything you don't want to see in print or broadcast.

Language

Always remember to speak the public's language and avoid acronyms, jargon, or technical terms. Your messages should be clearly understood by every member of your audience.

Keep Up With the News

Be sure that you are aware of what has been on the evening news and in the morning papers prior to doing an interview. Reporters and interviewers will know what's in the news, and so should you.

Arguments

The old saying goes: "You won't win an argument with someone who buys ink by the barrel or videotape by the case." Never argue. Simply state that you understand the person's concern and try to answer the question.

Protect the Record

Bad information has a way of propagating and taking on a life of its own unless challenged. If an interviewer asks you a question based upon false data, be sure to protect and, if necessary, correct the record.

Honesty

Last, always answer honestly, but without saying "no comment." If you don't know the answer to a question or if the answer would invade someone's privacy, it's okay to say so. And then bridge to one of your messages.

Print Interview Reminders

1. Develop your messages. Make them short, positive and memorable, and repeat them throughout the interview. It's imperative that you know what to say and how to say it before going to an interview.

2. Know your interviewer and your audience. Round up articles penned by the interviewer and talk to people the reporter has interviewed.

3. Know the reporter's deadlines.

4. Provide photos or graphic materials to accompany a story.

5. Consider yourself always on record.

6. Never forget that you're in control of the interview and that you have an agenda. Make sure you get your message across.

The Successful Interview

(Written for the commander or spokesperson. Demonstrates the PAO's role in preparing the interviewee for the television interview.)

by MSgt Valerie McGovern, USAF/ACC Public Affairs
(edited by CAP Marketing & Public Relations Directorate with ACC permission)

Why Be Interviewed? No doubt you've heard the expression, "You get what you pay for." If you're paying dearly, you surely want to know everything about your purchase — both the good news and the bad news.

Americans feel the same way about their Civil Air Patrol (CAP). They've invested their tax dollars in CAP's missions. As stakeholders, they want to know what they're getting for their investment – and they have the right to know. Without the support of a well-informed American public, the future of CAP could be at stake.

We must all make every effort to inform the public — commanders and public affairs experts alike. That's where you come in. As CAP leaders and experts in your field, you should view radio, television and newspaper interviews as opportunities to tell the CAP story.

With assistance from your public affairs officer, the right attitude and proper preparation, you can clearly and positively convey CAP's messages to Americans — through the media.

Your success during an interview is tied to the quality of your preparation and the level of control you exercise. Although you'll probably be asked about your job, don't think an interview is a casual conversation you can just "wing."

For the unprepared, being questioned by the media can be stressful and embarrassing. But if you're prepared, the interview will be an opportunity to make a presentation reflecting professionalism, knowledge, and enthusiasm.

This material will help prepare you to do just that. It covers:

- composing messages.
- rules of engagement.
- answering difficult questions.
- successful communication.
- do's and don'ts.
- and nonverbal communication.

Your preparation (and that of your public affairs officer) and this material will lead you to successful media interviews.

Prepare To Succeed

Preparation is the key to any interview, especially one in front of a camera.

You'll have just seconds to professionally state your position while the cameras are rolling. It isn't the time to formulate quick answers to serious questions. Public affairs can help you anticipate questions and develop messages to respond with.

Before the interview, work with public affairs to know everything possible about the interview, what you want to say and how to say it.

Know About the Interview

Get answers to the who, what, when, where, why, and how from public affairs.

Who will interview you? What is their background? Do they often interrupt? Are they prior military? Do they know much about the military? Who is the audience? Who are the other guests? Who is your point of contact?

What is the subject of the interview? What type of program are you appearing on? What is expected of you? What should you do specifically?

When is the interview? When will it air? When should you arrive?

Where will the interview take place? Where will you sit? Where should you look? Where will the program air?

Why do they want you? Why are they interested in the subject? What's been the slant of the story so far?

How will the interview be conducted? How will it end? How should you dress?

Know What You Want To Say

You may know the subject well, the topic may even be your job, but don't assume every question you're asked will be easy to answer.

The public wants answers to the hard questions, so it's the reporter's job to ask. With public affairs assistance, anticipate the hard questions and plan your answers.

Make a list of all the questions you could possibly be asked. Then attempt to answer the questions using messages — short sound-bites of key information you feel the public needs to know.

For example: If you're being interviewed about a CAP crash, you'll want to stress that the NTSB and CAP are conducting an investigation and its results will be used to ensure such an accident doesn't happen again. This is one of your messages. Also, go into an interview with something to say. Know the points you want to make, know what you want the headline or lead to be. Don't rely on the reporter to steer the interview in the direction you'd like. Sure, answer the questions, but also have your own agenda. For example: You may want to talk about an air show CAP will be participating in, but the reporter covers it lightly and then starts asking about the loud level of aircraft noise. Answer the question, then plug the air show.

Tell the reporter the public is invited out to enjoy the show and learn about your mission, so they can better understand the reason for the noise. This is called bridging. You're bridging to what you want to talk about. Finally, you need to practice. Have your public affairs office set up

a mock interview or press conference. At least have someone play the role of interviewer so you can rehearse your delivery. Know how to say it. Never give simple yes or no answers. If you do, you're missing your opportunity to deliver a positive message about CAP. For example: "Is it true one of your members was reprimanded for sexual harassment?" "CAP has zero tolerance for this type of behavior, so we did reprimand an officer who made intolerable comments to a co-worker. We do everything possible to ensure our people work in a friendly, professional atmosphere." Notice the admission of a problem. It's perfectly all right to admit a problem — just make sure to state the steps being taken to fix the problem. Get your message across, but don't be long-winded. Your answers should be 15 to 30 seconds long, with your positive message up front. Any longer, and you'll lose your audience. But take a second or two before you respond to the question. Rapid answers could sound rehearsed. Be personable. Answer questions and deliver messages with interest, passion, and conviction. If you don't sound interested, the audience won't be either.

Get Your Message Across

Once again, before doing any interview, you should know what you want to say. In addition to being knowledgeable about CAP issues and messages, you should also be prepared with a few messages of your own. Public affairs can help you with both. Messages are your "commercials" for use throughout an interview. They can be about the interview subject or other CAP issues. Make sure your messages are short, memorable, and positive. Think of them as sound bites. Use crisp, high-impact words in statements that emphasize the positive. Here are some examples of CAP messages you can use for many occasions:

- CAP is prepared to respond to a crisis anywhere, anytime.
- CAP performed 86 percent of all SAR as tasked by the AFRCC last year.
- CAP's Counterdrug reconnaissance flights were responsible for the eradication of billions of dollars in illegal drugs last year. CAP is a proud, motivated, mission-ready team.
- CAP doesn't tolerate drug use, sexual harassment, or discrimination of any kind.

Remember, positive messages can come out of negative events. If you're getting to the bottom of an issue, or fixing the problem — that's positive. Use it for a message.

Use the "Media Message Worksheet" example on page 3-19 to prepare for media interviews.

Nonverbal Communication

Your nonverbals are also important in getting your message across.

Research shows that the average audience remembers only 7 percent of the words you say. The audience perception of you and CAP depends on your voice, face, uniform, personal charm, and credibility. Also, television has a tendency to flatten your personality and animation, so you'll need to exaggerate your nonverbals a little. Following are tips about appearance and nonverbal communication:

- Wear service dress (civilians wear the equivalent business attire).
- Women shouldn't wear more than their usual amount of makeup and men shouldn't hesitate to ask for makeup at the studio — it helps control perspiration and glare.

- Wear over-the-calf socks so your shins don't show when you cross your legs.
- Keep jewelry simple.
- Shave just before you go to the studio.
- Pull the back of your jacket down and sit on it so you don't look like you're wearing shoulder pads.
- Wear glasses if you need to, but tilt them downward very slightly to eliminate glare.
- Don't wear sunglasses.
- Sit up straight and don't rock or swivel in the chair.
- Make frequent hand gestures and facial expressions, but make sure they're appropriate to the subject matter.
- Don't rest your elbows on the arms of the chair; you'll find them locked there and you won't be able to make natural hand gestures.
- Bring hand gestures up to your chest, not at your lap or in front of your face.
- Maintain eye contact with the reporter; looking at the floor, shifting your eyes back and forth, or avoiding eye contact will make you look dishonest.
- Show interest in the program, subject, reporter, and interview - convey enthusiasm.
- Restrain from making nervous gestures such as looking at your watch or pulling at your socks.

Rules of Engagement

An interview with the news media can be polite and conversational if you follow a few basic rules of engagement.

Set the Ground Rules

First, agree on the ground rules before the interview. Your public affairs officer should talk to the reporter about the agenda, and explain yours. If you can't talk about an issue because it's classified (truly classified and not just embarrassing), tell the reporter. You may still be asked about the issue on the air, but at least now the reporter is prepared not to do an entire show on something you can't discuss. If you're asked a question on the air that you earlier told the reporter you couldn't talk about, don't get upset. Don't say, "You said you wouldn't ask me about that." You'll sound like you're hiding a secret. Instead, answer by saying, "I'm not prepared to talk about details of the subject, because they're classified (or whatever), but I can discuss..." The second part of the response is called a bridge. With practice, you'll find it easy to bridge from the reporter's question to your message.

Know the Definitions

Here are the definitions to terms you'll hear often when working with the media:

On the Record

The reporter can use everything you say and attribute it to you by name and title.

Off the Record

The reporter can't use anything you say. Go "off the record" only if the information is vital to the reporter's full understanding of an issue.

Background

The reporter will use the information but won't directly attribute it to you. "CAP spokesperson" might be used — you and the reporter agree what's best. It's best to always consider yourself "on the record." Don't say anything you wouldn't want to see on the news. If you feel the reporter needs "background" or "off the record" information, tell him before you're near a microphone. Make certain the reporter understands the information is "background" or "off the record" before you tell him.

Crisis Communication

Don't ignore the media during or just after a crisis. Get bad news out all at once, right away. If you don't, you'll appear to be hiding something or you'll appear guilty of everything. If you or your public affairs officer doesn't talk to the media, someone will. If the media uses other sources you'll lose credibility with the media and the public. You'll also run the risk of the media getting the wrong information. Public affairs is responsible for releasing information to the media in the event of a crisis. This first release (written or televised) doesn't need to answer every possible question concerning the crisis; however, it should at least answer: who (not necessarily by name), what, when, and where. It should also contain a statement expressing concern or regret and a sentence explaining that an investigation into the incident will take place. The information released should be clear and accurate. Of course the facts should be correct at the time of release but expect the facts to change during the confusion of a crisis. Just be honest and update the media often.

Speak Their Language

Avoid CAP or military acronyms, jargon, and technical terms. Use analogies to explain technical information in a way we can all understand. Your messages should be clear and understandable to every member of your audience.

Arguments

Don't lose your cool if the reporter starts arguing with you during the interview, keep your composure. You'll appear defensive if you argue. Instead, state your point again and bridge to one of your messages. There are times, however, when you'll need to step up to a situation and maintain control of the interview. Don't be passive if the reporter is being confrontational. Try to use personal experiences that the reporter can't argue with. If you say, "I've flown the aircraft several times and it handles perfectly," there's not much for the reporter to argue about – unless they've also flown it.

Honesty Is the Best Policy

Always answer honestly. If you don't know the answer to a question, if the answer is classified or would invade someone's privacy, say so. Then bridge to your message. Never say "no comment." To the public, "no comment" means you're hiding something.

Answering Questions

There are several types of questions a reporter can ask. Some, like the easy "softball" question or the "tell me what you do" question, offer you time to stress messages and positive points.

Others, like the "loaded" or the "forced choice" questions, can be tougher to answer. A

technique you'll find very useful is bridging. It's a way of downplaying the question, then saying what you really want to talk about — your messages.

Phrases like, "Let's not lose sight of the real concern...," "More important...," "That's not the real issue. The real issue is...," are examples of bridges. Briefly answer what you can of the reporter's question then bridge to your message.

Watch the evening news to see how the pros use bridging. Check out how many of the reporters' questions are actually answered.

You'll also want to answer your question in the form of a news article. State the most important information first, then fill in the details. In case the reporter interrupts you, you'll have already stated the important information.

Following are common types of questions, techniques to answer them, and examples. You and your public affairs officer should anticipate these types of questions when you're preparing for an interview.

Softball

Q: What's it like to be a commander in CAP? This question gives you a great opportunity to expound on all your messages.

Take advantage. Answer with great enthusiasm. Smile. Use expressive hand gestures. Praise your people — the volunteer membership. This is the only type of question where your answer can be more than 15 to 30 seconds. Don't ramble, but don't stop until you've covered all of your positive points and messages.

A: Commanding a CAP unit is a fantastic job! It's wonderful to work with such talented people...

Hypothetical

Q: Do you think CAP will survive this? Don't ever answer hypothetical questions; don't speculate. Discount the question and bridge to a message.

A: I can't see into the future, but I can tell you CAP has been around for more than 50 years, etc…

False Facts or Assumptions

Q: So, the Environmental Protection Agency has fined XYZ squadron for violating regulations? Don't repeat the false information in the question. For example, don't say, "No, the EPA hasn't fined us for violating regulations." Correct the record and bridge to a message.

A: That's not correct. XYZ squadron did very well during the recent EPA inspection. The EPA inspector made a few suggestions on how we can better our…

Leading

Q: In a recent news article, you were quoted as saying it will be several months until all your pilots will be trained on the new equipment. Are you saying you can't conduct any SAR missions until then?

Again, don't repeat the question, set the record straight, then bridge to a message.

A: Absolutely not. Our Wing is fully capable of launching a search. There are a few people who require training on the new equipment, but we are still able to fulfill our mission.

Forced Choices

Q: Did the crash occur because a pilot lacked the required training? Obviously, don't agree if the choice is incorrect. Tell what you can. If the incident is still under investigation, then attempt a positive message.

A: The incident is under investigation, so at this time we don't know the cause.

However, I can tell you that our pilots go through continuous training in order to stay proficient.

Factual About Bad News

Q: Can you confirm that two people were seriously injured in an accident? Don't ever try to hide or gloss over bad news. Admit to the accident, problem, or mistake, state your concern, then say how you're going to fix it.

A: Yes, right now two of our people are recovering in the hospital. We're doing all we can to help them and to ensure this kind of accident doesn't happen again.

Can't Answer

Q: What were the events leading up to the accident? What was the cause of the accident? If you don't know the answer say:

A: I'm not sure of the details, but I will get that information for you. If you know but can't answer because the information is classified or the issue is under investigation, say so:

A: I can't answer that question because the information is classified.

A: I can't answer that because the issue is still under investigation. Then, don't forget to bridge to your message.

A: I can tell you...

Your Opinion/Another's Opinion

Q: What is your personal opinion about the incident? What do you think the mayor will say? How do you think the jury will respond? On CAP/Air Force or government matters, you don't have a personal opinion when it comes to talking to the media. You speak on behalf of your organization — not because you're not entitled to a personal opinion, but because whatever you say will be taken as a CAP opinion — the CAP position.

A: My personal opinions aren't the issue here, but I can tell you that CAP believes in... You shouldn't speak for others or speculate on how they may respond.

A: I can't speak for the mayor, but I can say our National Commander will ensure we do our part. ... Of course you can give your opinions when you are really asked personal questions. If you're asked about your family, home, and hobbies, then by all means, have a personal opinion.

Promoting CAP

Do's

- ✔ take every opportunity to tell the CAP story
- ✔ find out all you can about the interview
- ✔ establish ground rules
- ✔ determine your audience
- ✔ anticipate the questions you'll be asked
- ✔ write out the messages you want to convey
- ✔ practice answering the questions
- ✔ wear service dress (or equivalent business attire)
- ✔ arrive at the studio early
- ✔ ask for makeup if needed
- ✔ wear glasses if you can't see without them
- ✔ use frequent, but natural hand gestures
- ✔ sit up straight in the chair
- ✔ assume everything you say, even when off camera, will be broadcast or printed
- ✔ bridge to your messages
- ✔ relax
- ✔ smile when appropriate
- ✔ convey enthusiasm
- ✔ talk about personal experiences
- ✔ use simple, understandable language that your audience is sure to understand
- ✔ set the record straight
- ✔ stay calm
- ✔ always be honest

Don'ts

- ✗ fail to prepare
- ✗ cover or gloss over the truth
- ✗ speculate
- ✗ smile or grin at inappropriate times
- ✗ make nervous gestures
- ✗ roll or shift your eyes
- ✗ say anything you don't want on the air or in print
- ✗ use acronyms or technical jargon
- ✗ answer hypothetical questions
- ✗ use "no comment"
- ✗ argue
- ✗ let the reporter put words in your mouth
- ✗ just answer yes or no
- ✗ assume you won't be asked about important CAP issues
- ✗ assume the reporter knows nothing about CAP

Example

Media Message Worksheet

Media Event: *Channel 4 News*

Date: *Tues., 14th* Time: *3:00 p.m.*

Interviewer: *Ms. Erica Smith, Ch. 4 Anchor*

Issue: *Aircraft accident, no injuries*

Message 1: *Investigation is under way to determine the cause to ensure this doesn't happen again.*

Message 2: *Civil Air Patrol has an excellent safety record; our accident rate is much lower than that of general aviation.*

Message 3: *No one was hurt and property damage was minimal.*

Other Issues: *To fly a Civil Air Patrol mission, a pilot must have at least 200 flying hours and complete a check ride. Our pilots also train continuously throughout the year. Through a combination of experience and training, our pilot avoided injury and minimized property damage.*

4 Organization & Reporting Requirements

To do an effective job, a CAP public affairs officer must know how the CAP public affairs program is organized and understand the responsibilities of its various levels and positions

National Headquarters Marketing & Public Relations

This office is a staff agency of National Headquarters Civil Air Patrol. The director of Marketing and Public Relations is directly responsible to the executive director for operating the national public affairs program. The Marketing and Public Relations Directorate is comprised of three sections: Marketing, Public Relations, and *CAP News*. The address is NHQ CAP/PA, 105 S. Hansell St., Bldg. 714, Maxwell AFB, AL 36112-6332.

Field Service Assistance

The Marketing and Public Relations Directorate is here to serve you. To the extent travel funds permit, it will provide representatives at region conferences. The directorate can also furnish you, free of charge and in reasonable quantities, various types of materials in support of your public affairs and recruiting/retention programs.

In the event, you find your unit facing a public relations crisis, call the Marketing and Public Relations Directorate for assistance. Please remember the field service assistance is a two-way street and the directorate staff depends on you to keep them apprised of your needs.

Region Public Affairs Officer

The region PAO serves mainly as an advisor, acting as a field representative for National Headquarters Marketing and Public Relations and as a staff assistant and advisor to the region commander on public affairs matters. The region PAO keeps the region commander informed of wing public affairs activities within the region and uses the services and experience of the wing public affairs officer to advise and guide PAOs at lower levels in solving problems and overcoming weak areas, as requested.

In addition, the region public affairs officer is the PAO for the region staff, conducting a sound public relations program with all news media at that level. The region PAO is not required to submit activity reports to National Headquarters.

The channel of communications is direct from National Headquarters to wing public affairs officers and vice versa. It is not required to go through the region PAO. Since the region public

affairs officer must keep the region commander advised of wing PAO activities, wing public affairs officers must submit a copy of their quarterly activity report to the region PAO. This should be mailed at the same time the original report is mailed to NHQ CAP/PA.

The Region PAO and Region Conferences

One of the primary jobs of the region PAO is planning a public affairs section of the annual region conference and coordinating plans with the host wing public affairs officer and National Headquarters Marketing and Public Relations Directorate. The region PAO serves as moderator for the public affairs section of the meeting and carries out other information activities before and during the conference. The region public affairs officer serves as field representative for National Headquarters Marketing and Public Relations, prepares an agenda, and in cooperation with the host wing PAO, conducts the meeting according to the desires of the region commander.

The Wing Public Affairs Officer

From an administrative standpoint, the success of the national public affairs program rests almost entirely on the wing PAO.

The wing public affairs officer's primary responsibilities are as follows:

- To advise the wing commander on all public affairs matters;
- To organize and conduct an effective public affairs program for the wing;
- To support and implement at the wing level, national marketing and public relations programs and/or campaigns
- To encourage the assignment of qualified and effective public affairs officers in each group, squadron, and flight within the wing;
- To train and assist them in carrying out their information duties;
- To evaluate their efforts and make any necessary reports to National Headquarters Marketing and Public Relations.

In addition, the wing PAOs perform duties of working public affairs officers at the wing level, publicizing the activities of the wing.

The Wing PAO Workshop

One of the major duties of the wing public affairs officer is to conduct wing PAO workshops, which should be held at least twice a year and no less than one per year. The PAO workshop at the wing conference may qualify as one of these so long as the workshop is at least 90 minutes. Planning is key to a successful workshop and, in planning one, the public affairs officer should consider the following:

The Place

The wing PAO should hold the workshop at a location that is most convenient to the most people and should arrange well ahead of time for an adequate space and location.

The Date

Those who will attend should be queried as to the most convenient date and, when the date is selected, should be notified at least a month in advance.

Who Will Attend

All public affairs officers in the wing should attend. Wing public affairs officer should invite the region PAO and public affair officers from other wings in the region. In addition, they should invite the wing commander, the wing headquarters staff, the wing liaison officers, and unit commanders.

The Program

Wing PAOs should ensure that the workshop is a working meeting and not just a social occasion. They should arrange a suitable program, perhaps to include a guest speaker who is prominent in the fields of public relations, the news media, education, aviation, or business. They should not overlook the possibility of using editors of weekly newspapers. The speaker should be briefed well ahead of time about CAP and its public affairs program.

The Wing PAO and the Region Conference

Each wing can expect to be the host for the region conference at some time or other. This makes the wing PAO responsible for acting as the host for the public affairs section of the conference. The region PAO conducts this section of the conference but the wing PAO should work closely with the region public affairs officer in order that wishes of both region and wing commanders concerned are considered. The host wing public affairs officer will be responsible for planning publicity and for adequate news coverage of the entire conference.

The Group Public Affairs Officer

The group PAO acts as advisor to subordinate squadron and flight PAOs in much the same manner as wing public affairs officers advise units under their jurisdiction. Group PAOs:

- Act as staff advisor to the group commander on all public affairs matters.
- Support the wing PAO in implementing national marketing/public relations programs and campaigns within their group.
- Responsible to the group commander for an effective public affairs effort throughout their group. The group public affairs officers coordinate efforts of all squadrons and flight PAOs to ensure that the unit public affairs officers are not working independently on projects of mutual interest.
- Make frequent visits to squadrons and flights within their group to assist public affairs officers and to hold group PAO meetings which inform, instruct, and advise squadron and flight PAOs. They should not take over functions of the squadron and flight public affairs officers, however.
- Arrange for speaking engagements for CAP group personnel before civic organizations, schools, and local groups.
- Maintain close liaison with the PAO to ensure uniform information efforts throughout the wing.

- Communicate directly with National Headquarters Marketing and Public Relations Directorate, as necessary, sending copies of correspondence to the wing PAOs to keep them advised.
- Responsible to the group commander for publicity for their group only. They coordinate the efforts of their squadrons and flights and assist the unit PAOs as requested, but they are not to assume responsibility as the sole authority for releasing news stories, photos, etc., for their squadrons and flights.
- Encourage unit PAOs to exert maximum efforts in all phases of the public affairs program and encourage them to send news releases or articles regularly to *Civil Air Patrol News*.

The Squadron (or Flight) Public Affairs Officer

The squadron PAOs in CAP are the backbone of the national program. The major efforts of National Headquarters Marketing and Public Relations Directorate are directed in their behalf, and this pamphlet is intended as a tool to help them do an effective job. The basic responsibilities and duties of the squadron public affairs officers are to:

- Act as advisor to the squadron commander on all public affairs matters.
- Be responsible for an effective program for the squadron and for publicity on squadron activities.
- Implement national marketing/public relations programs and campaigns in their community.
- Establish and maintain contacts with local news papers, wire services and radio and TV stations to promote good public relations and ensure that a constant flow of good news stories and photographs on squadron activities reaches the local media and is sent to the editor of *Civil Air Patrol News*.
- Communicate directly with National Headquarters Marketing and Public Relations as necessary and send news stories, photographs, copies of unit publications, special reports, and clippings of exceptional news coverage (full and half-page features, etc.) to that office.
- Arrange speaking engagements for CAP personnel, including cadets, before civic organizations, schools, and municipal and local gatherings.
- Participate in the national public affairs program, comply with all existing regulations and sending reports on all squadron information activities to the wing PAO, along with backup material, in accordance with the wing directives.
- Seek help and guidance from the wing PAO and from National Headquarters Marketing and Public Relations Directorate as necessary in solving problems.

Reporting Requirements

This section outlines the reporting requirements for public affairs officers. These reports are used each year in rating the various wings in the public affairs function.

Region PAOs

Region public affairs officers are not required to send any reports to National Headquarters. However, they may, if they wish, send informational reports each quarter or from time to time, on public affairs activities at region level and on the effectiveness and/or problems of the public affairs program within the wings of their region.

Wing PAOs

Wing PAOs are required to report to National Headquarters on public affairs activities within their wings. They are the only PAOs required to report directly to National Headquarters. Each wing PAO is responsible for advising National Headquarters Marketing and Public Relations of their appointment to this position. The wing PAO will submit CAP Form 190-1 to National Headquarters on a quarterly basis. Wing PAOs are also responsible for providing report forms and other guidance to subordinate unit PAOs within their wing.

Four times a year, at the end of each quarter, each wing PAO is required to submit a report covering public affairs activities within their wing to National Headquarters. Wing PAOs must complete and submit CAPF 190-1, *Public Affairs Officer's Quarterly Report*, directly to NHQ CAP/PA. The form may be e-mailed, completed on-line, faxed or mailed to National Headquarters Marketing and Public Relations Directorate. A copy of the report is to be sent to the region public affairs officer.

Each report should contain a brief narrative description of public affairs activities within the areas of newspaper/printed media activities; radio/TV activities; community relations activities; internal information activities; and miscellaneous activities.

Twice each year, with the first and third quarter reports, wing public affairs officers will send National Headquarters Marketing and Public Relations a roster of all PAOs within the wing, listing names, units to which assigned, home addresses, telephone numbers and e-mail addresses. A copy of the roster is to be sent to the region PAO.

Reports that are mailed must be postmarked not later than the following dates:

First quarter report: 30 April

Second quarter: 31 July

Third quarter: 31 Oct

Fourth quarter: 31 Jan

Contents of the Report

Reports may be submitted electronically via e-mail to pa@capnhq.gov. The format of CAPF 190-1 must be followed. The preceding dates will be the deadline for submitting electronic reports. Wing PAOs should submit quarterly reports on CAPF 190-1. The form consists of a heading and five sections:

Printed Media

Electronic Media

Community Relations

Internal Information

Miscellaneous

Wing public affairs officers should provide dates, media outlet name, topic and other information provided for on the form.

Printed Media Section

Include activities generated by PAOs within the wing.

Electronic media.

List TV, radio, and Internet broadcasts, noting the topic and time covered.

Community Relations

Include talks or speeches, slide presentations given to civic clubs, schools, or other outside organizations by any CAP member (not just PAOs), and participation in civic events.

Internal Information

Include activities within the unit which serve to inform, educate, and motivate members of the unit, such as publication of newsletters, bulletin boards maintained, presentation at squadron or unit meetings on CAP topics, etc.

Subordinate Unit PAOs

Unit PAOs

Unit PAOs below wing level are responsible for reporting their public affairs activities directly to their wing PAOs only. These reports must conform to the policies and procedures established with each wing. Subordinate unit PAOs are not required to send reports to National Headquarters.

Each unit PAO below wing level is required to submit whatever kind of narrative and/or statistical report, and/or backup materials on their public affairs activities which their wing PAO may require on a schedule that the wing PAO may set or that wing officials or directives may require. It is not necessary to send copies of these reports to National Headquarters. Each wing PAO must set up some kind of system by which subordinate unit PAOs report to them.

National Awards

Each year, the wing PAO reports will be used in judging the effectiveness of the various wings in relation to each other. National Headquarters will select the one judged most outstanding and that individual will be presented the Col Robert B. Payton Public Affairs Officer of the Year Award at Civil Air Patrol's Annual Convention and National Board meeting. Criteria to be used in the judging will include the completeness of the reports, the timeliness, the variety and diversity of public affairs projects undertaken throughout the year, the success of these efforts, the number of PAOs in the wing, etc., as reflected in these quarterly reports. Also to be considered will be the activities of units in each wing in submitting news release for publication in *Civil Air Patrol News* and in sending copies of their newsletters to National Headquarters Marketing and Public Relations Directorate. Wing PAOs who do not submit their reports on time will not be considered as a candidate for the national award.

Wing Awards

In the fourth quarter of each year, wing public affairs officers should select a PAO from subordinate units as the Outstanding Unit PAO. The wing public affairs officer should submit the winner's name to National Headquarters Marketing and Public Relations Directorate along with the fourth-quarter report. National Headquarters will then forward a certificate to the wing public affairs officer to present to the Outstanding Unit PAO.

Civil Air Patrol News

Introduction

Civil Air Patrol News is the official newspaper of the CAP organization. The National Board authorized it and the first issue was published in November 1968. Prior to that time, an unofficial newspaper — *CAP Times* — was published by the Army Times Publishing Company in Washington, D.C. Civil Air Patrol News has been published continuously since 1968 and is sent to every member of CAP, national legislators, military leaders and friends of CAP.

Mission of *Civil Air Patrol News*

Civil Air Patrol News has two missions:

• To enhance the morale of the organization it serves by telling its members about the doings of their comrades and neighboring units and providing information about the organization.

• To serve as a main channel through which CAP officers get their messages to the members. The *Civil Air Patrol News* reflects the policies and programs adopted by the volunteer leadership and implemented by the staff at National Headquarters.

Policy and Responsibility

The director of Marketing and Public Relations is responsible for the policies of *Civil Air Patrol News* and its publication. Publishing responsibility is carried out by assigning an editor

and by arranging for printing and mailing. The editor's job is to prepare the editorial and news content of the paper, to prepare the layout and to proofread the final page makeup. The editor relies heavily on unit PAOs to supply news stories and photographs of CAP activities within their respective areas.

Functions of *Civil Air Patrol News*

Informing Readers

Newspapers are published primarily to inform their readers and, to a lesser degree, to entertain them. The news reports and special features in *Civil Air Patrol News* deal with events, happenings and personalities related to the organization for which the paper is published. It is also one of the chief means for keeping members informed of CAP policy.

Lending a Hand

There is also the function of "lending a hand." When projects or new programs are launched, *Civil Air Patrol News* will support them.

Spirit and Reputation

An official publication should reflect the spirit of the organization that publishes it. Therefore, the editor of *Civil Air Patrol News* constantly seeks stories that reflect the traditions of CAP, as well as the stories of valiant actions, deeds and accomplishments of its personnel and units. The editor relies on the input of the unit PAOs to keep informed on these stories. Without them, the editor is at a loss to know what is being accomplished in the field by units or individuals. Stories of this type help instill in CAP readers a pride in the unit to which they belong and in CAP as an organization.

It's Your Publication

One thing all CAP members should keep in mind is that *Civil Air Patrol News* belongs to the CAP members for whom it is published. You can help make it your paper by sending in stories, photos and features to the editor.

Striking a Balance

The readership of the *Civil Air Patrol News* is wide. Therefore, the editor tries to give readers as much CAP news as possible and seeks to balance the coverage so that CAP unit activities across the nation are represented. News, editorials, feature articles, and photographs should never deal with controversial subjects. Political issues, religious questions and such topics as labor versus management are not within the area of coverage for *Civil Air Patrol News*. Stories that criticize government agencies or established CAP policy should be avoided.

Staff

The operating staff of the Civil Air Patrol News consists of an editor and an editorial assistant. The director, Marketing and Public Relations is responsible for publishing *Civil Air Patrol News* and delegates this responsibility to the editor, who supervises the editorial activities.

Procedures

Writing for *Civil Air Patrol News*

Most editors, including the *Civil Air Patrol News* editor, do not expect all material that comes to them to be finished and ready to print. All the editor asks is that the material is factual and reasonably well organized. In short, an opening should be given and then a logical sequence of events. Rewriting of copy submitted to *Civil Air Patrol News* is often done to ensure that the story adheres to news style or to fit the available space. Always identify your stories with the author's rank and name.

What Happens to Your Story

All material sent to the editor is carefully read and evaluated for its news and interest value. If the story contains all the facts, complete information, full names, grades, organizations, etc., and is deemed of sufficient interest to CAP members, then the chances are it will find its way into print. The same holds true for photographs. If your story or photo is not used in a particular issue, any number of things may have happened:

1. The editor may need more information before running the story.
2. Space limitations prevent your story from being printed.
3. Timeliness of your submission prevented publication. The story is too old and no longer considered "news."
4. The story and/or photo do not meet the submission requirements as found on page two of the newspaper.

If your story is not used, do not be discouraged. Review the submission requirements and continue to send in your material. If your story is above average, it will probably be used.

Deadlines

The deadline for the *Civil Air Patrol News* is the third Monday of the month for the next month's newspaper. But don't wait until the third Monday to send your story! Send it when it is news.

Changes of Address

All changes of address should be directed to National Headquarters. Do not send your change of address to the publisher since this will delay getting your address corrected.

Additional Publishing Information

If possible, send your submissions via e-mail. If you don't have e-mail capability, ask someone in your unit if they can help you.

Everything you send in should contain your name, unit, wing and telephone number. Ideally, your story will be the body of the e-mail message as opposed to an attachment. If you do send a story as an attachment, include a brief synopsis of the story in the body of the e-mail along with your name, unit, wing and phone number.

One e-mail address is used for "Coast to Coast" and main-section stories — capnews@capnhq.gov.

When you submit a news story about a unit event, identify people in your stories using their full ranks and names rather than, "In all, nine cadets and four seniors participated in the fund raiser." Most units are doing the same things on a tour or an exercise, so use the space to recognize the unique aspects of your news event such as who was involved.

Remember that "real estate" in the *Civil Air Patrol News* is extremely limited. The trick to getting published is to keep your news stories short and to the point.

Limit news releases and other story submissions to one activity per release. Be sure to include "who, what, when, where, why, and how" for each submission and avoid superfluous details.

If you want to submit a feature story, contact the newspaper editor to discuss the details of timing, focus, photo selection, etc.

Guidelines for Editing Copy

Brevity. Cut every word that adds nothing to meaning. Change "during the course of" to "during" and "few in number" to "few."

Clarity. Don't use vague adjectives when you can be specific. Say "We received 145 inquiries" instead of "We received numerous inquiries."

Variety. Avoid starting each sentence with the same part of speech, such as a noun or pronoun. Strive for variety.

Content. Make your purpose clear. Don't force your reader to wade through several paragraphs before understanding why you wrote the piece.

Paragraph strength. See that each paragraph contains only one topic. Too many topics make readers work too hard.

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Tips for Better Photography

- There is a different style of photography required by the *Civil Air Patrol News*. The standard award photo, commonly called the "grip and grin," is great for morale, but newspaper editors look for pictures that show action and tell a story.
- Be sure to add a caption to every photograph you submit. Captions are one or two sentence stories that explain the photo. Include who, what, when, where, and why — especially if you aren't sending a story with the photograph. It is vital to include each person's rank, full name and title. Editors usually won't call you to track down missing information - they just won't use the photograph. Be sure to include the full name of the person who took the photo.
- A quality action photo is worth a thousand words. Not only does it compliment a well-written story, but it can stand on its own, and often tells the story better than the crafted words of a journalist.
- When you send in photographs via the U.S. Postal Service, send them along with a copy

of the story they are associated with. Identify each photo on the back with a story slug and include your name, unit, wing and phone number. The safest way to do this is to print the information on a separate piece of paper, and attach it to the back of the photo with tape.

- When you send photos via e-mail, make sure they are of a high enough quality for printing in a national publication (e.g., not blurred, grainy, bad resolution, etc.).
- Scan your photographs at no less than 203 dots per inch. Send the image as an attachment using the JPG or JPEG format via e-mail or on disk via the U.S. Postal Service.

Use a 35mm camera as opposed to a Polaroid or 110, and use proper lighting and framing techniques. If you're unsure about "proper" photography techniques, pick up a beginner's book and fine-tune your skills.

- If you are "going digital," be sure to shoot your pictures at a resolution of no less than 1.2 million pixels.
- When using a digital camera, ,select one with a pixel resolution greater than 800 x 600 and submit your photos as JPGs or TIFs via e-mail or on disk. Make sure they are sized about the same as they would appear in the newspaper (on average, about 3" x 5"). Please do not send in GIFs or BMPs. Color is preferred, however gray scale (black and white) is acceptable.

Civil Air Patrol members being photographed for the* CAP News *must meet weight and grooming standards, and their uniforms must be in conformance with CAP regulations. For an editor, there is nothing more painful than having to pull a great photo because of grooming or uniform violations.

5 Community Relations

Cultivating Relationships With Civic Organizations

The overall objective of a community relations program is to make CAP a part of community life through positive and friendly relations among CAP and other civilian associations, based on the understanding that CAP and the community have a responsibility to each other and are interrelated. A community relations program is not the same as a media relations program. A good community relations program results from having all CAP members thoroughly understand CAP. This can be achieved through a good internal information program. If each member of CAP takes an active interest in the community, the community, in turn, will become interested in CAP.

Terms

Community Relations

Those actions and attitudes of a community and a CAP unit which are the result of mutual associations and the feelings and reactions which these associations generate.

Community Relations Program

The command function that evaluates community attitudes, which seeks out and relates common interests, and which plans a course of action that will create, develop, guide, and maintain mutual favorable feelings and reactions. Simply put, CAP is part of the community.

Image of CAP

A community's image of or ideas about CAP are built on favorable responses to actions and attitudes of CAP members. Each member of CAP has a responsibility to learn about and understand CAP policies and directives so that misinformation and contradictions to official CAP statements, and confusion about CAP's missions, objectives, capabilities, and limitations will be kept to a minimum.

Participate in worthwhile community activities, avoiding those that the community considers to be antisocial, immoral, prejudicial to good order, or not adding to the community welfare, so that the public will react in a positive way to CAP.

Community Relations

The Value of External Communications

In the gamut of public affairs efforts, those targeted to improve community relations are perhaps the hardest to gauge. Your community is, in a sense, a captive audience, linked to Civil Air Patrol by the bonds of mutual gain. But many CAP units often have ambiguous relationships with the communities in which they work.

Because good community relations undeniably benefit CAP, it's imperative that your unit actively and aggressively reach out to other civic groups, government agencies, and schools.

As a service organization, the missions of Civil Air Patrol are designed to fulfill certain niche Emergency Services and educational needs. However, Civil Air Patrol volunteers are perfectly poised and organized to contribute to their communities in a myriad of ways.

The trick to dealing with the community is to get beyond the quick fix of single large-scale events and to create a long-term working relationship. Many executives explain that companies only exist because the public allows them to exist. This also applies to any group or organization. Without the will of the public, which must be courted continuously, Civil Air Patrol cannot survive, let alone flourish. The success of your efforts to court these communities takes planning and patience and, most of all, finesse.

Objectives

- To make CAP part of the community life through positive, friendly associations with other civilians and other civilian organizations.
- To gain prestige, stature, and understanding for CAP by influencing the attitude of people in communities where there are CAP units, thereby gaining acceptance, respect, and support for CAP.
- To inform members of the community about CAP, its members, policies, missions, operations, capabilities, and limitations.
- To provide CAP members with accurate, up-to-date information about the history, customs, economy, resources and problems of the community in which it is located, thereby establishing mutual understanding and acceptance.
- To establish CAP as an important part of the community encouraging members to take an active part, as private citizens and as CAP members, in community affairs, such as religious, educational, civic, youth, health, recreational, and welfare activities.
- To help CAP members understand that, if the community relations program is to be a success, they must accept a share of the responsibility for it.

Responsibilities of PAOs

- Provide advice and counsel to the commander and his/her staff about community relations; evaluate the impact of CAP activities and decisions on the local community so that the best possible relations exist between the two, consistent with the mission of the organization.
- Ensure that each CAP member understands the importance of community relations to CAP and impress on those under their jurisdiction the importance of taking a personal interest in building good community relations.

- Develop a working relationship with local news media in order to make the public aware of the unit's community relations program.
- Develop plans and procedures for special events, consistent with National Headquarters policy. Special events should include such things as: open houses, tours of unit facilities and operations briefings for civilian groups. *(See "*Planning Special Events*"* in Chapter 3 and CAP's *Anniversary Planning Guide.)*
- Participation in significant national, state, and local public events and activities. (Armed Forces Day, Veterans Day, and Independence Day are examples of suitable occasions for community relations projects.)
- Develop a speakers bureau made up CAP members who are qualified to speak to interested groups (Rotary and Kiwanis Clubs, Elks,) about CAP activities. (See "Becoming a Better Speaker" and "Who is Civil Air Patrol?" later in this chapter.)
- Establish friendly relations with appropriate community sources to obtain civilian guest speakers for CAP programs.

Becoming a Better Speaker

If you're not accustomed to public speaking, the following observations and suggestions may help:

- Most people should speak a bit louder than normal and use larger gestures than they do in normal conversations.
- Invest quite a bit of time in analyzing the audience. Be sure to tell the audience something it doesn't know.
- Avoid reading a speech with eyes glued to the lectern. If you want to read to people, just remember your parents read to you to put you to sleep. Work from an outline and trust yourself.
- Move away from the lectern. Establishing rapport with the audience is vital.
- Videotape rehearsals of your speech. Evaluate your strengths and weaknesses.
- Spend 5 or 6 seconds looking at each person in the audience. Shorter times can make you look like a scared rabbit.
- Pause instead of inflicting "uhms and "ahs" on the audience.

Get Their Attention

To get the attention of your listeners:

- Do something different. Wear an outfit that ties into the topic. One speaker at a national conference "roller-bladed" to the lectern.
- Communicate excitement and enthusiasm about your subject. People will want to know how they can acquire some of this enthusiasm.
- Try to involve your audience early in your presentation. Here are some suggestions:
  - Announce a test in your first minute. Explain immediately that the people won't be graded. The word "test" will gain attention.

- Share an anecdote that relates to the topic you're discussing.
- Refer to members of the audience by name.
- Refer to a survey you did of the audience before your meeting with them. People will be likely to listen to the results.

Hand Signals

- If you are conscious of your hands when speaking, realize that you're focusing on yourself rather than on your audience.
- If you concentrate on your message and your audience, chances are your hands will take care of themselves.
- Don't stand with your feet spread and your hands clasped behind you as though you're a soldier ordered to stand at ease.
- Don't stand with your hands in your pockets.
- Don't clasp your hands in front of you as though they were a fig leaf.
- Don't place your hands on your hips as this indicates aggression.
- Don't stand with arms folded in front of you as it makes you seem unapproachable.

Suggested Speech

Scheduling speakers to talk to other groups and organizations is a valuable community relations tool. To help you take advantage of speaking engagements, National Headquarters has prepared the following outline and speech to aid you in telling the CAP story.

"Who Is Civil Air Patrol?"

I. Introduction

a. Thanks

b. Perceptions of CAP

Flying club

Search and rescue (SAR)

II. History

a. ___th Anniversary

b. 150,000 aviation enthusiasts wanted to aid the nation

c. Creation of CAP — Dec. 1, 1941

d. Under the office of Civilian Defense

e. "Flying Minutemen": Volunteering time, resources, and talents to defend the nation's borders

f. 1943 — Put under jurisdiction of Army Air Forces

g. Missions: Coastal Patrol, SAR, cargo & courier flights, and towing targets for Army Air Force

h. Record: Half a million hours, sinking two enemy subs, and saving hundreds of crash victims

i. Story: German naval officer

j. Pres. Truman signed public law May 26, 1948 - CAP a benevolent, nonprofit organization

k. May 1948 — the Auxiliary of the U.S. Air Force

III. Three missions: Aerospace Education, Cadet Programs, Emergency Services

IV. Aerospace Education

a. Give Americans an understanding of the importance of aviation and space exploration to our society and national security

b. Conducted through workshops, conferences, publications and training programs

c. 300,000 students through in-school presentations or teacher education

d. National Congress on Aviation and Space Education

V. Emergency Services

a. Includes: SAR, civil defense, disaster relieve

b. 85% of all inland search and rescue missions directed by Air Force Rescue Coordination Center (AFRCC)

c. Corporate aircraft: 530 fixed wing aircraft, 35 gliders, 2 hot air balloons

d. Approximately 4,000 member-owned aircraft authorized for missions

e. CAP logs approximately 50,000 mission flying hours each year

f. CAP activities

1) Oklahoma City bombing

2) Texas and Florida forest fires in 1998/99

3) Hurricane Andrew, South Florida

4) JFK Jr. search

g. Communications systems: 6,000 fixed land, 10,000 land and air-mobile radios operated by 20,000 trained communicators

h. 950 ground vehicles

i. Humanitarian missions — Red Cross, transport time-sensitive medical materials

j. Counterdrugs (CD): CAP joined "War on Drugs" 1986

1) Agreement with the Air Force and U.S. Customs

2) Today similar agreements with DEA and U.S. Forest Service

3) Aerial reconnaissance, airborne communications support, and airlift of law enforcement personnel

4) CD flying hours exceeds 40,000 hours each year

k. Savings to taxpayers: More than 100 million dollars

l. Flying costs

1) Air Force C-130 — Approximately $2200 hour

2) Helicopter — Approximately $1600 hour

3) Other federal aircraft — Approximately $350 hour

4) CAP — Approximately $75 hour

VI. Cadet Programs

a. Young people age 12-20 opportunities for learning, maturing, and developing their leadership skills

b. "A way of life"

c. Cadets entering the military

1) Approximately 450 at the U.S. Air Force Academy

2) Approximately 200 at the U.S. Military Academy (West Point)

3) Approximately 170 at the U.S. Naval Academy (Annapolis)

4) Scott O'Grady/Frank Borman/Gen. Mike Ryan

d. Cadet activities: Broaden their scope of thinking and experiences

1) National Cadet Competition

2) Cadet Officer School

3) National Blue Beret

4) National Flight Academies

5) Ground Search and Rescue School

6) Pararescue School

7) International Air Cadet Exchange

e. CAP cadet scholarships

f. Drug Demand Reduction program (drug prevention)

VII. Close

a. CAP: Volunteers performing sacrificial services to benefit their fellow Americans.

b. Attracts all age groups

c. Volunteers offer time, resources, and skills

d. Volunteer spirit - based on principles that made this country great

e. Thank you again!

MANUSCRIPT BRIEFING ON CIVIL AIR PATROL

Speech for presentation to Civic Organizations

Revised: 23 Nov 1999

By Marketing & Public Relations Directorate, NHQ CAP

Length for entire speech: 45 Minutes

First allow me to thank you for the opportunity to come and speak to you about one of the finest volunteer organizations in the world — Civil Air Patrol. If you're like many people you have not heard of the Civil Air Patrol or you're unaware of what the organization does. I'm here today to tell you a little about our service-oriented, volunteer organization, what we do for the general public, and possibly what we can do for you.

When we think of volunteer organizations that provide support to the public, two names normally come to mind, the American Red Cross and the Salvation Army. While we may not be as well known, Civil Air Patrol provides services and support every bit as broad based and effective as these two outstanding volunteer organizations.

Over the next several minutes I'd like to share with you how CAP came into being. Then, I'll quickly transition and get into a little more of the details of our three major missions: Aerospace Education, Cadet Programs and Emergency Services.

This year Civil Air Patrol celebrates its ____th Anniversary. Most of you recall that Pearl Harbor propelled the U.S. into World War II, but long before Dec. 7, 1942, there was a group of men and women who recognized the AXIS threat to the U.S. They numbered more than 150,000 and as early as 1938 were arguing for the creation of an organization — a civil defense organization — to harness their aviation resources and flying skills to aid the nation in the event America was pulled into the war. Their efforts became a reality in the creation of Civil Air Patrol on December 1, 1941, just 1 week before the bombing of Pearl Harbor.

CAP was first organized under the Office of Civilian Defense. During the war years, the members of CAP became known as the "Flying Minutemen" and volunteered their time, resources, and talents to defend

the nation's borders and fill the gaps as men and resources were being mobilized to fight abroad. In 1943, CAP was reassigned from the Office of Civilian Defense to the War Department and placed under the jurisdiction of the Army Air Forces.

CAP volunteers performed many missions during World War II, including coastal patrol to search for enemy submarines, search and rescue missions throughout the U.S., cargo and courier flights to transfer critical materials and personnel, and even towing targets so Army Air Corps personnel could practice air-to-air gunnery techniques.

These volunteers amassed a stunning record — flying more than half a million hours, locating 173 German submarines, attacking 57, and sinking two. In effect, CAP pilots were responsible for saving hundreds of lives.

After the German surrender, one of Hitler's high-ranking naval officers was asked why the Nazi U-boats had been withdrawn from U.S. coastal waters early in 1943. The answer was exploded in a curt guttural: "It was those damned little red and yellow planes!"

Because of their valiant efforts during the war, a thankful nation recognized the vital role CAP played during the war and understood the organization could continue to provide invaluable help to both local and national agencies. On July 1,1946, President Truman signed a law that incorporated CAP as a benevolent, nonprofit organization.

After the creation of the USAF in 1947, Congress passed a law on May 26, 1948, which permanently established CAP as the Auxiliary of the Air Force. The law also gave the Secretary of the Air Force the authority to provide financial and material assistance to the organization.

For more than a half-century, Civil Air Patrol has aggressively performed the three missions mandated by Congress: Aerospace Education, Cadet Programs, and Emergency Services. Today there are more than 60,000 CAP volunteers performing sacrificial missions for the citizens of this country.

AEROSPACE EDUCATION: The Aerospace Education mission is dedicated to giving all Americans an understanding of the importance of aviation and space exploration to our society and national security. This is accomplished through workshops, conferences, publications, and

various training programs. We provide Aerospace Education to the classrooms of more than 300,000 students each year, either through in-school presentations or by educating their teachers. Plus CAP provides more than 20,000 pieces of free aerospace education material to America's teachers each year.

Each year CAP hosts the premier Aerospace Education conference in the entire world — National Congress on Aviation and Space Education. More than 1,000 educators, school administrators, and business people attend this conference each year to learn how to incorporate Aerospace Education into their curriculum and listen to national experts speak on aerospace issues of the day.

EMERGENCY SERVICES: Perhaps the mission CAP is best known for — includes search and rescue, civil defense, and disaster relief operations. However, the primary mission of CAP volunteers is to save lives and alleviate human suffering.

CAP flies more than 85% of all inland SAR missions directed by the Air Force Rescue Coordination Center at Langley AFB. Our corporate aircraft fleet numbers 530 fixed-wing aircraft, 35 gliders and 2 hot-air balloons. There are another 4,000 member-owned aircraft authorized to be used on CAP missions. With the largest fleet of civilian aircraft in the world, CAP logs more than 50,000 actual mission flying hours each year with one of the best safety records in general aviation. This is achieved through hands on experience and continuous training.

But CAP's services to America are not limited just to the air. Members are trained in ground SAR techniques. How many of you knew that CAP was the first rescue agency to arrive at the Oklahoma City bombing site? Or that CAP volunteers played a vital role in helping the U.S. Forest Service fight the devastating fires that ravaged Florida and Texas in 1998/99? Or that CAP volunteers led damage-assessment teams immediately following the deadly tornadoes in Oklahoma in May 1999? Or that volunteers worked around the clock in the aftermath of Hurricanes Georges, Opal, and Hugo, helping those who had lost everything they owned? Or during a devastating ice storm in 1998, CAP volunteers from six Northeastern states helped save lives, and brought warmth and comfort to thousands of citizens left powerless, freezing, and hungry? Or that CAP launched 24 aircraft in the search for JFK Jr. The fact is CAP is capable of quickly responding in times of disaster, in part because CAP

maintains one of the most extensive communications systems in the world with 6,000 fixed land stations and more than 10,000 land and air-mobile radios operated by over 20,000 trained communicators — CAP is often put in charge of airspace operations in disaster areas.

CAP owns more than 950 ground vehicles to support our missions and many of these are equipped with sophisticated communications equipment that becomes invaluable during disasters or extended SAR missions.

Closely related to disaster relief is CAP's support of humanitarian missions. Usually in support of the Red Cross, CAP aircrews transport time-sensitive medical materials including blood and human tissue in situations where other means of transportation are not possible.

CAP joined the "war on drugs" in 1986 when they signed an agreement with the U.S. Air Force and U.S. Customs Service offering CAP resources to be used to stem the flow of drugs into and within the U.S. Today, we have similar agreements with the DEA and the U.S. Forest Service.

CAP has made major contributions to the Counterdrug fight by providing aerial reconnaissance, airborne communication support, and airlift of law enforcement personnel. Trained CAP Counterdrug pilots now log as many as 40,000 flying hours each year in this effort.

By using CAP volunteers and CAP aircraft, more than 100 million dollars of taxpayer money is saved each year. It cost the Air Force approximately $2,200 an hour to fly a C-130, $1,600 an hour to fly a helicopter, and other federal aircraft average $350 an hour, compared to $75 an hour for CAP Aircraft.

CADET PROGRAMS: Understanding that the future well being of America is within its youth, we are exceptionally proud of our Cadet Programs. For more than half a century, CAP's Cadet Programs has provided young people in the sixth grade through age 20 the opportunity for learning, maturing, and developing their leadership skills.

The structured, disciplined approach to achievement that CAP cadets experience and learn leads to the comment made by so many cadets that the "program becomes a way of life." This is demonstrated by the potential displayed by CAP cadets entering the military service.

Today there are approximately 450 CAP cadets at the U.S. Air Force Academy, more than 200 at the U.S. Military Academy at West Point and 175 at the U.S. Naval Academy in Annapolis. CAP cadets are without exception the "cream of the crop" in any group of young people. (Use example of picture of Capt Scott O'Grady and the Air Force general — today, Air Force Chief of Staff Gen Mike Ryan — who greeted him when rescued from Bosnia, saying both were former CAP cadets.)

CAP cadets have the opportunity to participate in many activities each year that broaden their scope of thinking and experiences, and contribute directly to their knowledge of career opportunities in the military or civilian aerospace career fields.

Each year, Civil Air Patrol sponosors two National Cadet competitions. Two teams from each of the eight CAP regions compete in Aerospace Education, precision drill, physical fitness, as well as color guard. The top two teams receive the Air Force Chief of Staff Sweepstakes Trophy presented to them by the Air Force Chief of Staff at the Pentagon.

The Cadet Officer School offers qualifying cadets the opportunity to participate in an 8-day program at Maxwell featuring the development and application of basic leadership, and management skills.

The National Blue Beret, held each year at Oshkosh, Wisconsin, during the Experimental Aircraft Association's air show, offers the cadets training in flight operations, communications, air traffic control, safety, drug operations, and much more.

Several 2-week national flight academies are held each year at strategic locations throughout the U.S. Cadets gain experience in general aviation flight operations as well as many solo an airplane for the first time at the end of the academy.

Many other activities such as Ground Search and Rescue School, encampments, and Pararescue School are available to cadets.

The premier activity available to cadets is the International Air Cadet Exchange Program. Cadets from 18 countries are hosted by CAP units throughout the U.S. and more than 100 CAP cadets are guests of

participating countries for over 2 weeks. Visiting cadets from CAP stay with a "host family" which enhances understanding and cultural exchange.

Each year CAP provides many deserving cadets scholarships to supplement college or vocational-technical school education.

Through an agreement between the Air Force and CAP, cadets participate in a drug demand reduction (drug prevention) efforts.

The Civil Air Patrol is an organization of volunteer members performing sacrificial services to benefit their fellow Americans. It is an organization that attracts those from all age groups wanting to offer their time, financial resources, and skills to make a real, active contribution to the betterment of their fellowman and America. Civil Air Patrol volunteers today, employ the same sacrificial, volunteer spirit as their forebears during World War II who contributed time, energy, and their resources — and many their lives — based on the principles that made this country the greatest country in the world!!

If you would like more information on CAP, I've brought copies of some of our literature. Thank you again for the opportunity to be with you today.

NOTE: Depending upon the amount of time allotted for you to talk with an organization, you may edit the preceding speech to suit your needs. For example, if you are asked to speak on CAP's Cadet Programs, you may want to include an introduction, a brief history, list the three missions, and expand upon the Cadet Programs. Additionally, you will want to include actual examples of service performed in the local community and/or state. And, above all, you want to make the speech YOURS!