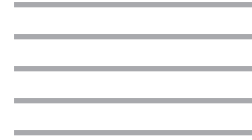


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Guide to Civil Air Patrol Public Affairs

Volume II Chapters 9-12

Marketing &
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Mission Roles**Mission Information Officer**

This information contained in this guide is designed to prepare a unit PAO for active participation in the Civil Air Patrol Emergency Services program. To be effective, the PAO must be familiar with this pamphlet, CAPP 3, CAPR 173-4, CAPR 50-15, and current policies and activities in the unit.

The Incidence Command Structure (ICS) has been fully integrated throughout CAP. ICS requires the mission public affairs officer to be designated the “mission information officer” (MIO) on all Emergency Services missions. Therefore, in this chapter only the PAO will be referred to as the mission information officer.

A role of an MIO is explaining to the mission base team what information is appropriate for the media. The MIO can encourage team members to give careful interviews and, if in correct uniform, pose for pictures.

The Mission Base Management Team

Following are the first Civil Air Patrol members who are alerted when a mission is announced. These Emergency Services mission specialists are tasked with setting up and running mission base operations.

- ♦ Mission Control Officer — MCO
- ♦ Mission Coordinator — MC
- ♦ Mission Base Commander — MBC
- ♦ Air Operations Director — AOD
- ♦ Director of Ground Operations — DGO
- ♦ Director of Communications — DC
- ♦ Administrative Officer — ADM
- ♦ Mission Information Officer — MIO
- ♦ Mission Chaplain — MCH
- ♦ Alerting Officer — AO

The expertise and professional ability of the base management team is critical to the operation and efficiency of an Emergency Services mission. The team requires highly qualified CAP professionals who know the requirements of setting up and operating a mission base. They quickly evaluate the situation and assess equipment and personnel requirements for specific jobs that need to be done.

Mission Role

The Information Officer in a Mission Context

MIOs are the “salespersons” for the missions of Civil Air Patrol. Trained, mission-qualified MIOs ensure Civil Air Patrol’s efforts will be recognized.

There is more to being a mission information officer than getting the phone call, grabbing your gear and running to the mission base to meet and greet the press. Just like every member of the mission base team goes through specialized training, so does the MIO.

Mission Information Officer

In conjunction with the mission coordinator, the MIO prepares and disseminates information about a mission to the media, and coordinates media access to base activities.

The MIO coordinates release of all information through the mission coordinator. The MIO will handle questions and requests with a courteous and professional attitude in order to maintain a positive impression of the Civil Air Patrol’s activities. (See Chapter 3 for information regarding release of sensitive information.)

An important responsibility of the MIO is to arrive at mission base in time for the first briefing by the mission coordinator. From that briefing, the MIO will prepare the first press release. When the search is under way, the MIO may communicate directly with the wing public affairs officer. If the mission has more than a local interest, the headquarters information officer will appreciate detailed briefings.

It is important to communicate with the media. They will need accurate information by specific deadline times. The MIO should give them as many facts and as much assistance as possible, and should give the reporters a sterling impression of Civil Air Patrol and the job it does for the local community.

Accurate news coverage of mission activity is critical for telling the public about Civil Air Patrol. The experienced MIO will chronicle details of the mission and include the names and grades of the individuals involved (double checking and spelling names correctly), and use these details when talking to the media.

Printed handouts are an excellent way to ensure reporters receive consistent information, especially in regards to local squadron facts and statistics and the names of squadron members who are serving on the search-and-rescue mission.

The television medium brings Civil Air Patrol into the homes of thousands of people in your community. Therefore, the MIO must provide the most up-to-the-minute visual information on a search-and-rescue mission by deadline. It is the MIO’s job to ensure that the CAP image and message is positive.

What Every MIO Needs To Know

Media Contacts

A successful mission information officer must know each of the local media contacts that may cover the CAP search-and-rescue mission. Set up a file of their names and phone numbers. This will be the most important item in your mission kit.

Duties and Responsibilities of the Mission Information Officer

- ✎ **Check in at the mission base** wearing the appropriate uniform and presenting current documents as required on the “Reporting-In Procedures” list.
- ✎ **Report to the MC** for a briefing on mission details that may be released to the media.
- ✎ **Set up a desk** with a telephone, typewriter or computer, and unpack the mission kit. (See “The Mission Kit” list)
- ✎ **Prepare an initial news release** that contains information provided by the MC at the start of the mission. These stories should not contain opinions about anything or anyone associated with the mission.
- ✎ **Prepare midday, interim, and end-of-day** press releases for the media and obtain the MC’s approval. Copies of all press releases, interviews, etc., and the agencies they were given to, will be mailed, faxed or e-mailed to the wing director of public affairs. The news releases should also be posted to your unit/wing website.
- ✎ **Wrap-up day’s activities** with leads, notes, interviews, statistics and details. It will be given out at the end of the day or the next morning, and can serve as an aid to the next MIO who may be serving on the same mission.
- ✎ **Answer media questions** as fully and accurately as possible under the mission security conditions.
- ✎ **Verify credentials** and completed CAPF 9 releases for media representatives that may want to accompany flight crews or ground teams on sorties. They must be approved by the MC.
- ✎ **Cooperate with media personnel**, but ensure they do not impede or interfere with the conduct of the mission.
- ✎ **Complete required forms** and paperwork for the MC prior to leaving the mission base.
- ✎ **Monitor newscasts** and contact the media to correct any reporting errors.
- ✎ **Direct and monitor** the release of information and photographs to newspapers, wire services, radio, and television media representatives.
- ✎ **Assist family members** of those who are the subject of the search-and-rescue mission. In these situations, the MIO will keep the visitors from impeding with the operations of the mission.

Mission Role

Be Honest With the Media

Be honest with the media at all times. Tell them about Civil Air Patrol (not just “CAP”) and that you want to work closely with them in order to provide the story as quickly and accurately as possible.

Keep Updated Bios on Mission Members

In your mission kit, keep a complete file of forms and information required for the mission base. Your kit should include biographical information on mission team members who regularly work search-and-rescue missions.

Train for Mission Base Activities

The ideal learning environment is “on the job” training. Apprentice yourself to the best mission information officer you can find and work with him or her during missions or training exercises.

Provide Your Contact Information

The local mission control officer and mission coordinator will call you as soon as an alert has been issued. Your squadron commander should also have your contact information.

Mission Base Uniform

MIOs wear the same uniform as the rest of the mission base team — the Air Force blue uniform. If the weather is warm, you may open the top shirt button and remove the tie. If it is cold, you can wear the Air Force blue pullover sweater over the shirt. You may also wear the CAP corporate uniform.

Prepare Your Mission Kit

The MIO must bring everything normally required to do a PAO’s job. See the section titled “The Mission Kit” for requirements and suggestions.

Check In

Upon arriving at mission base, check in with the administrative officer and produce the required credentials (see section titled “Reporting-In Procedures” later in this chapter). Set up your workspace and attend the mission coordinator’s briefing. Obtain all data currently available regarding the mission, most important, the names of the pilot and passengers that may have been on board. Document the names of all Civil Air Patrol members who are participating in the mission.

As soon as possible, type up your first release with the basic data. Have it approved by the mission coordinator and release it. Continue to update your notes so you are able to release information to the press as the day goes on.

You may be asked to answer the phone for the mission base. Although you are not obligated to do so as an MIO, you can help out as time permits. If you do take phone calls be careful

what information you give over the phone and be sure of your accuracy. A casual comment by the MIO can suddenly become a part of the big news story quoting the opinion of the MIO as an expert on the subject. And remember, when referring to the organization, always say "Civil Air Patrol," instead of just "CAP."

Always remember the media's job is to get as many details as possible out of you any way they can. Your job is to give them all the details you are authorized to give them and nothing more. When phoning or faxing the story, do not deviate from the approved copy. Make notes of when you sent releases and to whom they are given. This will also be required in the mission base report, so accurate records are imperative.

In follow-up stories, give full credit to all agencies and key personnel participating in the search-and-rescue mission. Your tactful attitude and cooperation will help other organizations "return the favor" and credit the activities of Civil Air Patrol in their releases.

Inform the mission coordinator that the pilots should not talk to any media representatives when they return from a sortie. All questions should be directed to the MIO. However, emphasize that the phrase "no comment" should not be used when talking to the media. This often raises suspicions and challenges reporters to probe into "what you are trying to hide."

The Professional Approach

The difference between a professional and an amateur mission information officer is dependent on the approach to the job. To be professional does not require a college degree, but does demand organizational skills. A professional is expected to know what is going on, who is doing what, and when and where things are happening.

Track Critical Information

To write a story about a unit event or activity, the MIO will require background material about squadron members, who they are, and what they did during the Civil Air Patrol activity. An effective method for keeping track of activities, people and information in Civil Air Patrol is to keep a data file. Necessities include forms, reports, biographies, news clippings, squadron newsletters, and press releases.

The mission information officer checklist, daily mission information sheet, daily media release log, list of local radio stations, mission staff list, MIO phone list, media and TV stations, and biographical data forms should be accessible to the MIO at all times.

How To Set Up MIO Files

Keep up-to-date media information in a card file or a notebook as part of the mission kit. Be mindful to keep a duplicate of this information at squadron headquarters for commander's and staff officers' use.

The file should contain the name and address of the media outlet — newspaper, radio, television, magazine, etc. — contact name, telephone and fax numbers, e-mail addresses and deadlines. Ideally, the file will include comments about publishing style and editorial policy to be mindful of when preparing submissions.

Mission Role

When targeting the television medium, confirm with the local station whether it accepts videotapes. If so, document for the files the type, size and format. If still photographs are acceptable, what size and style is best? Will the station use cassette recordings of a news story? Ask if faxed or e-mail news releases are accepted.

Biographical Files on Members

Starting with the unit commander, keep at least a one-page biography on each squadron member. It should include his or her full name and current rank, address, phone number, business or work affiliations, family status, number of years in Civil Air Patrol and highlights of that "career." Additional information should include where the member went to school, military service record (if applicable), membership in other organizations, if the member is a pilot (if so, what kind of plane does he or she fly), and details of CAP missions or activities the member has participated in. Include a head and shoulders picture of the member, preferably in uniform.

If possible, keep additional photographs of members in the biography file. A few photos of each member in action during a CAP activity (with captions to identify the participants, events, and dates) can double as the unit scrapbook. File the negatives in a safe place.

When a member leaves the unit, do not throw the personnel file away. Keep it in an inactive file. These files may prove helpful for the squadron's historical records or even an obituary.

News Release File

Retain copies of every press release sent to the media and file them by date, activity or media contacts. Clip and save the stories that resulted from the press releases. This file will serve as a style guide for future articles and is required for the quarterly reports public affairs officers must submit to National Headquarters.

Mission Personnel File

The mission personnel file lists the names and addresses of all mission-qualified members an MIO may work with on a regular basis, including other information officers.

Mission Information Officer File

Any forms required by wing headquarters that must be sent in with the mission reports should be kept in an organized notebook or file.

A file containing directives and information from the wing public affairs office must also be kept current.

Public Relations Materials

Regulations, manuals, booklets and other materials received from National Headquarters should be stored together for easy accessibility. Fliers, pamphlets, cards and posters used for recruiting purposes should be displayed or stored appropriately. Keep a re-order form on hand at all times and allow plenty of time to place and receive the order for your recruiting event. Refer to other publications, such as the *Annual Report to Congress*, for information and statistics about

Civil Air Patrol.

Unit Directory

The unit directory contains the names, addresses, and contact information of other squadrons and groups in your wing. Each squadron should expend the energy to maintain a current roster of its members.

General Emergency Services Specialty Ratings

A general Emergency Services rating is issued to individuals authorized to perform general operational support functions under the direction of qualified personnel.

This rating may also be issued to highly qualified members in special fields such as chaplain, administrative officer, cadet supervisor, medical officer/technician, legal officer and data-collecting team members.

Recipients of a CAPF 101 for the general Emergency Services rating must meet the following minimum requirements:

- ◆ Be a Civil Air Patrol member with a current membership card.
- ◆ Have satisfactorily completed classroom instruction covering CAP emergency-services operations, state/local laws, and regulations regarding Emergency Services.
- ◆ Have an understanding of CAP regulations, procedures and associated forms (CAPR 50-15, 2-4).

General emergency services personnel provide support as administration and flight line helpers, runners, drivers, recorders, sandbag fillers, traffic directors, and many other duties. Each function falls under the supervision of qualified personnel.

This designation replaces the trainee status (CAPF 101T) for a GES specialty rating prior to issuance of an advanced specialty rating.

Review CAPR 50-15, CAPR 55-1 and applicable supplements for a complete description of training areas and methods required to achieve higher mission and Emergency Services specialty ratings.

Family Liaison

In all missing aircraft missions, CAP mission control duty officers assign a family liaison to interact with the missing persons' relatives. The family liaison is usually a chaplain, mission coordinator, someone on the intelligence group in the planning section for the mission, or a CAP member with the proper experience, attitude and demeanor to deal with a family. The family liaison usually does not change during the mission. On missions where all families are not present at the search base, the family liaison may be the sole point of contact between CAP and the families.

MIO Coordination With Family Liaison

MIOs working a mission must ensure all information given to the media has been approved in advance by the mission coordinator and also has been briefed to the mission-qualified chaplain with enough time for the chaplain to brief the family of any new information before it is released to the media. Normally the mission coordinator keeps the chaplain fully briefed, but

Reporting-In Procedures

1. All personnel must be in appropriate uniform. Refer to CAPM 39-1.
2. All Civil Air Patrol personnel must present their current membership and emergency-services cards upon signing in at mission base.
3. Pilots must present their current pilot's license and flight physical. A radio operator authorization card is optional.
4. Ground team members must present first-aid and ROA cards. A cardio-pulmonary resuscitation card is desirable, but not necessary.
5. ROA cards are required for radio operators, observers/scanners, and ground-team leaders and members. The cards are optional for pilots, public affairs officers and flight line officers.
6. A CAPF 101 is required for all mission personnel.
7. All visitors and non-CAP members are required to sign in at the reception desk.

MIOs may take the initiative to verify proper coordination before releasing new information because MCs can sometimes be overworked and preoccupied during missions and unable to concentrate on public affairs or family relations.

Families must have consistent information about a mission. If they receive different information from the media or others than what they hear from CAP, complications can result. Even the most innocuous inconsistencies can cause problems, thus MIOs should monitor the media, verifying facts with the family and checking for inaccurate reporting. Information officers from other agencies may be able to provide assistance in monitoring the media.

For example, suppose a family hears from CAP that the Federal Aviation Administration air traffic recordings say the missing pilot last said, "I have XYZ Airport in sight." Then the family reads in their local paper that the pilot intended to land at ABC Airport. Such an inconsistency has caused families to send lawyers to search bases to investigate for inadequate searching and caused Congressional inquiries to extend a search beyond what is prudent.

Congressional Inquiries

When a family, an interested politician or friends of the search objective sense a search is not perfectly professional and adequate — usually from inaccurate media reports or less than ideal relations between CAP and families — a Congressional inquiry to the Air Force Rescue Coordinator may result. Usually the inquiries come from Congress, but similar inquiries can come from governors and other elected officials. An inquiry is usually an official demand to the Department of Defense to take specific action such as to extend a search or replace search management. Some inquiries are unavoidable, but others may be avoided by consistent media stories and solid family liaison.

Family Briefings

CAP regulations discourage family members of search objectives from visiting a search base. Nevertheless family members sometimes will be present at the search base. If families come to a search base, they must have proper family briefings.

Family briefings must be scheduled, professional, positive, instill confidence, informative and without any guessing or conjecture. The point is to be a reliable source of consistent information to the families.

Preparing for Finds

MCs, MIOs and chaplains are aware that the media monitors CAP radio communications and often follows ground teams. To control what information the media receives can be impossible, but MIOs should try to help control sensitive information such as a probable find until the chaplain has briefed the families. Families should be briefed privately, away from the media.

Preparing for Suspension

Families, interested politicians, friends of the search objective and the media should be prepared for a mission suspension or a find with no survivors from the beginning of the search. They should not be given false hopes. Information should be balanced between optimism and reality.

AFRCC statistics show only 35 percent of crash victims survive crashes, 21 percent are injured and of those, only 4 percent survive 24 hours, 14 percent are uninjured but of these only 7 percent survive after 3 days. Thus, after 3 days of searching, all must be prepared for bad news.

The families and others should be educated to the purpose of "search and rescue," which is to find survivors. The AFRCC and CAP will not continue a search when there is no reasonable probability of survival of the search objectives. Survival expectation is a combination of the probability of survival within the search area (freezing temperatures become important factors), the quality of the search effort, and the consensus of the search planners at the AFRCC, CAP and any involved local law enforcement.

The families and others should also be aware that searching is always inherently dangerous. Air grid searching is very dangerous, especially in the mountains. At least 50 CAP aircrew have been killed on mountain grid searches. Thus, search planners must weigh the risk of searching versus the potential for saving lives. Also the use of search assets on one search may preclude their availability on other searches or for other missions. Due to all these considerations, the AFRCC and CAP will never conduct search operations only for the likelihood of finding bodies. County sheriffs, or private searchers such as the state's Rescue Dog Association, which has dogs capable of finding bodies and survivors may conduct searches for bodies.

Mission Role

Family Psychology

The psychology of a family is similar to the media and others. As a mission progresses, their hope for survivors will diminish in fits and spurts while their acceptance of the loss of their relative becomes greater. If a search is suspended before their level of hope meets their level of acceptance, the family is likely to react in a negative way such as by starting a Congressional inquiry or slandering CAP in the media. A MIO can help the family greatly by ensuring accurate information, including basic statistics on searching, is released to the media.

The family, media, and others should be notified of a decision to suspend at least 1 day prior to suspension. This gives them at least 1 more day of hope. It gives them time to accept the search cannot continue indefinitely. It is critical that suspension information be absolutely consistent between the AFRCC, the MC, the chaplain and the MIO at all times.

Emergency Management Agencies, Sheriffs and Lead Reports

In most areas, search and rescue activities fall under the control of county sheriffs who are aided by a mutual aid system coordinated by the state emergency management agency. Through agreements with the state and local officials and AFRCC, CAP is authorized to assist with missing aircraft searches. MCs and MCOs work closely with the agency headquarters and sheriffs of counties where CAP is conducting search and rescue operations. When a search objective becomes definitively located inside a single county, normally the county sheriff takes over the duties of the CAP mission coordinator to complete the rescue or recovery operations.

CAP MIOs are encouraged to work closely with information officers at emergency management agencies and affected sheriffs' offices. These information officers have media and government contacts CAP may not have. They can assist greatly in spreading the word about a search objective to encourage the reporting of sighting leads. For example, state emergency management agency information officers can ensure all forest rangers, many located in very remote and mountainous locations, receive updates on a search through their daily morning radio briefing. Many searches are ultimately solved by a lead triggered through a media report.

Lead reports will be most useful if the news releases to generate them have been carefully screened by the planning section. The news releases must strike a balance between enough information to prevent some improbable sighting reports, but not have enough information to create false leads. A good news release to generate leads will usually leave out at least one highly significant fact about the missing aircraft that can be used to verify a lead. For example, the time of day the aircraft went missing or a visual detail such as a plane with floats may not be released. The intelligence group in the planning section or a ground interrogation team may use that information to verify a lead during an interview with a witness.

Final Words

CAP MIOs assisting with a mission are a vital part of the large team working to find the search objective. Some searches are very fast and may be the only work for a MIO is to issue a press release to ensure all who helped in the search receive the credit and recognition due. In longer searches that drag on for days, a MIO may become the only means to generate new leads from the public to continue an effective search. In those long searches, MIOs are encour-

VFR, IFR, ELTs

The media should also be educated on the consequences of whether a missing pilot was flying visual-flight rules or instrument-flight rules, and what type of emergency locator transmitter the plane had. A plane flying VFR can fly with or without a flight plan. Failure to file a flight plan does not cause a plane to crash. Instead, it causes a longer search or a larger initial search area.

AFRCC statistics show a no-flight-plan search usually takes 15.55 hours between the time the plane went missing to when a search is opened, compared to 3.86 hours for a search for a plane on a VFR flight plan, and 1.07 hours for an IFR flight plan flight. The time to locate a missing plane from the time it went missing to actual location for planes found during missions is 62.57 hours for no flight plan, 18.13 hours for VFR flight plan, and 11.54 hours for flights under an IFR flight plan.

ELTs were mandated by Congress to be installed in most aircraft by 1974. The overwhelming majority installed in general aviation aircraft are the original models which have abysmal activation rates and batteries that do not work in very cold weather. There are no current efforts by the U.S. Government to mandate more advanced and reliable ELTs.

By a factor of more than 4:1, missing aircraft do not have an activated ELT to assist in the search. For the majority of installed ELTs, the old T.S.O. 91 models, AFRCC records indicate an ELT aided in the SAR effort only 3.5 percent of the time in 1995, 5 percent in 1994 and 7.4 percent in 1993. AFRCC statistics for searches between 1983 and 1988 show the time between when a plane goes missing to the time a mission starts for a search with an ELT working is 3.3 hours, and 11.8 hours if the ELT is not working. The average time to locate the aircraft is 14.17 hours if the ELT works and 65.88 hours if it does not. An MIO should become informed on whether or not an ELT has worked on the search to educate the media on why an objective may not yet have been found.

aged to keep the media interested in the search by educating the public about ELTs, the CAP program, the U.S. Air Force, other search and rescue units, and matters involved in the search.

Just as aircrews and ground teams debrief after sorties to discover lessons learned, after a mission, MIOs are encouraged to debrief with the MC or MO on duty to see what went well in public affairs and what could have been improved.

Critical Incident Stress Management (CISM) Plan

Overview

CAP leadership has placed an increased emphasis on taking care of all personnel, and that includes the mental health of those members exposed to potentially traumatizing events while serving at a mission site or other CAP activities.

- ❖ NHQ CAP/DO plans to implement CISM nationally.
- ❖ National Board guidance.

Mission Role

- ❖ Minimum training requirements of the International Critical Incident Stress Foundation (ICISF) Basic CISM Course (14 hours).
- ❖ Provide emphasis and training for CAP personnel in CISM.
- ❖ Develop the support infrastructure and plan for regional teams.
- ❖ Place additional emphasis on units using locally available resources (CAP or other trained resources).

Critical Incident Stress Team

- ◆ Mental Health professionals.
 - Specially trained.
 - Will normally serve as team chief.
- ◆ Medical professionals.
 - Not for the purpose of rendering medical care.
- ◆ Spiritual support.
- ◆ Peers.
- ◆ Non-caregiver advocates.
- ◆ Family support.

Each position should be filled three-deep.

Training Requirements

Minimum of ICISF's Basic Critical Incident Stress Management is required for all team members. Additional training in peer support and crisis intervention is recommended. NHQ CAP/DOS will track individual qualifications and assignment to CAP CISTs. At least one of the following must be accomplished every 5 years to maintain currency, documentation of which will be forwarded to NHQ CAP/DOS:

- ◆ Actual event support.
- ◆ CAP sponsored refresher course.
- ◆ Attend another Basic CISM course.
- ◆ Team training events may be required and are recommended.

Activation & Deployment

- ◆ Wing commanders will validate the need based on requests.
- ◆ Each use of CISM or CISTs will be reported to NHQ CAP/DOS (funded or not).
- ◆ Include general event descriptions only.
- ◆ Names of personnel being assisted will NOT be conveyed, though the number supported should be.

- ◆ Contact NHQ CAP/DOS if a local resource is not available to assist.
- ◆ The CIST chief in coordination with the requesting unit will determine the team composition.
- ◆ Every effort should be made to avoid exposing deployed CIST personnel to the same trauma as affected personnel.

Costs

- ◆ See CAPR 55-1 and CAPR 173-3.

NTAPs

On some searches, the CAP requests a National Track Analysis Program solution from the FAA through the AFRCC. The FAA and the military have radar that record data from radar hits. IFR and some VFR planes squawk a discrete transponder code that is used to download data from the recording radar very quickly. Thus on IFR and some VFR searches, an NTAP solution may be provided to a CAP mission base within hours.

If a plane has only been squawking for 1200 for VFR, or if the transponder was not activated, the FAA, and sometimes CAP radar technicians, may need more than a day to find an NTAP solution. A highly probable solution can take days to find in searches for planes without a known flight route, without a witness to a takeoff time, if flying under radar coverage, in some multi-state flights, or for flights through heavy air traffic areas. These complications should be briefed to the media to explain why a plane may not have been found, or why CAP may be standing down from active searching except for route searches while an NTAP solution is found to narrow a very large search area.

Since NTAPs require very technical analysis, the mission coordinator determines who is authorized to review the data. MIOs should never release data to unauthorized personnel. Only information such as “radar data indicates a last known position in the XYZ area” should be released.

Mission Role

Daily Mission MIO Data Sheet

Mission base: _____ Date: _____

Mission number _____ Mission base phone _____

Mission type _____

General geographical areas _____

Mission personnel _____ Unit _____

Mission coordinator _____

Base commander _____

Information officer _____

Air operations director _____

Other agencies _____ Phone _____

Statistical information

Pilots (number) _____

Aircrew _____

Ground team _____

Base personnel _____

Sorties flown _____

Hours flown _____

Other Data _____

Mission Public Affairs Officer Checklist

Mission base:

Date:

1. ___ Check in to mission base and establish credentials with administrative officer.
2. ___ Set up a public affairs desk.
3. ___ Get a briefing of the mission (who, what, where, what other agencies or individuals are involved in the mission, etc.).
4. ___ Check with the mission coordinator as to what information may and may not be released to the media.
5. ___ Fill out a mission information form.
6. ___ Correctly fill out a mission staff list, including unit names.
7. ___ Prepare a preliminary news release for the first handout or fax.
8. ___ Start telephoning your news contacts, give them the data you have and prepare to meet any media personnel who may visit the base.
9. ___ Start your media release log to avoid duplication of handouts.
10. ___ Update your information on the mission and write up the secondary press release, including names of CAP participants and giving some information about the involvement of the local Civil Air Patrol unit.
11. ___ Request that anyone who may have valuable information on the search to please call mission headquarters and provide a phone number.
12. ___ If there is no chaplain on the mission base, act as the host to any family or other visitors and assist them (time permitting).
13. ___ If possible, monitor news broadcasts to be sure all information on the mission is correct. If not, call and correct the errors as soon as possible.
14. ___ Take photographs of mission rescue crews and base personnel (but not of the crash victims or wreckage) to release for local papers.
15. ___ If you have a video recorder, take some footage of mission crews and headquarters personnel. If possible, do an interview of the mission coordinator for the television news.
16. ___ Prepare MIO reports for the mission coordinator's daily report and make copies.
17. ___ At the end of the day, prepare a closing news summary giving all of the statistics on the number of CAP personnel on the mission, number of sorties flown, and number of planes involved. Give positive comments about other participating agencies and emphasize the efforts made by Civil Air Patrol.
18. ___ Send, carry or fax photos and stories to your local news media sources.
19. ___ Monitor all media broadcasts for accuracy.
20. ___ Send copies of all reports, releases and photos to wing and National Headquarters.
21. ___ Leave a set of reports for the next day's MIO who may be working the same mission. This will avoid duplication and contradictions.
22. ___ Remember that Civil Air Patrol mission personnel must function as a team working on the same job. Be cooperative, helpful, and professional at all times.



Mission Role

Daily Mission MIO Telephone List

Mission Bases 1. _____ 2. _____
3. _____ 4. _____

Home	Work/E-Mail/Fax
Mission Coordinator _____	_____
Mision IO _____	_____
Wing Commander _____	_____
Wing MIO _____	_____
Wing LO _____	_____
Wing Operations Officer _____	_____
Mission Coordination Center _____	Base Commander _____
City Police _____	County Sheriff _____
State Police _____	Fire Dept. _____
Ambulance _____	Hospital _____
FAA _____	FAA Flight Services _____
State OES _____	Local OES _____
U.S. Forest Service _____	Red Cross _____
Salvation Army _____	_____

Other Important Numbers

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Mission _____
Role _____

Media Release Daily Log

Mission Number Base Date

Reporter Name	Media	Phone	Fax	Release
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
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MIO _____ Date/Time _____

Notes: _____

1. Name/address: put the name of the reporter and media represented.
2. Media: NP for newspaper, TV[+_____] for television call letters, RS[+_____] for radio call letters.
3. Phone and fax for call back information.
4. Release: describe what type of release was submitted.

Mission Role

Media Resource File

Type	Station	Assignment Editor	Phone	Fax	E-Mail
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Mission Personnel Functional Designations

Mission Control Officer	MCO
Mission Coordinator	MC
Mission Base Commander	MBC
Air Operations Director	AOD
Director of Ground Operations	DGO
Director of Communications	DC
Air Search Coordinator	ASC
Mission Pilots	MP
Mission Observers Scanners	OBS-SCN
Ground Team Leader	GTL
Flight Line Officer	FLP
Mission information Officer	MIO
Mission Chaplain	MCH
Radio Operations	RO
Ground Team Members	GTM
Data Collecting Teams	DCT
Radiological Monitors	RADEF
Ground Interrogation Officer	GIT
Supervisor of Cadets	SC
Medical Officer	MO
Administrative Officer	ADM
General ES Personnel	GES
ES Trainees	T
Alerting Officer	AO

Mission Role

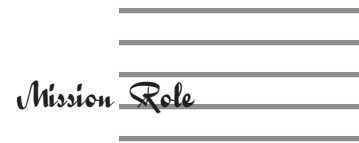
The Mission Kit

What do you take with you when go to a mission base?

Lots of stuff! Keep these in a box with a lid and good handles, ready to go at a moment's notice. You'll need stuff like:

- A laptop computer & small printer with software (or a portable typewriter, with correction tape).
- Card table and folding chair.
- A ream of paper, news release and unit letterhead.
- Resource files and forms.
- Clipboard and notebook.
- Pens, pencils, white-out, paper clips, post-it notes, scotch tape, stapler, and other office supplies.
- CAP publications.
- First-aid kit.
- Sewing kit.
- Aeronautical charts and road maps.
- Camera and film.
- Camcorder and tapes.
- Tape recorder and blank tapes for interviews.
- Cordless or cellular phone.
- Hand-held CAP and aircraft radio with AC adapters.
- Desk lamp and extension cord.
- Flashlight.

Tip: Label all your personnel equipment. Base personnel often don't think in terms of personal property when they are busy and need to use something of yours.



Biographical Information Form

Name _____ Social security number _____

Date joined CAP _____ Unit name _____

Address _____ City _____ State _____ Zip _____

Home phone _____ Work phone _____ Fax _____

Pager _____ E-mail _____

Occupation _____ Place of business _____

Date of birth _____ U.S. citizen _____ Male / female

Marital status _____ Name of spouse _____

(1) Child _____ Age _____

(2) Child _____ Age _____

(3) Child _____ Age _____

Education

High school _____ City _____ State _____

College Degree _____

Military service Yes / No Branch _____ Rank _____ Service dates _____

Pilot Yes / No Rating _____ Aircraft owner Yes / No

Observer Yes / No Scanner Yes / No Other _____

Emergency service specialty/rating _____

Other specialties _____

Other organizational memberships _____

10

News Releases

Tools of the Trade: News Releases

The purpose of your news release is to alert the media of newsworthy events. You may distribute your releases via fax, regular mail, or e-mail. Ask your media representatives which format they prefer. Research newspapers and TV and radio stations to learn assignment editors' names. Make a list of these people and keep it in a convenient place. For your convenience, several sample news releases are provided in this section.

Advisories

A summary of who, what, when, where, how, and why.

Hints

1. News editors appreciate concise, well-written stories that they don't have to edit much.
2. Most papers use AP style, and you should too. Some papers will run the story just as you submit it. Others will treat your release like a news advisory and have their staff write a story.
3. TV and radio stations generally prefer advisories and public service announcements.

Crafting Your News Release

The first rule of thumb in writing news releases is to make it reader-friendly. It must be neatly presented and easy to understand. The less rewriting or revising the editor has to do, the more likely your story will be printed.

News Release Fundamentals

Always follow these basics in preparing your news releases:

Use letter size (8½ X 11) white paper. Do not use legal length or other odd sizes or colors.

Be sure your news release letterhead contains pertinent information:

1. Organization's name.
2. Address.
3. Contact person.
4. Telephone, fax numbers, and e-mail address.
5. The words "News Release."
6. A specific date or time to run the story. "For Immediate Release" is commonly used.

News Releases

Writing Your Story

There is no specific formula for writing the perfect news story. However, there are basic techniques you should follow. For instance, keep your sentences direct and to the point. Use short words. Use lots of words and phrases that have human interest.

This formula is keyed to averages but do not over look an important point: Readability means variety. A long series of monotonous sentences makes deadly dull reading.

The Inverted Pyramid

American newspapers have generally adopted what is known as the inverted pyramid style of writing. This style is also followed in armed forces publications and in *Civil Air Patrol News*. Under this system, the top of the story or lead paragraph (the inverted base of pyramid) contains the gist of the story, the main, basic facts. Details of lesser importance taper downward, with the least important fact at the bottom (the inverted apex of pyramid). Most readers scan the news, skimming headlines and lead paragraphs. If the lead lacks punch or fails to draw their interest, they seldom read any further.

The inverted pyramid presents a news story on scale of descending interest. In this way, the reader can get the meat of the story even if they read only the first paragraph. The inverted pyramid is also useful for trimming news stories. If the story must be shortened, it is simple for the editor to cut off the bottom paragraphs or less important details to make the story fit the available space.

Give Your Story a Title

Chances are your editor will write his own headline, but he'll also welcome suggestions.

Allow Ample Margins

Start a story about one-third down the first page. This allows the editor space to write in a headline or make other notes.

Adhere to News Writing Style

Write your story in a style that is familiar and acceptable for news writers. Consult *The Associated Press Stylebook and Libel Manual* to become familiar with news industry style,

Design Your Format

Think of the format as a frame for your work. You may wish to design a header, similar to our example here, and build a template in your word processing program or have forms printed. Use the same format with all your releases. This is one way to establish your unit's image and identity with your significant publics. Maintaining a consistent image builds credibility for your unit.

Civil Air Patrol

FOR IMMEDIATE RELEASE



(YOUR WING OR SQUADRON)
(Date)

NEWS RELEASE

POC: (Your Name, Position)
Phone: _____, Fax: _____
E-mail: _____

which differs markedly from the Air Force guide *The Tongue and Quill*, AFH 33-337. Pay special attention to rules addressing state abbreviations, dates, numerals, punctuation, and military titles. Adhering to standard news writing style will result in a professional product that will gain the respect of news editors. The sample news releases included in this chapter are written according to Associated Press style.

Confine Yourself to Facts

Keep the story as short as possible, but give all essential information.

Send only one copy of a news release to a particular paper—not to four or five staff members of the same paper.

Avoid the use of slang expressions and acronyms, or CAP or military jargon.

News Releases and Advisories

The purpose of your news release or advisory is to alert the media of newsworthy events. Your news story should consist of the following format:

- Lead
- Summary
- Quote
- Story (brief)
- Tag line

Writing Your Lead

The lead is the most important single part of a news story and is usually the hardest to write. Generally, it requires extra thought and effort.

When writing hard news story, such as a search mission, summarize the “who,” “what,” “when,” and “where” elements in your lead paragraph. In subsequent paragraphs, the “how” and “why” elements.

Keep leads short and simple, but get the main facts into them. Some papers use one-sentence leads; others allow two sentences. Check the style in your local papers.

Give your leads punch to create an impact on your readers and to hold their attention. Sometimes news people forego the five Ws and concentrate on grabbing the reader’s interest with a novelty lead. CAP PAOs should be wary of using novelty leads and should generally stick to normal news style.

A Punch Lead is a blunt surprising statement that jolts the reader and arouses curiosity.

“A private airplane was involved in a three-car accident on I-75 yesterday.”

A Question Lead aims at stimulating the reader’s curiosity and leads them into the story. The question should be such that it can’t be answered with a simple “yes” or “no.”

EXAMPLE: “How much does it cost to join Civil Air Patrol?”

The Quotation Lead can be effective only if it is eye-catching and pertinent. Note: unless there is a truly significant quote in a speech, avoid using a quote as a lead. The conscientious writer will boil down the facts and extract a significant summation for the lead.

There are other novelty leads, such as:

News Releases

The contrast lead, which compares two opposites to dramatize a story. The comparison lead may be between war and peace, age and youth, tragedy and comedy, past and present, etc.

Picture and background leads are descriptive. The picture lead describes the person or object in the lead. The background lead gives setting or surroundings.

Tests of a good lead are:

Brevity.

Conformance to the story.

Authoritativeness.

Interest.

Accuracy.

Factual. (no editorializing, and predominance of the important facts of the story.)

Summary

Following your lead, summarize your story in just a few sentences. This provides the reader with a quick preview of what's to come.

Quote

Follow your summary with a quoted remark from the highest-ranking or most relevant official involved in the story. Later in the story, you may want to quote someone who's involved in the story but who isn't a CAP member. A two-source story is much more credible than one with a single source.

Story

You should have covered the who, what, when, and where elements in the first two paragraphs. Following your quote, explain the why and how elements.

Tag Line

The tag line is a general statement about CAP and its missions. We use the following on all releases from National Headquarters:

Civil Air Patrol, the official Air Force Auxiliary, is a nonprofit organization. It performs more than 85 percent of inland search and rescue missions in the continental United States as tasked by the Air Force Rescue Coordination Center. Volunteers also take a leading role in aerospace education and serve as mentors to America's youths through CAP Cadet Programs. For more information about Civil Air Patrol programs, call 1-800-FLY-2338.

Sample News Releases

SLUG TITLE (Indicate the topic of the news release.)

(HOMETOWN, STATE) — Begin your first paragraph with the name of your town and state, followed by an em-dash (or double hyphen). This is known as the “dateline.” The first paragraph should summarize essential elements of the news story; i.e., “Who, What, When, Where, and Why.”

Indent each paragraph about one-half inch. The second, and succeeding paragraphs should contain further details of the news story, in the descending order of importance. This is known as the “inverted pyramid” style of news writing, described in detail earlier in this chapter.

Do not hyphenate words at the ends of lines. Keep your news release brief — a single page is ideal. If you must continue your news release to a second page, put the word “MORE” in parentheses at the bottom of the first page to indicate continuation on a second page.

—MORE—

SLUG TITLE Page 2

Repeat your slug line at the top of the second page opposite the page number and continue on with your story.

Close your story with the following tag line:

Civil Air Patrol, the official U. S. Air Force Auxiliary, is a civilian, volunteer, nonprofit, service organization. The unpaid members perform more than 85 percent of inland search and rescue missions as tasked by the Air Force Rescue and Coordination Center. Volunteers also take a leading role in aerospace education and conduct one of America’s finest youth programs through CAP Cadet Programs. For more information about Civil Air Patrol, (local contact information) or call 1-800-FLY-2338.

At the end of your story type —30— or #####, to indicate the end of your news release.

—30—

The news releases on the following pages are samples. Feel free to fill in the blanks or edit to suit your local unit. All are available on diskette in MS Word format. Call NHQCAP/PA for your diskette.

News Releases

APPOINTMENT TO NEW POSITION

(HOMETOWN, STATE)—(Rank, member's name) has been appointed to (new position) at Civil Air Patrol (squadron name). (Rank, name) will assume his/her new duties on (date).

(Quote from commander—optional.)

As (position), (rank name) (briefly describe duties).

Civil Air Patrol members are appointed to new positions based on training, experience, and years of service in Civil Air Patrol.

(Rank, name) has been a Civil Air Patrol member for _____ years. He/she is an (occupation) with (name of company).

Civil Air Patrol, the official U. S. Air Force Auxiliary, is a civilian, volunteer, nonprofit, service organization. The unpaid members perform more than 85 percent of inland search and rescue missions as tasked by the Air Force Rescue and Coordination Center. Volunteers also take a leading role in aerospace education and conduct one of America's finest youth programs through CAP Cadet Programs.

There are more than _____ Civil Air Patrol members in (your state).

For more information about Civil Air Patrol, (local contact information) or call 1-800-FLY-2338.

—30—

NEWS RELEASE FOR ADULT MEMBER PROMOTIONS

(HOMETOWN, STATE)—(Member's name) has been promoted to (rank) in Civil Air Patrol at a (ceremony/meeting) at (location) on (date).

(New rank, name) is (CAP position) at (member's squadron). As (position), (rank name) (briefly describe duties). He/she is an (occupation) with (name of company).

(Quote from commander—optional.)

Civil Air Patrol adult members are promoted based on training, experience, and years of service in Civil Air Patrol.

(Rank, name) has been a Civil Air Patrol member for ____ years.

Civil Air Patrol, the official U. S. Air Force Auxiliary, is a civilian, volunteer, nonprofit, service organization. The unpaid members perform more than 85 percent of inland search and rescue missions as tasked by the Air Force Rescue and Coordination Center. Volunteers also take a leading role in aerospace education and conduct one of America's finest youth programs through CAP Cadet Programs.

There are more than _____ Civil Air Patrol members in (your state).

For more information about Civil Air Patrol, (local contact information) or call 1-800-FLY-2338.

—30—



NEWS RELEASE FOR CADET MEMBER PROMOTIONS

(HOMETOWN, STATE)—(Member’s name) has been promoted to (rank) in Civil Air Patrol at a (ceremony/meeting) at (location) on (date).

(New rank, name) is (CAP position) at (member’s squadron). As (position), (rank name) (briefly describe duties). He/she is a student at (school name).

(Quote from commander—optional.)

Civil Air Patrol’s Cadet Programs is designed to provide youth, from sixth grade through age 20, with a safe, encouraging environment in which to learn, mature and explore opportunities to help them reach their potential as adults.

Cadets participate in a structured program through group and individual activities that include aerospace education, physical training, leadership, and moral and ethical values. The program encompasses 16 achievement levels that include study in these four areas. Upon completion of each achievement, the cadet earns increased cadet rank, decorations, awards, eligibility for national and international special activities, and an opportunity for flight and academic scholarships. The program aims to produce well-rounded, confident young people equipped to meet the challenges of adulthood.

(Rank, name) joined Civil Air Patrol (date of membership).

Civil Air Patrol, the official U.S. Air Force Auxiliary, is a civilian, volunteer, nonprofit, service organization. The unpaid members perform more than 85 percent of inland search and rescue missions as tasked by the Air Force Rescue and Coordination Center. Volunteers also take a leading role in aerospace education and conduct one of America’s finest youth programs through CAP Cadet Programs.

There are more than _____ Civil Air Patrol members in (your state).

For more information about Civil Air Patrol, (local contact information) or call 1-800-FLY-2338.

News Releases

NEWS RELEASE FOR COMPLETION OF LEADERSHIP SCHOOLS (Adult Member)

(TOWN, STATE)—(Rank, name) of (hometown, state) graduated from Civil Air Patrol (name of school) at (location) on (date).

(Quote from commander or school leader.)

(Brief description of school.)

(New rank, name) is (CAP position) at (member's squadron). As (position), (rank name) (briefly describe duties). He/she is a student at (school name).

Civil Air Patrol, the official U. S. Air Force Auxiliary, is a civilian, volunteer, nonprofit, service organization. The unpaid members perform more than 85 percent of inland search and rescue missions as tasked by the Air Force Rescue and Coordination Center. Volunteers also take a leading role in aerospace education and conduct one of America's finest youth programs through CAP Cadet Programs.

There are more than _____ members in (your state).

For more information about Civil Air Patrol, (local contact information) or call 1-800-FLY-2338.

—30—

NEWS RELEASE FOR COMPLETION OF CADET ACTIVITY

(TOWN, STATE)—(Rank, name) of (hometown, state) graduated from Civil Air Patrol (name of school) at (location) on (date).

(Quote from commander or school leader.)

(Brief description of activity.)*

(Rank, name) is (CAP position) of (squadron/unit name) and has been a member of Civil Air Patrol for _____ years. He/she is a student at (name of school).

Civil Air Patrol's Cadet Programs is designed to provide youth, from sixth grade through age 20, with a safe, encouraging environment in which to learn, mature and explore opportunities to help them reach their potential as adults.

Cadets participate in a structured program through group and individual activities that include aerospace education, physical training, leadership, and moral and ethical values. The program encompasses 16 achievement levels that include study in these four areas. Upon completion of each achievement, the cadet earns increased cadet rank, decorations, awards, eligibility for national and international special activities, and an opportunity for flight and academic scholarships. The program aims to produce well-rounded, confident young people equipped to meet the challenges of adulthood.

Civil Air Patrol, the official U. S. Air Force Auxiliary, is a civilian, volunteer, nonprofit, service organization. The unpaid members perform more than 85 percent of inland search and rescue missions as tasked by the Air Force Rescue and Coordination Center. Volunteers also take a leading role in aerospace education and conduct one of America's finest youth programs through CAP Cadet Programs.

There are more than _____ members in (your state).

For more information about Civil Air Patrol, (local contact information) or call 1-800-FLY-2338.

—30—

*See Special Activities for Cadets.

LOCAL CAP MEMBER RECEIVES NATIONAL HONOR

(TOWN, STATE)—(Rank member's name) was honored as Civil Air Patrol's (award name) at the Air Force Auxiliary's CAP's National Board and Annual Conference, (date, location). (rank, last name) resides in (city, state).

(Quote from commander.)

The selection of (rank, last name) as (award) was based on several noteworthy accomplishments. (List accomplishments.)

(Award description.)*

Civil Air Patrol, the official U. S. Air Force Auxiliary, is a civilian, volunteer, nonprofit, service organization. The unpaid members perform more than 85 percent of inland search and rescue missions as tasked by the Air Force Rescue and Coordination Center. Volunteers also take a leading role in aerospace education and conduct one of America's finest youth programs through CAP Cadet Programs.

There are more than _____ members in (your state).

For more information about Civil Air Patrol, (local contact information) or call 1-800-FLY-2338.

—30—

*See Award Descriptions.

News Releases

LOCAL CAP WING/UNIT RECEIVES NATIONAL HONOR

(TOWN, STATE)—(Rank member's name) was honored as Civil Air Patrol's (award name) at the Air Force Auxiliary's CAP's National Board and Annual Conference, (date, location). (Rank, last name) resides in (city, state).

(Quote from commander.)

The selection of (wing/unit) as (award) was based on several noteworthy accomplishments. (List accomplishments.)

(Award description.)*

Civil Air Patrol, the official U. S. Air Force Auxiliary, is a civilian, volunteer, nonprofit, service organization. The unpaid members perform more than 85 percent of inland search and rescue missions as tasked by the Air Force Rescue and Coordination Center. Volunteers also take a leading role in aerospace education and conduct one of America's finest youth programs through CAP Cadet Programs.

There are more than _____ Civil Air Patrol members in (your state).

For more information about Civil Air Patrol, (local contact information) or call 1-800-FLY-2338.

—30—

*See award descriptions.

MEMBER RECEIVES AWARD

(TOWN, STATE)—(Rank, member's name) received Civil Air Patrol's (award) for (brief description of action leading to award; i.e., saving a life, etc.) during a ceremony (date, location). (Rank, last name) resides in (city, state).

(Quote from commander.)

(Award description.)*

(Rank, last name) received (award) for (describe event).

Civil Air Patrol, the official U. S. Air Force Auxiliary, is a civilian, volunteer, nonprofit, service organization. The unpaid members perform more than 85 percent of inland search and rescue missions as tasked by the Air Force Rescue and Coordination Center. Volunteers also take a leading role in aerospace education and conduct one of America's finest youth programs through CAP Cadet Programs.

There are more than _____ Civil Air Patrol members in (your state).

For more information about Civil Air Patrol, (local contact information) or call 1-800-FLY-2338.

—30—

*See Award Descriptions or CAPR 39-3, CAPR 50-17, and CAPR 52-16 for description of award.

NEWS RELEASE FOR SPAATZ RECIPIENTS

(HOMETOWN, STATE)—(Rank, member’s name) is Civil Air Patrol’s newest recipient of the General Carl A. Spaatz Award—CAP’s highest achievement for cadets. (Presenter’s name) presented (rank name) with the award during a ceremony at the (location) on (date).

(Rank, name) is a member of (squadron name) and a student at (school name).

(Quote from commander—optional.)

Civil Air Patrol’s Cadet Programs provides a structured program for youth, from sixth grade through age 20. The program encompasses 16 achievement levels that include study in four areas— aerospace education, physical training, leadership, and moral and ethical values. Upon completion of each achievement, the cadet earns increased cadet rank, decorations, awards, eligibility for national and international special activities, and an opportunity for flight and academic scholarships.

Established in 1964, the award honors the late General Carl A. Spaatz, who became the first Air Force Chief of Staff on September 26, 1947. When Congress designated the Civil Air Patrol as the official Auxiliary of the U.S. Air Force on May 26, 1948, General Spaatz was appointed CAP’s first National Board chairman. He held this position until April 27, 1959.

A cadet earns the Spaatz award after completing all 16 achievements in the program and passing a rigorous four-part examination consisting of written exams in aerospace education and leadership, a written essay, and a physical fitness test. The Spaatz examination is very difficult and demanding. It is earned by less than 1 percent of all CAP cadets who enter the program. To further highlight the difficulty in achieving this goal, less than 1,500 cadets have earned the Spaatz award since its inception in 1964.

Civil Air Patrol, the official U. S. Air Force Auxiliary, is a civilian, volunteer, nonprofit, service organization. The unpaid members perform more than 85 percent of inland search and rescue missions as tasked by the Air Force Rescue and Coordination Center. Volunteers also take a leading role in aerospace education and conduct one of America’s finest youth programs through CAP Cadet Programs. There are more than _____ Civil Air Patrol members in (your state).

For more information about Civil Air Patrol, (local contact information) or call 1-800-FLY-2338.

News Releases

WING/SQUADRON TESTS READINESS IN EXERCISE

(TOWN, STATE)— Members of Civil Air Patrol's (squadron or wing name) will take part in a search and rescue exercise on (date). The exercise begins at (start time) at (location) and is expected to last until (end time). (Number) airplanes and (number) volunteers are expected to participate in (day of week)'s exercise.

(Quote from commander.)

The exercise is designed to evaluate volunteers' skills in search and rescue techniques. Pilots and observers will test flying and observation skills required for aerial searches while ground teams will practice land navigation skills and refine their first-aid knowledge. The teams will use tracking devices that pick up locations of distress beacons as relayed by global positioning satellites. (Wing/squadron name) members will coordinate the exercise with the help of Civil Air Patrol's radio communications network.

Civil Air Patrol, the official U. S. Air Force Auxiliary, is a civilian, volunteer, nonprofit, service organization. The unpaid members perform more than 85 percent of inland search and rescue missions as tasked by the Air Force Rescue and Coordination Center. Volunteers also take a leading role in aerospace education and conduct one of America's finest youth program through CAP Cadet Programs.

There are more than _____ Civil Air Patrol members in (your state).

For more information about Civil Air Patrol, (local contact information) or call 1-800-FLY-2338.

—30—

Special Activities for Cadets

Air Force Space Command Familiarization Course

For cadets age 15 and older, this course provides an in-depth look at the Air Force space program while students learn about orbital mechanics, and domestic and foreign launch capabilities. Students may also take part in flight simulator training, T-43 and helicopter orientation flights, and tours of space facilities. This course is conducted over the summer at Peterson Air Force Base, Colorado, and Patrick Air Force Base, Florida.

Air Education and Training Command Familiarization

The 1-week AETC Familiarization Course is designed to give students the opportunity to attend class, observe and learn side-by-side with Air Force instructor pilots at Columbus Air Force Base, Mississippi, and Laughlin Air Force Base, Texas. Field trips include tours of the air traffic control tower, aircraft maintenance hangars, and parachute shop.

National Blue Beret

The National Blue Beret activity offers the chance for members to work the Experimental Aircraft Association's annual fly-in at Oshkosh, Wisconsin. Cadets learn aircraft marshalling and direction-finding techniques.

Jacksonville University/Comair Academy Airline Training Track

This joint venture between Jacksonville University and Comair Academy gives cadets a head start on aviation careers. Graduates from the program are eligible for six college credit hours at Jacksonville University. In addition, flight time may be applied toward a private pilot license.

Pararescue Orientation Course

The Pararescue Orientation Course is a weeklong introduction to the techniques used by the Air Force pararescue team. Cadets actively participate in training at Kirtland Air Force Base, New Mexico; Fort Knox, Kentucky; and George Washington National Forest, Virginia. The curriculum includes land navigation, survival techniques, rock climbing, rappelling, and other skills.

Advanced Pararescue Orientation Course

Cadets concentrate on either mountaineering or navigation to further develop skills learned in the basic course. In both tracks, cadets are introduced to pararescue medical training.

National Flight Academy – Power Track

Participants spent about 10 hours behind the yoke learning the basics of flying a powered aircraft. Students complete about 25 hours of ground instruction and put it to use during additional hours flying as an observer. All cadets receive real flight time in a Cessna 172. Many graduates of the National Flight Academy continue training for their FAA private pilot license.

National Flight Academy – Glider Track

This course gives selected students, 14 and older, the opportunity to get in the cockpit of a sailplane with a certified flight instructor. The cadets learn the basics of maneuvering a

News Releases

nonpowered aircraft. The academies are held at various locations throughout the U.S. All cadets receive real flight time in a sailplane.

National Ground Search-and-Rescue School

This joint venture between Operations and Cadet Programs gives hundreds of members the opportunity to become qualified in emergency services. This course is conducted by CAP, the U.S. Air Force and industry experts at Camp Atterbury, Indiana, 35 miles south of Indianapolis. Civil Air Patrol, Air Force and industry experts teach cadets the latest search-and-rescue techniques. Students sleep in tents and participate in survival exercises.

Hawk Mountain

Although the Pennsylvania summer Ranger School at Hawk Mountain has only recently been approved as a national activity, it has a long, proud history as one of the premier emergency services activities in the country. The school offers courses such as basic, advanced, team commander, special advanced and field medic. Prior graduates are encouraged to return for advanced training.

Cadet Officer School

Cadet Officer School is a challenging, 8-day course designed to instill leadership and management skills in CAP cadet officers. Patterned after the U.S. Air Force Squadron Officer School, COS is an in-depth study of leadership skills. Instructors guide cadets through the Air Force approach to psychology of leadership, problem-solving techniques, effective writing, effective speaking, and group dynamics.

International Air Cadet Exchange

The highlight of CAP's national activities is the International Air Cadet Exchange (IACE). Cadets and escorts from the United States are divided into groups and visit 17 different countries in Europe and the Pacific Rim. While cadets were abroad, more than 100 foreign cadets and escorts visited CAP wings in the United States. The 20-day visit enables participating cadets to learn about their host countries. Through IACE, cadets develop an appreciation of other cultures and promote international goodwill. It also gives the cadets a close-up, personal understanding of the highly interdependent nature of today's world.

Air Force Weather Agency Familiarization Course

This course held at Offut Air Force Base, Nebraska, is designed to promote interest in meteorology, careers in the Air Force Weather Agency, and aerospace careers that require knowledge of weather systems. Students receive training in weather interpretation, contour mapping, severe weather analysis, storm spotting, and space/weather environment. The students tour the U.S. Strategic Command.

Award Descriptions

CAP Cadet of the Year

Selection is based upon a demonstration of outstanding leadership in CAP and academic excellence in school. The nominee must have earned the Amelia Earhart Award and be a current CAP member. The winner receives a 1-year membership in Air Force Association (AFA), a commemorative plaque, plus a \$1,500 scholarship for the college of his or her college of choice.

CAP Senior Member of the Year

The Senior Member of the Year is an annual award to recognize the senior member in all of CAP who has contributed most to the success of CAP's missions over the years. The selection is based on the member's lifetime contributions, not just his/her accomplishments during the year nominated. The winner receives a 1-year membership in AFA and a commemorative plaque.

Frank G. Brewer-Civil Air Patrol Memorial Aerospace Award

The Frank G. Brewer-Civil Air Patrol Memorial Aerospace Awards commemorate Frank G. Brewer Sr.'s lifelong interest in aviation, youth, and education. Mr. Brewer, a businessman from Birmingham, Ala., envisioned that aviation and space exploration would have a dramatic impact on our world. Upon Mr. Brewer's death in 1969, his son, CAP Lt Col Frank G. Brewer Jr., established the Brewer Awards to recognize those individuals who have contributed most to the advancement of youth in aerospace activities. Each year, four categories — Cadet, Senior Member, Individual, and Organization — are recognized for achievements in aerospace education. Once every 5 years, the Anniversary Award is presented to an individual or organization.

The Frank G. Brewer-Civil Air Patrol Memorial Aerospace Awards are the highest CAP awards given individuals and organizations within and outside of CAP who have made exceptional contributions to the advancement of youth in aerospace activities.

Cadet Brewer Recipient

Selection is based upon an outstanding aerospace achievement or contribution to the aerospace field during the calendar year preceding the selection. Nominees must have earned the Billy Mitchell Award and be a current CAP member.

Senior Member Brewer Recipient

The selection is based on an outstanding aerospace achievement or significant contributions to the aerospace field during the calendar year preceding selection. The nominee must be a current CAP member.

Individual Brewer Recipient

Nominees may include educators, state aviation officials, fixed-base operators, state superintendents of public instruction, or others who performed noteworthy aerospace achievement or made significant contributions to the aerospace field for a continuous period over the past 10 years.

News Releases

Organizational Brewer Recipient

Nominees may include elementary or secondary schools, colleges and universities, airlines, aircraft industries, flying schools, or other organizations that have contributed significantly to the aerospace field for a continuous period over the past 10 years.

Paul W. Turner Safety Award

The Paul W. Turner Safety Award is an annual award presented to the CAP wing with the most outstanding safety program based upon overall operational achievements along with specific contributions to safety. The winning name is added to the Paul W. Turner Safety Scroll at CAP National Headquarters.

Safety Officer of the Year

CAP annually recognizes the safety officer who contributes most to the CAP Safety Program.

Senior Chaplain of the Year

Selection criteria includes attendance at wing, region and national conferences, completion of several training requirements, participation in emergency services, and leadership within the civilian community. Chaplains nominated for this prestigious award must have completed a minimum of 5 years' service in CAP.

Squadron Chaplain of the Year

Nominees are limited to squadron chaplains. Selection committee weighs criteria such as professional development, moral leadership, and participation in missions and exercises.

Communicator of the Year

This award recognizes a current member who has made significant contributions to the success of the CAP communications program. Selection is based on the member's lifetime contributions rather than those accomplished during the year of the nomination.

Col Robert V. "Bud" Payton National Public Affairs Officer

This award is presented annually to the wing public affairs officer who manages the most effective wing public affairs program for the preceding year. The award is named in honor of the late Col Robert V. Payton, who played a part in reorganizing CAP to greet the 21st century.

Historian of the Year

A historian is a chronicler of history of a CAP unit or a wing. A history should encompass all of the events that occurred from a given time frame. Histories considered for national awards must chronicle the period of January 1 to December 31 of any year.

Squadron of Distinction

One of the Squadrons of Distinction is selected for recognition at the annual National Board meeting and presented with a \$500 honorarium sponsored by the family of Brigadier General F. Ward Reilly, former Chairman of the National Board.

Squadrons of Distinction

The CAP Squadrons of Distinction program recognizes the top squadron cadet program in each region during the preceding year. All Squadrons of Distinction receive a distinctive certificate and streamer.

Outstanding Drug Demand Reduction Wing

This award honors the wing demonstrating the strongest commitment toward “Working for a Drug Free Universe.”

Paul W. Turner Safety Award

The Paul W. Turner Safety Award is an annual award presented to the CAP wing with the most outstanding safety program based upon overall operational achievements along with specific contributions to safety. The winning name is added to the Paul W. Turner Safety Scroll at CAP National Headquarters.

Search & Rescue

Each CAP wing is graded annually by a CAP-USAF inspection team on overall performance in the execution of evaluated search and rescue missions. The outstanding wing in each region receiving the highest score in its evaluations is recognized at the National Board.

Disaster Relief

Each CAP wing is graded annually by a CAP-USAF inspection team on overall performance in the execution of evaluated disaster relief missions. The outstanding wing in each region receiving the highest score is recognized at the National Board.

Counterdrug Operations

This annual award recognizes the top wings in each region in Counterdrug Operations. Wings are evaluated on criteria such as Counterdrug training; mission performance; relationships with federal, state and local Counterdrug agencies; and overall effectiveness of the wing’s Counterdrug program.

Aerospace Education

Each year, CAP selects the top three wings in the nation and top wing in each region in promoting aerospace education.

II

Fund Raising

Fund Raising, Donations, and Grants

Attracting donations of money and/or property can greatly supplement operating funds for CAP units. The keys to these programs are CAP's federal tax exempt status and the public's awareness of CAP's volunteer public service.

Tax Exempt Status

An important part of soliciting donations or conducting fund raising activities is CAP's federal tax exempt status. The IRS has ruled that CAP and its subordinate units are exempt from federal income tax under Section 501(c) (3) of the Internal Revenue Code. This makes donations to CAP eligible for deductions from income by donors as "charitable contributions." For verification of CAP's tax exempt status, refer to the IRS's annual edition of "publication 78" or request a current letter of exemption from National Headquarters General Counsel.

Fund-Raising Regulation

Before launching any fund-raising effort, become thoroughly familiar with CAPR 173-4, *Fund Raising/Donations*. This regulation provides a brief overview of acceptable fund-raising practices and policies within CAP.

Prerequisite for Raising Money

Raising money from the local community is not difficult if you have done your job in the public relations area. People will give to an organization whose good deeds are continually published in the newspaper and seen on television. However, if you have to tell them who you are and what your missions are, you're probably wasting your time asking for money. Good positive public relations and fund raising are very closely related.

The American people are very generous. Each year in the United States more than \$150 billion is given to charitable organizations. More than 80 percent of this comes from individual donations — people like you and your neighbors. When asked why they have not given to a specific charity, most people respond with the same answer, "Because I wasn't asked." Therefore, once you have established a good public relations program in the community, you must get out and ask for the donation.

Fund Raising

Gift Sources

All philanthropic funds originate in general areas of the economy referred to as “gift sources” or “markets.” The five gift sources for fund-raising activities are individuals, corporations, foundations, associations, and government. To some extent, each organization has potential supporters among these markets. To tap these sources, you must first identify those most likely to respond to an appeal from your unit.

This will require you to properly plan your fund-raising effort. The information in the next chapter on writing a grant, gives you some fundamentals on developing a plan. These fundamentals can be applied to grant writing, direct mail, telemarketing, or any other medium you may choose to use to raise money. The secret is developing the plan, then working the plan.

A very important facet of your plan is identifying your gift sources. Who will you ask for the donations? This will require some research to establish. You must understand the preferences and perceptions of the gift source and what they may require in the manner of a value exchange. What are their philanthropic interests? You need to establish the source’s interests, ability and willingness to give. This is where the L-A-I principle of donor prospect identification comes to play. You must first separate your donor “suspects” from donor “prospects.” Fund-raising professionals agree that seldom, if ever, will you secure a donation from a “suspect.”

What is the L-A-I principle and what is its function in both fund-raising research and donor development? It is basically wisdom passed down through the ages from veteran fund-raising practitioners:

L – Linkage. A linkage relates to a contact, a bridge, or an access through a peer to the potential donor. If there is access to the gift source, then this link to the prospect makes it possible to arrange an appointment to discuss the potential of a gift. Or if the linkage is strong enough, it can sometimes be done through the mail or over the telephone.

A – Ability. Through research, it can be determined that the potential gift source has sufficient discretionary funds to justify a gift solicitation at the appropriate “asking” level.

I – Interest. If the potential contributor has no interest in the organization or little knowledge about its work, then the person will be prone to make a small gift or none at all. Interest in the organization and an understanding of its mission and accomplishments are imperative in the identification of valid donor prospects.

Most experts agree that all three L-A-I principles must apply when separating prospects from suspects during the evaluation of gift potential. The elimination of just one of the three principles will invalidate the process and reduce the gift candidate from prospect to suspect.

Business Membership

Applications for business memberships are available from National Headquarters, Marketing and Public Relations Directorate. This is one of the easiest means to raise money for your unit. Memberships may be secured in the following categories:

\$5,000	Full Business Membership
\$2,500	Associate Membership
\$1,000	Friend of Civil Air Patrol
Any Amt.	Contributor to Civil Air Patrol

Depending upon the size of the business, it is recommended that you set the minimum amount for this membership at \$50. If a business is interested in helping the unit, it will contribute at least \$50.

Once you have secured the Business Membership, fax or mail a copy of the application and a copy of the business check to National Headquarters Marketing and Public Relations Directorate, and a beautiful Business Member certificate and window decals will be sent to you to present to the business.

Combined Federal Campaign, United Way

Since Civil Air Patrol is a federally tax exempt 501 (c) (3) organization, in most cases your unit would qualify for funding from these sources. Contact your local Combined Federal Campaign or United Way chairmen and find out what you need to do to get your unit registered as a recipient.

Other Fund-Raising Activities

Make sure you are completely familiar with CAPR 173-4 before commencing any fund-raising activity. Also, check local laws and ordinances to make sure you are not in violation. Some possible activities might include the following:

Operation of concession booths at air shows, state fairs, sporting events, or other activities.

Sale of advertising in your unit newsletter.

Car and aircraft washes.

Bake sales.

Sale of items with a portion of the proceeds going to the unit. For example, Christmas items or tickets to a local event.

Corporate and foundation grants. How to write a grant is covered more fully in the next chapter.

There are a number of “causes” that every squadron can use to secure donations, i.e., cadet activities, equipment needs, buildings, general operating expenses. Four sample solicitation letters are included in this chapter to assist you in crafting a request for funds. You will note that each letter is personal — specific information about the squadron is given. In every case, you will also note that a specific amount is requested. *Never* solicit a donation without telling the person how much you want and how you will use the donation.

Type your letters according to CAPR 10-1.

Remember the public is very generous and they are going to give their discretionary income to some worthy organization — it might as well be your squadron. But you have to ask for it to receive it.

Fund Raising

Sample fund-raising letter #1 – Event Sponsorship

(Use squadron or wing letterhead)

January 20, 2000

Mr. Lewis P. Smith, President
Smith Office Supplies
123 North Main Street
Daleville CA 45678

Dear Mr. Smith

I am writing to request your participation as a sponsor of our upcoming Emergency Services Training. The Daleville Composite Squadron of Civil Air Patrol will be conducting this annual event on April 14 - 16, 2000 at Bankhead National Forest. We would like for Smith Office Supplies to become a partner with Civil Air Patrol and show your support for our youth and the local community by agreeing to underwrite the program expenses associated with this important training opportunity. Your tax-deductible contribution of \$500 will go directly to cover the costs of training materials and emergency services equipment needed in conducting the training.

Approximately 30 Civil Air Patrol members from throughout the metro area will attend. They will learn the latest methods and techniques associated with air and ground search and rescue of missing persons and downed aircraft. They will study communications and first aid and they will learn mobilization skills for effective disaster relief. In coordination with law enforcement agencies, the American Red Cross, FEMA, the United States Air Force and others, Civil Air Patrol is called on to perform hundreds of missions each year. Truly every American citizen benefits from the work of Civil Air Patrol. When the Daleville Composite Squadron is called on to assist city, county, state and federal agencies with any local emergency service, we want to be ready. That is why your \$500 sponsorship is so important. It will help prepare our volunteer members to meet the future emergency service needs of this community and state.

I will call your office next Thursday, January 27, for an appointment to visit with you. At your convenience, I would like to discuss your sponsorship. In the meantime, please feel free to call me if you have any questions at (234) 567-8901. I look forward to meeting with you and discussing the benefits of your participation.

Sincerely

Milton A. Turner, 2Lt, CAP
Emergency Services Officer

Sample fund-raising letter #2 – Specific Needs (such as uniforms)

(Use squadron or wing letterhead)

January 10, 2000

Ms. Alice S. Strong
Director, Community Relations
Auto Locks, Inc.
#3 Industrial Parkway
Gladville IL 67890

Dear Ms. Strong

The City of Gladville is very fortunate to have an outstanding Civil Air Patrol Cadet Squadron with over 40 active members. You may have noticed a recent newspaper article (*see enclosed*) about our color guard that has won numerous competitions and was selected to lead the city's 1999 Christmas parade. All of the young men and women that make up our cadet squadron are proud to be members and they are a joy to work with.

The Civil Air Patrol is a uniformed organization and our uniform instills respect and pride in everyone who wears it. The uniform also helps a young person develop their self-esteem. Most of our cadets, however, come from low-income families and simply cannot afford to purchase CAP uniforms. Therefore, I am writing to request financial assistance from your company so that every member of the Gladville Cadet Squadron can proudly wear our distinctive uniform. It will cost \$125 to purchase a basic uniform for each cadet and we have 18 cadets who come from low-income families (*household income below the poverty level*). Since Auto Locks, Inc. is one of the largest employers in our city, I am respectfully requesting that your company make a tax-deductible contribution of \$2,000 toward the purchase of these needed CAP uniforms. You might be interested in knowing that the cadets conducted a car wash this past October to raise money for uniforms and made over \$100. Also, the parents of some of our cadets who could afford to help out have donated another \$200 to our uniform fund. To date we have raised \$312 but we are a long way from the \$2,250 needed.

I will call your office next Tuesday, January 18, for an appointment to visit with you. At your convenience, I would like to discuss your contribution. In the meantime, please feel free to call me if you have any questions at (440) 220-1110. I look forward to meeting with you and telling you about the difference that CAP can make in the lives of young men and women.

Sincerely

Harrison G. Fox, 1Lt, CAP
Squadron Commander

Fund Raising

Sample fund-raising letter #3 – Corporate Sponsors

(Use squadron or wing letterhead)

January 31, 2000

Lt Col John Q. Longworth, USAF (Ret)
Plant Manager
Orion Technologies, Inc.
1400 Falcon Road
Alexander FL 23456

Dear Mr. Longworth

Thank you for attending our Civil Air Patrol squadron meeting this past Monday. All of our members enjoyed hearing about your years as a CAP cadet in this squadron during the 1960s and how that led to a distinguished 21-year career in the United States Air Force. Your presentation on Orion Technologies, Inc. was extremely impressive and I want to congratulate you on the phenomenal growth the company has experienced under your leadership.

Following your presentation on Monday night, I shared with you that our squadron needed a corporate sponsor to help cover some of our annual operating expenses. You suggested that your company might be interested in serving as our corporate sponsor and that I should submit a written request so you could present the proposal to your company president. I have enclosed a copy of a three-page Sponsorship Proposal calling for an annual tax-deductible contribution of \$5,000. The proposal details how the annual sponsorship would be used to purchase much needed training materials, communications and emergency services equipment, uniforms for underprivileged cadets, routine operating expenses and maintenance of our squadron building, and etc. The proposal also includes several ways which our squadron can publicly recognize Orion Technologies, Inc. as our official sponsor. Please review the proposal and let me know if I need to make revisions prior to you presenting it to your company president.

Over the 40-year history of our local CAP squadron, local, state and national agencies have called on us numerous times to perform air and ground search and rescue missions, conduct counterdrug flights and even provide disaster relief manpower as well as aerial reconnaissance following two hurricanes. Truly every citizen of central Florida has benefited from the volunteer service and missions of our local CAP squadron. With Orion Technologies Inc. as our corporate sponsor, the Alexander Composite Squadron will always be prepared to meet the future emergency service needs of this community and state.

Please feel free to call me if you have any questions at (313) 125-9900. I look forward to hearing from you.

Sincerely

Steven C. Turner, Maj, CAP
Squadron Commander

Sample fund-raising letter #4 – Business Members

(Use squadron or wing letterhead)

February 5, 2000

Mr. Peter L. Floyd, President
Global Transportation Services, Inc.
2830 Rocky Mountain Drive
Longview CO 24080

Dear Mr Floyd

As the Public Affairs Officer for the Rocky Mountain Senior Squadron of Civil Air Patrol, I have been asked by my Squadron Commander to extend a very special membership offer to you and your company. We would like for Global Transportation Services, Inc. to become a partner with Civil Air Patrol and show your support for our volunteer members and the local community by becoming a Business Member of our local squadron. In consideration of the many humanitarian services performed by Civil Air Patrol, your company can apply for Business Membership in one of the following categories:

Full Business Membership	\$5,000	Friend of CAP	\$1,000
Associate Membership	\$2,500	Contributor to CAP	\$ 500

In coordination with law enforcement agencies, the American Red Cross, FEMA, the United States Air Force and others, Civil Air Patrol is called on to perform hundreds of missions each year. Truly every American citizen benefits from the work of Civil Air Patrol. When the Rocky Mountain Senior Squadron is called on to assist city, county, state and federal agencies with any local emergency service, we want to be ready. That is why your company's Business Membership is so important. It will provide the funds needed in preparing our members to meet the future emergency service needs of this community and state. I have enclosed a Business Membership application for you to complete. Once the application is processed your company will receive a beautiful 11- by 14-inch framed certificate from the Civil Air Patrol National Headquarters. Also, our local squadron will publicly recognize Global Transportation Services, Inc. in all our press releases and public appearances.

I will call your office next Tuesday, February 15, for an appointment to visit with you. At your convenience, I would like to discuss your Business Membership in Civil Air Patrol. In the meantime, please feel free to call me if you have any questions at (301) 455-0140. I look forward to meeting with you.

Sincerely

Cathy F. Jones, Capt, CAP
Public Affairs Officer

12

Successful Grant Writing

Anyone can learn to write a successful grant with the appropriate tools and a basic knowledge of grant writing. Writing competitive grants means being a little better than the rest in researching, formatting, and writing your proposal. If you're willing to invest the time and energy necessary in learning how to do it right and follow the tips provided in this pamphlet, you'll find that your grant proposals will almost always be read. Not always awarded, but at least you'll know they were read and that alone will put you one step ahead of most of the competition.

There is no way every aspect of creating a grant proposal can be covered in a single chapter. The information presented in this chapter is designed as a guide and as a reference tool for novice grant writers.

Successful Grant Writing

What Is a Grant?

A very simple definition is a grant is a source of funds that an organization or corporation wishes to donate for a worthy cause. Most grants are awarded for specific programs, activities, or projects.

Funding organizations are much more likely to fund small grants — \$3,000 to \$5,000 — than large ones. However, grant awards can and do go into the millions of dollars. One important point to remember as you begin your fund-raising activities into the area of grants is don't get greedy.

There are a number of types of grant proposals one may submit. The requirements for each may differ somewhat.

- « **Program proposal.** To provide one or more services to individuals, families, groups, or communities.
- « **Research proposal.** To study a problem, group of people or organization, or to evaluate a service or program.
- « **Training proposal.** To offer training and educational programs to individuals, groups, organizations, or communities.

Grant Proposals

- « **Planning proposal.** To provide planning, coordination, and networking in connection with a problem or among a group of organizations or programs.
- « **Technical assistance proposal.** To provide assistance to groups, agencies, and organizations in developing, implementing, and managing programs, studies, or other activities.
- « **Capital improvement proposal.** To build or remodel buildings and acquire equipment.

There are other types of grant proposals. However, these six are the major types.

Sources for Grants

Government. Total funding available: \$100 billion annually.

Foundations. Approximately 22,000 funding sources.

- « Newsletters are available from 200 of these funding sources.
- « Annual reports are available from 300 of these funding sources.
- « A handful have guidelines for writing proposals.
- « Industry only 35 percent of 2.3 million corporations give away anything.
- « Of the 35 percent, only 6-10 percent give away more than \$500.
- « Corporations give 40.8 percent to the education sector, 30.2 percent to the health/welfare sector, 12 percent to the civil sector, and 11 percent to the culture sector.
- « Corporations only give funding to projects which can help them directly or indirectly to improve profit, to assist in making them better corporate citizens, to help in product development, to help in worker support, to better understand main philosophy.

Where To Begin

#1 Decide What You Want Funded

Perhaps you need funding for:

Training programs.

Cadet scholarships.

A building for your squadron.

Few funding bodies grant monies for general operating expenses. Be specific. Identify a specific need.

#2 Visit the Foundation Center at Your Public Library

There you should be able to find large volumes listing foundations and the type of activities funded.

Locate foundations in your general area (or state) that traditionally fund activities similar to yours. Always pick four or five sources (at the very least) to apply for funding. To only pick one would drastically reduce your chances of securing funding. Submitting grants to several sources

is better than having one grant go to only one source and be rejected. The odds are in your favor. However, do not inundate the foundation/corporate world with dozens of different proposals. Pick a specific need and stick with it until you get funded.

CLUE: It may be a while before you hear any response, but DO NOT call them — they'll notify you — one way or the other.

The listings in The Foundation Center will provide you with all the information you should need to prepare an effective grant proposal. Most sources will list:

Name of the foundation.

Areas of interest.

Type of projects funded.

Eligibility requirements.

Geographic restrictions.

Award amounts.

Projects previously funded.

Application procedure.

Contact name and position.*

Dates to submit application.

*It is always a good idea before submitting your grant proposal to call the foundation office and confirm the name and position of the contact person and the address.

Before You Begin

You should know that a grant proposal serves four main functions: A program plan, a request, a promise, and instrument of persuasion.

A Program Plan

A written statement that represents a particular program or project an organization would like to undertake. For you, it represents a set of guidelines for implementing the program. To the fund administrator, it is an indication of your program planning ability. Therefore, it is important that the proposal clearly indicate all of the major activities that will be carried out and how they will be organized and implemented.

A Request

The second function of a proposal is that it represents a request for the allocations of financial resources from the funding source, which means that the proposal should clearly indicate the exact amount of money being requested, what specific items the money will be spent for, and a justification of the need for each major item.

Grant Proposals

A Promise

The third part of your proposal is a promise. You will make a commitment to the fund administrator that certain things will be done during a specified time period at a specific cost.

Persuasion

The fourth function of a proposal is that it is an instrument of persuasion. Through the proposal you will seek to persuade some person or organization to support the proposed activity by allocating funds to it. In addition to providing money, the funding source normally lends its name to the project, helping to legitimize the project. Money and legitimation are not easily disbursed, so the fund administrators need to be convinced that their support should be granted.

Writing Your Proposal

The average person's span of attention when reading is 10 minutes. After that he will begin to scan the document, picking up key words, and may miss an important point. You must grab the reader's attention if you want your message to get across. What can you do to make sure that your writing captures and keeps your reader's attention?

Use boldface, UPPERCASE, underlined, or *italicized* type for key words, phrases, or sections

Use double spacing and wide margins on all sides.

Use bullets to list key points.

Use graphics — lots of them.

Paper

Color can create a more conducive mood for reading. Does the funding source appear to be conservative or liberal? Make this determination by the previous types of projects they have funded.

Conservative sources

Only use white, gray, or buff colors.

Regional preferences

Great Lakes region — blue or green shades.

Eastern seaboard (or any of the top 10 foundations in the nation) — white or gray.

Rest of the U.S. — pastel shades, harvest gold, wheat, buff, peach, light brown.

NEVER USE COLORED PAPER WITH STATE OR FEDERAL GOVERNMENT GRANTS.

Organization & Components

Select a Name for the Project

A tried and true fact: the project name will serve as a driving force to help you in writing your grant proposal. It should be brief, suggestive of purpose, and memorable.

Two Orders for Organizing

Your proposal will have two orders:

Writing order.

Final project order.

The Writing Order

- | | |
|----------------------------|---------------------------------|
| 1. Introduction | 8. Bibliography (if applicable) |
| 2. Statement of Need | 9. Definitions |
| 3. Plan of Operation | 10. Abstract (Summary) |
| 4. Evaluation | 11. Table of Contents |
| 5. Key Personnel | 12. Cover Page |
| 6. Commitment and Capacity | 13. Cover Letter |
| 7. Budget | |

Final Project Order

1. **Cover Letter** (loose, not attached to the proposal).
2. **Cover Page** (also known as the title page).
3. **Table of Contents** (preferably if your proposal is over 10 pages total).
4. **Abstract** or summary (again, this is if your proposal is over ten pages long).
5. **Definitions** (only if you use a lot of jargon or abbreviations).
6. **Introduction** (the who, what and where).
7. **Statement of Need** (What is the problem?).
8. **Plan of Operation** (detailed solution).
9. **Evaluation** (How will you measure effectiveness).
10. **Key Personnel** (Team members responsible for the project).
11. **Commitment and Capacity** (What resources are already available to you?).
12. **Budget** (Try to tie each dollar requested to an objective. Ask, does the money match the request?).
13. **Endnotes** (Use endnotes, rather than footnotes).
14. **Attachments** (letters of support, audit statement, IRS nonprofit status letter, and other supplementary documentation).

Use the **writing order** when composing your grant proposal. Use the **Final Project Order** when organizing your grant proposal.

Tips: When writing a government grant proposal you will have numerous forms to fill out, as well as a detailed proposal narrative. Specific guidelines will be required. They can be quite long. A length of 40 pages is not unusual.

Grant Proposals

However, most foundations do not provide specific guidelines. You will be expected as an “experienced grant writer” to demonstrate how thorough you can be in as few words as possible. LESS is always better.

Format for Foundations

Three primary elements:

Cover Letter

Introduction

Additional Materials

The Cover Letter

Your cover letter will determine if your grant proposal will be read by the funding body. It will be your primary motivator in determining if you are indeed better than the competition. So follow the following points closely — it could determine success or rejection. Your letter should....

- be brief (one page).
- proclaim the urgency of the problem you propose to address.
- say something different.
- cite dramatic need or unique quality.
- highlight outstanding endorsements.
- name linkage persons.
- offer to provide additional information/clarification/answers to questions.

Finally, show evidence of organizational commitment to your proposal through the cover letter. Commitment by the board of directors is required by some funding sources. In most cases the letter should be signed by a top authoritative figure within the organization.

The Proposal

Introduction

Be different. Make your proposal stand out from the rest.

Your introduction is the who, what, and where of CAP and your squadron/wing....a mental trip through Civil Air Patrol. Your introduction should be no more than two double spaced pages. Use factual information in describing your organization.

Introduce the organization.

State where is the organization located.

Tell the purpose of the organization.

Use legal name of organization.

Include address, city, and state of your location.

Note interesting information about your area.

Demographics (unemployment, average income, population, etc.), what is unique about your county, city, squadron, etc.

Date the organization was founded.

Circumstances leading up to the organization's establishment (CAP has an interesting and exciting beginning — *Be excited about it.*)

Your organization's **mission**.

Population you serve — type and size.

Unique qualities of your squadron/wing.

Niche. State organization's/squadron's/wing's niche or area of expertise, awards, or recognition.

Statement of Need

ALWAYS provide a transition statement from one section of your proposal to the next.

Example: At the end of the "Introduction" you might write, "The purpose of this request is to enlist (garner, elicit, encourage, seek) your support for Project (name of project)."

Use a Thesaurus. Everyone doesn't have the vocabulary of *Webster*. Your introduction will establish your credibility. Your "Statement of Need" will demonstrate your ability to plan a good program. NEVER, NEVER list a "lack of money" as the need! Everyone understands you are asking for money. It is a given.

In this section, only describe and document the situation that will be dealt with if you are awarded the grant funding. DO NOT go into the method you will use to deal with the situation — save that for later.

In this section you should

- use the most impacting language in your entire grant.
- use factual terms supported by statistics.
- use quotes from authorities.
- make a case for the problem/project on a local level.
- use hard hitting language and information.
- provide heart-wrenching picture of your need if possible.

CLUE: Only identify the need in this section. To do this you must understand the difference between problems and needs and the methods of solving problems or satisfying needs — which you'll cover later in your proposal.

Four Rules for Writing Your Statement of Need

1. Make a logical connection between the organization's background and the problems and/or needs with which you propose to work.

2. Clearly define the problem(s), need(s) with which you intend to work. Make sure that what you propose is workable — that it can be done within a reasonable time, by your organization/squadron/wing and with a reasonable amount of money.

Grant Proposals

3. Support the existence of the problem/need by evidence. Statistics, statements from groups in the community concerned about the problem/need, from individuals involved with similar or related situations, and from other organizations working in your community and from professionals in the area.

4. Be realistic — don't try and solve all the problems of the world in the next 6 months.

CLUE: Give careful consideration to your presentation in this section. This is not the area to project hope or a solution—repeat — that will come later. Avoid using the phrase “a lack of” anything. To do so denotes a lack of method, also.

Plan of Operation: (or methods and procedures)

Now you will tell how you plan to accomplish the goals you set in your proposal. Your Plan of Operation is your vision, in detail, of a solution to your problem.

Necessary components of your Plan of Operation are:

1. A **clear statement of the purpose** of your project (the opening paragraph), and
2. **Attainable goals**, listed in rank order, with objectives following each goal. Think each goal through carefully. Make certain it is measurable and fits the definition listed below:

Goals — Outcomes. What you want your project to accomplish by the end of the funding period.

Objectives — Measurable steps your project will take to achieve the related goal and address the problem introduced in the Needs Statement.

A **timetable** should be included to indicate when you intend to accomplish the project objectives. Don't underestimate the time it will take to accomplish your goals, just because you think it sounds good in your proposal. Do not use specific dates in this section. You do not know when funds will be awarded. Use *month 1*, *month 2*.

A **flowchart** tracking the flow of each activity (objective) is helpful, but takes more time to develop. Various software programs can lessen preparation time.

Include your methods to accomplish the objectives. The methods should flow from the objectives. Make them understandable and include a detailed explanation.

Always include alternative methods, if applicable, for reaching the objectives. Often you can incorporate methods used by other organizations in this section.

This is not the section to skimp on. The "keep it short and simple" rule does not apply in your Plan of Operation. Unless the guidelines provided by the foundation state a "one page" Plan of Operation. Always follow the guidelines provided.

Evaluation

The evaluation portion of your proposal will have two components:

- the **outcome evaluation**
- the **process evaluation**

Outcome evaluation measures the results of your program. Did the program (1) achieve its stated objectives? and (2) show how this accomplishment can be attributed to the program.

Process evaluation determines whether it has been conducted in a manner consistent with the proposal's plan, and the relationship and impact that other CAP programs had on the project's success.

If you do not include an evaluation plan, the foundation will use its own plan and it may be much more critical of the program than if you provide your own plan.

Provide a brief paragraph stating who will conduct the evaluation. Sometimes an outside evaluator will do the evaluation. You can provide for the cost of the evaluation in your budget.

Identify what you hope to learn from the results of the project evaluation — for example, problem areas, areas of strength, areas to improve, and ways to redirect your efforts.

A sample evaluation plan is included at the end of this chapter.

Key Personnel

Identify your key personnel: Project director, administrators overseeing the project, and any others who will be involved in your project.

List the following:

Educational background.

Current educational pursuits (if applicable).

Detailed professional experience (as it relates to the project area).

Indicate what percentage of each individual's time will be devoted to the project.

Include the organization's equal opportunity statement at the end of your key personnel section.

If you are not sure who will direct the project, include a job description instead.

Commitment and Capacity

What is the capacity of CAP (or your squadron) to implement and manage this project?

What assurances can you give the funding source?

If the project is part of CAP's long-range strategic plan, then discuss the plan and how this project fits in.

If "partnership" organizations will be working with you in a collaborative effort, include their names and roles in the project.

If the organization will be providing in-house support, list it in this section. In-house support could include personnel time, space for the project staff, utilities, maintenance, duplication, clerical support, and any other resources that will be made available by CAP or your staff to the project at no cost. Assign an estimated amount (value of services) to this Commitment Statement.

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Some, but not all, of the following areas can be addressed in this section:

Commitment to the proposed project.

Fiscal capacity.

Program capacity.

Future intention of responsibility for the program after funding period is over.

Adequacy of budget.

Effective management plan.

Budget

Make sure the budget you submit is a well thought-out, well-researched estimate of what your project will cost.

Offer a detailed narrative on each final line item in your budget. Include specifics on personnel costs, fringe benefits, travel costs, equipment, supplies, contracted services, construction, and other expenses.

You may want to break out your budget into categories:

Personnel costs.

Non-personnel costs.

Indirect costs.

Personnel costs will include a listing of all full and part-time staff in the proposed program. Even if the staff is a volunteer staff, show the time the volunteer(s) will be spending and assign a value to that. Funding bodies often require the organization to "donate" 20 percent to 25 percent of the grant amount. Volunteer time can account for this.

Non-personnel costs will include space costs (facilities), rental, lease or purchase of equipment, supplies, travel, and other costs. Other costs include items like dues, printing, tuition, etc.

Indirect costs are defined by the federal government as "those costs of an institution which are not readily identifiable with a particular project or activity, but nevertheless are necessary to the general operation of the institution and the conduct of the activities it performs." This could include operating and maintaining buildings and equipment, depreciation, general telephone expenses, etc.

Checklist for Grant Writers

These tips are invaluable. Read them before you begin your writing and again when you feel you have finished.

Be clear. Before starting the application process, be clear about what you want to accomplish. Draw up a long-range plan that projects goals at least 5 years ahead.

Research potential funds thoroughly — a cursory look through a foundation directory isn't good enough. Then apply what you've learned. Don't ignore a fund administrator's guidelines in the hopes of "fitting" your proposal into their niche.

Preview successful applications from grant-seekers whose projects are similar to yours. You'll not only get some good ideas, but an understanding of the competition, too.

Verify available funding, divide your efforts into three further phases: writing the proposal, marketing, and management.

Gauge your time. Writing the proposal should take only about 40 percent of your time. Try to get program officials to review a 3-5 page summary of your plan first, to make sure you're on the right track.

Basic rules of proposal writing. Don't ask for more than you need; take your time writing the proposal; never lie; never use the same application twice; be upfront about asking for money; and don't waste time getting to the point.

Don't overlook marketing. It should take at least 10 percent of your time. Make sure your organization will appeal to a potential fund giver. Be professional and involve key community figures where possible.

Management is vital. You must be able to demonstrate that you have the management skills and experience that can deliver success.

Know the fund administrator. Your chances of success improve by as much as 300 percent when you make contact with the fund administrator before and during the proposal-writing process. Don't ask for hidden agendas, but do find out about general trends or new ideas the fund administrator is currently interested in.

Stick to your timetable. Make sure you have enough time to complete the application so it meets the fund administrator's deadlines. If you don't have time to do it properly, don't compete for the grant at all.

Consider cooperation. Many fund administrators, particularly federal agencies, like applications where more than one organization is involved. If you submit a cooperative proposal, remember to make sure that there is both a formal and informal relationship between grantees.

When dealing with any fund administrator, but especially federal agencies, remember to read the instructions before applying. It sounds simple, but federal institutions live by two rules:

1. The agency is always right, and
2. When in doubt, refer to rule 1.

Provide proof. Don't just tell the fund administrator about the existence of the problem you intend to solve; prove it with statistics, case studies, testimony, and any other measurable data.

Know your budget. It's probably the first thing a fund administrator will look at in your proposal. It needs to be realistic and give credibility to your entire proposal. Present the budget separately from the rest of the application, make sure the figures are correct, and that the budget accurately reflects your needs. Keep a record of how you arrived at your costs.

Writing Tips

1. Avoid filling your proposal with jargon.
2. Begin each section with a strong, clear sentence.
3. Don't go overboard, but do try to make your proposal interesting to read.
4. Check with the fund administrator to see if there is a desired format, type style, etc.

If your proposal doesn't win support, keep calm. Never berate funding officials or grant reviewers. Try to get more information and ask whether it would be worth resubmitting your proposal.

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Assurances

Evaluation Plan — Foundation

GOAL 1: To increase learning options for children and youth at-risk in Orange and San Marcos counties.

Objectives

- At-risk and other elementary students in Orange and San Marcos counties will show significant gains in achievement, motivation, and performance of basic skills in participating classrooms.
- At-risk and other elementary students will show significant gains in self-esteem, communication, and other important social skills in participating elementary classrooms.

Measurement

- As measured by teacher and parent observation and standardized tests used in the participating districts.
 - As measured by teacher and parent observation and our self-concept assessment.
- Inventory and other selected effective measurement devices as per requirements of participating districts.

GOAL 2: To increase wellness opinions for children and youth at-risk in Orange and San Marcos counties.

Objectives

- At-risk and other elementary students will show significant improvement in knowledge, attitude and skills, allowing them to choose healthier life-styles in regard to nutrition, physical fitness, substance abuse, and stress management.
- At-risk and other elementary students will show significant gains in participation in activities that enhance healthy lifelong habits in the areas of nutrition, physical fitness, substance abuse, and stress management.

Measurement

- As measured by the pre/post screening using surveys from the statewide Health in Education Project, the Ohio State Youth Fitness Test, and teacher parent observation.
- As measured by project logs showing participation levels on support groups.

GOAL 3: To support and model health behavior and increase the effectiveness of parents and community members who work with at-risk children and youth in the Orange and San Marcos counties.

Objectives

- Parents and community members who work with at-risk and other children and youth will increase model health behaviors through project activities.
- Parent and community members who work with at-risk and other children and youth will increase their effectiveness through project activities.

Measurement

- As measured by pre/post surveys of parents/community members involved in project activities.
- As measured by project logs and parent/community member evaluations as part of project activities.

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GOAL 4: To support model health behavior and increase the effectiveness of middle and high school youth who work with at-risk children in Orange and San Marcos counties.

Objectives

- Middle and high school students who work with at-risk and other elementary students will increase model health behaviors through project activities.
- Middle and high school students who work with at-risk and other elementary students who work with at-risk and other elementary students will increase their effectiveness through project activities.

Measurement

- As measured by pre/post surveys of middle and high school youth involved in project activities.
- As measured by project logs and middle/high school youth evaluations as part of project activities.

Interpretation of Findings

When young people who are educationally and socially at-risk are introduced to learning and wellness options, their life-style changes to a more positive mode, thus the beginning of generational life-style changes.