

**NORTH CAROLINA WING
CIVIL AIR PATROL**



**PUBLIC
INFORMATION OFFICER'S
HANDBOOK**

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

What is a PIO?

PIO Responsibilities:

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

Reasons for the IC to designate an Information Officer:

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

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

The following are the major responsibilities of the Information Officer:

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

PIO Work Area:

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

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

From CAPR 190-1

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

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

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

IO's must be familiar with the Mission Base Staff Reference Test, CAPR 190-1, CAPR 60-3. These publications and other materials are included in the PIO Kit.

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

The Role of the PIO is to support Civil Air Patrol Operational Missions such as Search and The Role of the Public Affairs Officer is to inform internal and external audiences of Civil Air Patrol's national importance, safeguard the image and assets of the corporation, and strengthen relations with key audiences and customers, which enables the organization to grow. These roles are complimentary and exclusive. Confused?

The PIO and PAO should have a similar skill set

The PIO and PAO perform similar tasks in dissimilar environments

The PIO and PAO have the same objectives

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

Getting Ready For The Mission

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

The Public Information Officer's Mission Kit

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

- Information officer position description
- An information officer checklist for a SAR mission
- An information officer checklist for an actual mission
- Phone numbers and e-mail addresses of key media outlets
- CAPR 190-1 and any Wing Supplements
- CAPR 60-3
- Boiler plate media releases (templates)
- An information officer checklist for a CAP crash
- Pens and Paper
- Digital Camera, spare batteries and memory cards
- Audio Recorder
- Batteries
- Media Kits (that include CAP fact sheets and CAP brochures)

- CAPR 190-1
- CAPR 50-15
- Business Cards
- Media Passes/ID's
- CAP 101 and ROA cards
- Warm/cold weather gear
- Flashlight
- Uniform (Complete and in Good Order)
- Orange Safety Vest
- AP Style Guide
- Laptop computer
- Cell Phone and spare battery
- Hand-held Radio (if available)

Information Officer Checklist - SEARCH AND RESCUE MISSION

When Notified of the Mission:

___ When contacted by the Incident Commander, find out the following information , which will be needed for the submission of media releases:

___ The location of the mission base and how to get there

___ What agency activated CAP: AFRCC, CC&PS. Co. Sheriff, etc.

___ What we are searching for and what type of mission it is

___ All participating agencies and their phone numbers

___ How many CAP participants there are (any specific squadrons participating)

___ Find out if there is another "staging" area for the media being set up by the local sheriff and get permission to set one up at the airport

___ Any other information the IC knows that may be helpful in presenting this incident to the media

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

___ Decide with the Incident Commander whether to send out your media releases from your home, prior to arriving at the mission, or from the mission base. (If you send them out before you get in the car; make sure you include what time you will be available for media questions on the release.)

___ Check your mission kit to ensure it includes your checklists and crash kit, your camera, film, batteries, pens, paper, media packets (stocked with CAP fact sheets and brochures) and extra business cards. (Also very helpful is a laptop computer and a cell phone.) Make sure you put it all in the car.

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

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

Once you arrive at the Mission:

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

___ Set up sign-in sheet, media badges, and media packets

- ___ Obtain radio and ensure the powers that be know where to send any members of the media
- ___ Greet media in the media "staging" area; ensure they sign the roster; give them any specific exercise instructions and media kits; and ask them how you can help make their jobs easier
- ___ Begin writing a longer, more specific media release
- ___ Once approved, insert it into the media kits and distribute it to more local media
- ___ Guide reporters to individuals to interview
- ___ Keep the media out of the operations, family and mission crew briefing and rest areas. If necessary, ask people if they wish to be interviewed and arrange for the interview away from these areas.
- ___ Find CAP people who aren't too busy at the moment and who are in the know (usually start with the incident commander/mission commander and work through the list)
- ___ If you let them interview cadets, make sure you stay near them during the interviews
- ___ While escorting media, take pictures of the action for CAP publications
- ___ When things slow down, interview CAP members for stories in CAP publications and follow-up releases

Once a Find has been Made:

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

After the Mission:

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

Information Officer Checklist - SEARCH AND RESCUE EXERCISE

When Notified of your Selection as IO:

___ After being contacted by Incident Commander, either attend planning meetings or grill him/her over the phone to find out the following information (which will be needed for the submission of media releases):

- ___ Date/time/location of exercise
- ___ All participating agencies and phone numbers of other PR people to work with
- ___ How many CAP participants there will be (any specific squadrons participating)
- ___ What are the objectives (short- and long-term goals) of the exercise
- ___ How will the exercise be accomplished
- ___ Find out if you will be allowed to set up a "staging" area for the media
- ___ Any other information the IC knows that may be helpful in selling this exercise to the media

Two Weeks Prior to the Exercise:

___ Write media release and send it out NO LATER THAN two weeks prior to the event, which will make it easier for the smaller media outlets to plan their coverage?

___ Research all media outlets around the area on the Internet. Media contact information is found on the NCWG website under Public Affairs/PAO Tools:

<https://www.ncwg.cap.gov/index.cfm?fuseaction=page.display&pageID=178>

___ Provide a copy of your release to the Incident Commander or exercise project officer and other appropriate agencies and obtain approval of the release PRIOR to sending it out

___ Email or fax (but don't send more than one copy to each outlet, as this annoys editors) the release to all TV station, radio station, wire services and newspapers in and around the area, as well as any trade publications or magazines that might be interested

___ Ensure to include a phone number for the day of the exercise in the event a reporter gets lost on the way to the event or wants to cover it without attending

___ If possible, arrange for more information officers (or trainees) to help you. If another IO isn't available, find a good assistant!

A Few Days Prior to the Exercise:

___ Again send out approved release as a reminder to local media, specifically the dailies, wire services and TV and radio stations

___ (Optional) Call local editors to see if they are planning on covering the event, but be courteous and conscious of production/deadline schedule. Do not demand coverage, as this is a sure-fire way to irritate an editor.

___ Prepare Media packets and other materials for the day of the exercise

___ Media packets are folders that include: a more detailed media release on what's happening at the exercise, a CAP fact sheet, CAP promotional brochures, maps to the search sites and a business card for follow-up questions from reporters.

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

___ Check your mission kit to ensure it includes your checklists and crash kit, your camera, film, batteries, pens, paper, media packets and extra business cards. (Also very

helpful is a laptop computer and a cell phone.)

Day of the Exercise:

- ___ Arrive early and set up media area.
- ___ Check in with Incident Commander for any updates/instructions.
- ___ Set up the media “staging” area with sign-in sheet, media badges, and media packets (and, if so inclined, coffee/donuts/etc...)
- ___ Obtain radio and ensure the powers that be know where to send any members of the media
- ___ Greet media in the media “staging” area; ensure they sign the roster; give them any specific exercise instructions and media kits; and ask them how you can help make their jobs easier
- ___ Guide reporters to individuals to interview:
- ___ Find CAP people who aren't too busy at the moment AND who are in the know (usually start with the incident commander/mission commander and work through the list)
- ___ If you let them interview cadets, make sure you stay near them during the interview
- ___ If reporters want to visit the “crash” site, find a reliable, articulate person they can tag along with
- ___ While escorting media, take pictures of the action for CAP publications
- ___ When things slow down and the media have disappeared, interview CAP members for stories in CAP publications

After the Exercise:

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

The PIO's Uniform

As a best practice the BDU or Blue BDU is the best to wear on a mission. The main reason is that you will look like most of the people working the mission and they are a more “working” uniform than blues or CAP Corporate or Distinctive uniforms are. This best practice will vary from wing to wing. For exercises in particular be guided by whatever is mentioned in the “Plan

of Action” or established mission protocol. However, any appropriate CAP uniform worn to regulation (including flight suits) is authorized.

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

Arriving At the Mission Base Reporting and Checking In

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

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

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

Other Tasks:

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

The Mission Log:

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

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

The following actions are always recorded in the log:

- Time/date unit or log started or activated
- Name of unit, supervisor, and individual keeping the log
- Notes from initial briefing
- Time and noted from staff meetings
- Significant events, actions taken, direction received or provided
- Encounters with the media (in person on the phone or e-mail)
- Releases issued to the media
- Other happenings as appropriate
- Personnel assignments to and from the team/unit.

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

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

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

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

Preparing the Initial, Follow-Up and Closing Releases

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

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

The Initial Release

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

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

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

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

the AFRCC on a missing aircraft mission or the IC may do that for you. News releases should always be coordinated through the agency that CAP is reporting to, if applicable.

Update your news releases throughout the mission!

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

Where to Send the Releases

Once the release is approved send it to local and state-wide media on your media list as appropriate. Also include the NC Wing PAO: pa@ncwg.cap.gov and National HQ/PA capnews@capnhq.gov. The wing PAO will forward the release to the MER PAO: Lt Col Tony Biondo <tonybiondo@msn.com>.

Media Contact Lists

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

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

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

Most of this information is available on the internet. Here are some sample sites found for

North Carolina. Each state has similar listings. "Make Google your friend."

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

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

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

The Follow-Up Release

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

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

Sample Follow-up release:

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

July 19, 2009

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

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

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

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

Civil Air Patrol, the official auxiliary of the U.S. Air Force, is a nonprofit organization with 57,000 members nationwide. CAP performs 90 percent of continental U.S. inland search and rescue missions as tasked by the Air Force Rescue Coordination Center and was credited by the AFRCC with saving 91 lives in fiscal year 2008. Its

volunteers also perform homeland security, disaster relief and counter-drug missions at the request of federal, state and local agencies. The members play a leading role in aerospace education and serve as mentors to the nearly 22,000 young people currently participating in CAP cadet programs. CAP has been performing missions for America for more than 67 years. For more information on CAP, visit gocivilairpatrol.com.

The Closing Release

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

NC Wing completes state-wide SAREX

Three mission bases were activated

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

Cell: 919-215-6860

Email: donpenven@gmail.com

January 17, 2009

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

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

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

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

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

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The Role of the Wing and Region PAO

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

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

Notes on Mission Media Releases:

- CAP will not announce deaths or casualties in the course of a mission. This will be done by the tasking agency. Once any death is announced by the tasking agency it is acceptable to reference the casualties in subsequent releases.
- CAP casualties will not be announced without the express authorization of National Headquarters. All mishap and casualty notification procedures will be followed before the public release of information. This announcement will be normally made by a Corporate Officer (A Wing/Region Commander) thru the Region PAO in his role as a National Spokesman.
- Accidents involving CAP aircraft will not be announced without the express authorization of National Headquarters. All mishap and casualty notification procedures will be followed before the public release of information. This announcement will also be normally made by a Corporate Officer (A Wing/Region Commander) thru the Region PAO in his role as a National Spokesman.

Working with the Media

Media Visits

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

- Authorize all media visits and activities with the Incident Commander. Ensure they will not interfere with the operation of the mission in any way.
- Verify credentials of any and all media personnel to be involved in the visit. Make a note of the names of the reporters and the agency they represent.
- Have copies of the latest media release to give the media with a media kit upon arrival.

- Complete the appropriate liability release if flying in a CAP Aircraft or riding in a CAP Vehicle.

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

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

Close out the Mission

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

The paperwork:

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

The Story:

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

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

Lessons Learned:

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

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

In Closing:

Please note that this guide is just a starting point for a Public Information Officer. You will grow and be more comfortable in your role as an IO with experience and on the job training.

Don't be afraid to consult with your Wing and Region PAO's, fellow IO's and members active in our Operational Missions. They are your experts and resources.

Information is the key to any successful operation or mission. It can be a matter of life and death.

Thank you for your service as a CAP Information Officer.

Don Penven, Capt, Cap
Public Affairs Officer

North Carolina Wing

CAP-USAFI 10-2701 3 AUGUST 2007

PUBLIC INFORMATION OFFICER (PIO)
(SAREVAL CHECKLIST)

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

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

MISSION BASE TASKS

C-3000

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

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

OBJECTIVES

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

TRAINING AND EVALUATION

Training Outline

1. One of the Information Officer's most important tasks at the start of any mission is creating an opening news release. The opening news release informs the news media that there is a Civil Air Patrol mission underway and gives them basic information about the reason for the mission. It is the IO's responsibility to keep the public and the media informed with up to date and timely news releases.
 - a. First, gather all information about the mission, including resources being used, information about the search target and current activity. Do not include speculations, opinions or any other information that cannot be verified as being accurate.
 - b. When creating a news release make sure to include the mission base phone number, the incident commanders name and your name as a point of contact for the media. Ask yourself, is the information current? Is it verified and accurate? Is it laid out in a professional format? Be sure to put a time and date on your news releases and update them throughout the mission. This helps to keep track of the order you release information and also let's the media know that they have the most current information available.
 - c. Once your opening news release is ready, the Incident Commander or his designee must approve it and any other information that is being released to the media. The IC may ask you to make changes or approve your press release as it is given to him. Do not distribute any information to the media with the express approval of the IC. The IC may also ask that your coordinate your news release with the governing agency, for example the AFRCC on a missing aircraft mission, or the IC may do that task. News releases should always be coordinated through the agency that CAP is reporting to, if applicable.
2. Update your news releases throughout the mission!
 - a. Follow the 3-5 rule. A good PIO will release an average of 3-5 News releases a day. A fresh news release should be created every 3-5 hours or as new information is uncovered. This let's the media know that you are informed and will limit the amount of call's you receive asking when a new update will be available.
 - b. Keep in touch with the IC, Ground Branch Director and Air Operations Branch Director for any changes in the search or any new information that can be included on the next news release.
 - c. Finally, the last part of your news release should always include a brief overview of Civil Air Patrol and what we do. This helps to inform the person who knows nothing about Civil Air Patrol about who we are.

Additional Information

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

Evaluation Preparation

Setup: Although this evaluation can be accomplished at a unit level it is best done at a wing-training mission or a tabletop exercise. If done as a training mission, make sure all releases clearly state TRAINING MISSION to avoid a miscommunication with the media

C-3000 5-APR-04

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

Evaluation

Performance measures Results

1. Correctly identify all procedures for creating an opening and follow up news release. P F
2. Create an opening and follow up news release. P F
3. Properly identifies that all information must be approved by the IC. P F
4. Understands some information may be withheld from the media to help evaluate leads. P F Student must receive a pass on all performance measures to qualify in this task. If the individual fails any measure, show what was done wrong and how to do it correctly.

C-3001 5-APR-04

C-3001

DEMONSTRATE THE ABILITY TO MAINTAIN A COMPLETE MEDIA CONTACT LIST CONDITIONS

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

OBJECTIVES

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

TRAINING AND EVALUATION

Training Outline

1. A media contact list is one of the most important and useful tools for the Information Officer to have. It let's the IO distribute news releases to a consistent number of media organizations without having to look up the information each and every time. It is also vital to have a current media list during a mission to be sure you can get these same organizations current information about the mission. The best time to establish a media contact list is before a mission. A good IO establishes a list and has it always available in the event of need.
 - a. First, determine major television and radio networks for your state. Accomplish this by contacting the state branch of the FCC as they are required to keep a copy of all licensed radio and news stations in the state on file.
 - b. Contact Unit Information Officers to obtain any media sources they may have to contribute.
 - c. Be sure to contact each agency to verify the accuracy of the information specifically the fax number.
2. Create a list using a word processor program or database such as Microsoft Word or Microsoft Access.
 - a. Create an easy to use format, displaying all necessary information
 - b. Include, name, number, fax number and type of agency. Also include any contacts you might have at these agencies
 - c. Once completed, devise a method to maintain the media list to insure it is accurate.

Additional Information

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

Evaluation Preparation

Setup: None. The student can create the media list at a place of their choosing. No initial setup information other than this task list and the briefing is required.

Brief Student: Give the student the name of a city in your state and ask them what media contacts they would use if there were an emergency services mission taking place at that location.

Evaluation

Performance measures Results

1. Gather accurate information for a media contact list. P F
2. List at least three media contacts, local or state, that releases could be sent to. P F Student must receive a pass on all performance measures to qualify in this task. If the individual fails any measure, show what was done wrong and how to do it correctly.

C-3002 5-APR-04

C-3002

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

CONDITIONS

You are the Information Officer for a missing aircraft mission and the Incident Commander has asked you to escort the media to the mission base and on a ground team sortie.

OBJECTIVES

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

TRAINING AND EVALUATION

Training Outline

1. Often the media will want to get an up close and personal look at the functions of a working mission. They will often request a visit to the mission base or ask to be allowed to travel along with an aircrew or a ground team on a sortie. It is the job of the IO to setup and coordinate these visits, provide assistance to the media and to minimize the interference to the mission.
 - a. Authorize all media visits and activities with the Incident Commander. Ensure they will not interfere with the operation of the mission in any way.
 - b. Verify credentials of any and all media personnel to be involved in the visit. Make a note of the names of the reporters and the agency they represent.
 - c. Have copies of the latest press release to give the media upon arrival.
2. Plan your visit ahead. Most media agencies appreciate a well thought out and professional presentation.
 - a. Verify ahead of time the places you are authorized to take the media.
 - b. Inform any ground teams and aircrews that will have media accompanying them on sorties. Assist them on how to deal with the media and what they are authorized to speak about. Make sure all members have your contact information.
 - c. At the end of the visit, thank the media for their time and make sure they have a way to contact you later.

Additional Information

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

Evaluation Preparation

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

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

Evaluation

Performance measures Results

1. Student must demonstrate the ability to properly record media visits. P F
2. Student must demonstrate the ability to coordinate media visits to mission sites. P F
3. Demonstrate a briefing to an aircrew or ground team prior to media accompanying them P F

Student must receive a pass on all performance measures to qualify in this task. If the individual fails any measure, show what was done wrong and how to do it correctly.

Credits:

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

NCR Public Information Officer's Handbook

CAPR 190-1

CAPR 62-2

CAPR 60-3

HQ, CAP Mission Base Staff Task Guide, April 2005

Resource Kit:

An electronic resource kit is available from North Carolina Public Affairs. To get one

please go to the NC Wing Website at:

<https://www.ncwg.cap.gov/index.cfm?fuseaction=page.display&pageID=178> Click on PIO Resource Kit.

Additional Required Training

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

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

Please contact your wing Emergency Services staff or the local or State's Emergency Management Agency or State Fire Academy for details about when and where the ICS-300 course will be available.

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

Following are six sample media releases from an actual missing aircraft search. A total of six releases were dispensed to NC statewide media outlets.

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

Release No. 1 (Initial)

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

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

FOR IMMEDIATE RELEASE

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

July 17, 2009

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

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

More details will be forthcoming as they become available.

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

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(Release No. 2)

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

July 18, 2009

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

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

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

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

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

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

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Release No. 3

July 18, 2009

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

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

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

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

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Release No. 4

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

July 19, 2009

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

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

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

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

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Release 5

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

July 19, 2009

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

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

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

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

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Release 6 (Summary)

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

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

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

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

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

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

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

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NATIONAL HEADQUARTERS CIVIL AIR PATROL

CAP REGULATION 190-1

4 JUNE 2007

INCLUDES CHANGE 1, 1 JUNE 2009

Public Affairs

CIVIL AIR PATROL PUBLIC AFFAIRS PROGRAM

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

SUMMARY OF CHANGES.

Rescinds quarterly reports; establishes requirement for annual Public Relations plan, and establishes Public Affairs awards program. **This regulation is revised in its entirety.**

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

2. Public Affairs Officer Objectives.

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

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

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

Supersedes CAPR 190-1, Vols I and II, 1 May 2000. OPR: PA Distribution: National CAP website.

Approved by: CAP/CC 2 CAPR 190-1 4 JUNE 2007

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

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

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

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

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

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

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

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

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

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

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

5. Public Affairs Support.

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

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

6. Training. PAOs shall provide training for subordinate unit PAOs at least annually. In addition, to ensure the success of the public affairs program, the PAO shall enroll and participate in available training, including: CAPR 190-1 (C1) 1 JUNE 2009 3

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

b. AFIADL PAO course 02010.

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

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

e. Public Information officer training as part of the emergency services missions of Civil Air Patrol.

7. Functions of Public Affairs Officers.

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

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

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

(3) PA Crisis Policy. In consultation with unit commanders, PAOs at all levels shall develop a crisis public affairs plan to ensure a rapid and effective response during crisis situations that may damage an organization's reputation if mishandled. Unit crisis public affairs plans should reflect guidance outlined in the CAP National Headquarters *Crisis Public Affairs Policy*, listed at

http://members.gocivilairpatrol.com/cap_national_hq/public_affairs/. All crisis communication plans will be approved by the wing commander or designated representative.

b. External Information.

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

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

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

(4) PAOs shall assemble standard materials presenting the background of CAP that can be given to the media, prospective members, partner agency officials, and others as needed, including materials developed locally and/or at higher headquarters. The PAO is encouraged to check CAPR 190-14 JUNE 2007 the National Headquarters website and PAO Toolkit contents regularly for updated materials.

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

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

c. Internal Public Relations.

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

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

8. Newsletters.

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

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

9. Multimedia & Emerging Technologies.

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

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

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

d. Photo Releases. Photos and video taken in public circumstances may be published or distributed (including images posted on the World Wide Web) without specific written or verbal permission, unless local law requires more specific permission. CAPR 190-1 4 JUNE 2007 5

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

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

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

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

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

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

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

b. Appointment. A PIO, fully qualified in accordance with current PIO training requirements, should be appointed for every actual mission and training exercise, except counterdrug missions. In

addition, appointment of a fully qualified PIO is mandatory for all emergency missions lasting, or expected to last, more than 48 hours, including but not limited to missing aircraft, missing persons, disaster relief, and homeland security operations.

12. Reporting. Higher CAP echelons may establish reporting requirements for their wing/group and unit public affairs activities. In such cases, reporting requirements shall avoid an unreasonable administrative burden. Electronic reporting is encouraged if available and feasible.

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

a. The Col Robert (Bud) V. Payton National PAO of the Year award recognizes the wing public affairs officer who epitomizes the Public Affairs program. 6 CAPR 190-1 4 JUNE 2007

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

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

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

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

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

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

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

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

N.C. WING SUPPLEMENT 1

CAP REGULATION 190-1

15 JANUARY 2012

Public Affairs Procedures

CIVIL AIR PATROL PUBLIC AFFAIRS PROGRAM

CAPR 190-1, dated 4 June 2007, is supplemented as follows:

1a. The purpose of this supplement is to establish an official consistent procedure by which all North Carolina Wing Unit/Group Commanders, PAOs, Wing Staff personnel, including the Wing Public Affairs Officer, along with Wing Command Staff, will consistently perform the PA function in the North Carolina Wing concerning the internal and external release of official information. The following topics are covered in this supplement:

Direction given by CAPR 190-1 Guide to CAP Public Affairs Program (revision date 4 June 2007) and other directives and policies issued by CAP National HQ, Middle East Region HQ, and NC Wing Command.

Appointment of the Unit PAO

Reporting requirements for the Unit and Group PAO, and the Wing PAO,

Incident/Accident Reporting Procedure

Policy on PA functions during actual missions

Policy on PA functions during practice missions

PAO Crisis Policy and PAO Public Relations Plan

Areas of responsibility

CAPR 190-1 CAP PA Program (revised 4 June 2007)

CAP 65th Anniversary Planning Guide (for historical perspective only)

CAPP 201 CAP PA Study Guide- Specialty Training Track

CAPR 35-1 Assignment and Duty Status

CAPR 62-2 Safety Mishap Reporting and Investigation

CAPR 60-3 CAP ES Training and Operational Missions

CAP PA Crisis Policy (National HQ)

CAP PA Crisis Policy Construction Guide (2007)

CAP Media Policy (National HQ)

CAP Media Policy Construction Guide(2007)

Supersedes all

previous supplements to CAPR 190-1.

OPR: PA

Distribution: 2 each unit, 1 Wing Staff Member, 1 MER-CAP Approved by: NC WG/ CC

CAP National HQ PAO Tool Kit

CAP Emergency Services Check List Guide- PIO Function

NCWG 2011 PA Plan of Action

NCWG Supplement to CAPR 190-1 (revision date 1 June 2008)

NCWG PAO Quick Guide

NCWG "Where to Send Your PA Materials"

NCWG On-Line Newsletter "Carolina Wingspan"

NCWG Promotional Brochure

NCWG Public Affairs Plan 2011

NCWG Crisis Communication Plan 2008

The How-To-Guide for Public Affairs Officers

All current directives from CAP National HQ, Middle East Region HQ and NCWG Command

3a. Appointment of the Unit PAO. The respective commander using the CAP Form 2a or on-line CAP Personnel Authorization must assign all Unit and Group Public Affairs Officers in accordance with CAPR 190-1, CAPR 35-1 and CAPR 10-3.

3a(1). Whenever a new Public Affairs Officer is appointed, a new CAP Form 2a or on-line CAP Personnel Authorization must be completed and submitted to NC Wing HQ and the NCWG PAO Director.

3c. If a Unit does not appoint a PAO, that Unit Commander is required to fill the position of PAO and is responsible for all duties required under this NCWG Supplement 190-1 and all National requirements specified in the most current issue of CAPR 190-1.

3c(1). After receiving the CAP Form 2a form or electronic, on-line notification, the Unit/Group, NC Wing HQ will then forward a copy or send electronic notification to the NC Wing PA Director. When filling out the CAP Form 2a or on-line form, all contact information on the assigned PAO must be included.

4. Unless otherwise directed by the NC Wing Commander, the Unit PAO will only cover activities arising at the Unit level. The Group PAO may cover activities arising at the Unit or Group level. The Wing PAO will primarily cover activities/issues that affect the Wing as a whole,

but may be directed to cover activities/issues at the Unit or Group level. An up to date and accurate record of all press releases must be maintained at the Unit/Group/Wing PA level for future reference.

5a(1). Direction given by CAPR 190-1 CAP Public Affairs Program (revision date 4 June 2007) and other directives and policies issued by CAP National HQ, Middle East Region HQ, and NC Wing Command. The NC Wing PAO function at all levels will operate under all direction given by CAP National HQ, Middle East Region HQ, and NC Wing Command. All NC Wing Unit/Group Commanders and PAOs will operate under the following as well as this supplement to CAPR 190-1. Listed below are areas of guidance and PAO training which each Unit PAO or Unit Commander is responsible for:

- The How-To-Guide for Public Affairs Officers
- All directives, memorandums and other guidance provided by NHQ PA
- The most current issue of CAPR 190.1
- The current NC Wing Public Affairs Crisis Communications Plan
- The current NC Wing Public Affairs Plan

5a(2). All NC Wing Units, Group and Wing level PA programs must operate within the boundaries of the above listed CAP material. Each Unit/Group PAO must have a hard copy of the above materials in their Unit's Continuity Book and to be able to carry this material into the field when computer capability is not possible.

7a(3)(a). NC Wing Public Affairs Crisis Communications Plan. This plan will cover the handling and dissemination of information to the media/public during a controversial or sensitive incident. Whenever a controversial or sensitive incident arises at the Unit or Group level, the respective commander upon being fully apprised of the facts of the incident will contact the NC Wing Commander or designee and will pass along all information currently available. With the approval of the Wing Commander, the Unit/Group commander may then direct the Unit/Group PAO to prepare an information release with a copy sent to the NC Wing PAO. Media releases of a sensitive nature may not be disseminated to the media or the general public without first having followed the latest directives from NHQ concerning such sensitive material. Whenever a controversial or sensitive issue arises at the Wing level, only the Wing PA Director, with approval from the NC Wing Commander, as well as NHQ, may release information to the media/public or internally. All information releases should be in written format and must be approved by the NC Wing Commander. Giving information from memory can result in inaccurate information being released. All media/public will receive the same information.

7a(3)(b). Whenever vital information is disseminated from CAP National HQ or lower echelon HQ concerning Public Affairs information, the NCWG PAO will place same information on the NCWG list serve "CAPNC", and if deemed necessary on the NCWG web site. All CAP members are to follow the directions given by the NCWG PAO concerning the re-release of said information. With each email message via "CAPNC" the NCWG PAO Director will give specific

instructions as to the subsequent dissemination of same. See CAP National PA Crisis Policy and the NC Wing Public Affairs Crisis Communications Plan for more details.

12a. Reporting requirements for the Unit PAO, and the Wing PA Director, along with the use of the NCWG Form 19 (NC Wing Monthly Unit PAO report). The requirement for unit PAOs to submit a monthly report is no longer required. Unit PAOs are encouraged to continue sending email updates of their unit's activities to the NCWG Public Affairs Officer at the following address:

dpenven@ncwg.cap.gov

12b. All Unit PAOs or Commanders must submit to CAP National HQ and the NC Wing PAO a yearly Unit Public Affairs Plan and a Unit Crisis Communication Plan. These two plans must be submitted prior to 1 February of each calendar year. Units can use the NCWG plans once completed as a guide.

14. Added. Policy on PA Functions during actual SAR missions. During actual missions of any type, only the Incident Commander and assigned Public Information Officer may make statements to the media and public concerning the mission. At the direction of the Incident Commander, consultation with NC Wing Command staff and NHQ PA may have to take place prior to any dissemination of public information. All press releases must be approved by the Incident Commander prior to public dissemination. At the direction of the Incident Commander, the Public Information Officer or other designees must escort visitors, including media during visits to the mission base. At no time will visitors/media be allowed to tour the mission base unaccompanied by an approved escort.

14a. Added. During actual or practice SAR missions, only the Mission Incident Commander appoints the PIO. At the direction of the Incident Commander the NCWG PAO may appoint a qualified PIO to a mission, but only with the approval of the Incident Commander. See the NC Wing Public Affairs Crisis Communication Plan for more details.

15. Added. Policy on PA Functions during practice SAR missions. During CAP practice missions of any type, only the Incident Commander and the Public Information Officer may release information concerning the exercise to the public/media while at the mission base. All information released to the public/media must be approved by the Incident Commander and in accordance to all recent directives from NHQ prior to dissemination. All CAP mission base visitors/media must be escorted by approved mission personnel. With the approval of the CAP Incident Commander CAP personnel in the field may give information to the media/public. It is recommended that a CAP Ground Team Leader or CAP Mission Pilot issue such statements with the approval of the Mission Incident Commander.

15a. Added. If at any time during a practice mission or exercise the criteria is met for an actual mission to be initiated, no CAP member may make comments to the media/public except for the Incident Commander and the assigned Public Information Officer. While in the field on a practice mission/exercise, the criteria is met for an incident/accident to be declared, the Incident Commander must be notified immediately. Established protocol will then be engaged.

15b. Added. All information released to the public/media must be pre approved by the Incident Commander. See the NC Wing Public Affairs Crisis Communication Plan for more details.

16. Added. Incident/ Accident Reporting Procedure No CAP member may make any public statement concerning the incident/accident, including making statements or giving opinions on any media accounts, investigative results, or any information concerning the occurrence, except as specified in the NCWG Public Crisis Communication Plan. Note: See the North Carolina Wing Public Affairs Crisis Communication Plan for details.

16a. Added. Only the NC Wing PAO or designee, along with NC Wing Command Staff may disseminate incident/accident updates. If in doubt when to report an incident/accident, consult your Unit Commander for guidance.

Certified 15 January 2012, Capt Donald Penven, NCWG PA

APPENDIX

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

Media Relations Guidelines for Civil Air Patrol

Air Force Assigned
and Corporate Missions

Air Force Assigned Missions (AFAMs)
News Releases

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

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

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

Media flights

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

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

Corporate Missions

News Releases

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

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

Media flights

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

Tips for All Missions

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

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

Imagery vs. Publicity Photos

Imagery

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

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

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

Publicity Photos

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

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

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

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

Hurricane Coverage

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

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

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

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

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