



HEADQUARTERS
Civil Air Patrol Maryland Wing
United States Air Force Auxiliary
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Maryland Wing Public Affairs Plan

FY 2009

I. Introduction

This annual plan, required to be prepared annually by CAPR 190-1, represents the plans of the Maryland Wing for its Public Affairs Program, including regular marketing communications, mission communications, and crisis communications. It was prepared by Capt. Brenda Reed, Public Affairs Officer. This plan represents the Maryland Wing Public Affairs Plan for Fiscal Year 2009 (1 Oct 08 through 30 Sep 09).

II. Situation Analysis

The Maryland Wing of the Civil Air Patrol (CAP) encompasses the following three groups and 28 squadrons. The Wing is diverse, geographically, ranging from the eastern shore beaches to western Maryland Appalachian mountains. Within the Wing are cities of all sizes, from small, rural towns, to part of the megalopolis of Washington, DC, and Baltimore, MD.

The Wing consists of 3 Groups and 28 squadrons with 1,400 members (650 cadets and 750 officers). Approximately 80% of the units have a PAO assigned.

The Wing headquarters squadron is centrally located in Glen Burnie, Md., and is responsible for program management in the groups and coordination among the groups and units.

- **Strengths:** The Wing has a diverse, experienced staff that is committed to the highest ideals of volunteer service. The staff makes excellent use of technology to promote collaboration at a distance, but still has the ability to meet as a body at the monthly Wing drill and on the Monday office hours, facilitating quick action and decision making. The Wing is an acknowledged leader in all of its missions and is serving the local communities and the nation and plans to not only be a leader but *the* leader in these areas. In Public Affairs, the Wing has a reputation for providing a very high quality program, as indicated by the Outstanding rating received in the 2007 compliance inspection.
- **Weaknesses:** The three groups each are commanded in different ways, resulting in three different styles of communicating with the units. This can complicate the process of mentoring and supporting staff in subordinate units. Not all groups have dedicated PAO's and some local units either have no PAO or an ineffectual PAO. The Wing has only a handful of qualified Mission Information Officers (MIOs) and needs to work towards certifying more MIOs through their E/S programs.
- **Areas for Improvement:** Areas for improvement include increasing the effectiveness of the local members, furthering interoperability within the Wing and inter Wing communication. The Wing PAO needs to focus on the recruitment, training and retention on highly motivated members to serve as PAO's and MIO's.
- **Opportunities:** The Maryland Wing is very much involved in Emergency Services, Aerospace Education, and Cadet Programs and has been involved in many missions and activities in the last year that reflect well on the organization. The Wing has made strides in putting mutual

support, interoperability and joint training into effect, in fact the Wing and groups holds timely SAREXs, including joint SAREXs with other Wings.

- **Threats:** CAP units in the Wing vary in their health, from active dynamic teams to small units that struggle to survive. The need for further training and professional development is constant. Many local unit PAO's are relatively new members who are inexperienced at the functions of the program, which seems to be a familiar theme in other wings across the region and nation.
- **Major Events:** Each year the Wing conducts a Wing Conference, a cadet conference, Tri-Wing Encampment, Aerospace Academy, Solo School Academy, Professional Development Academy, along with Squadron Leadership Schools, Corporate Learning Courses, Training Leaders of Cadets, and a Unit Commanders Course. In addition each group also conducts many of these activities on their own.

III. Wing Goals

Maryland Wing goals are established by the Wing Commander and tracked monthly through the Wing Scorecard. The following goals are established for FY 2009:

- A. Good management and accountability of funding and resources.
- B. Coordination of training to ensure interoperability.
- C. Retention and the professional development of members.
- D. Compliance with CAP regulations, directives, and requirements of higher headquarters.

IV. Public Affairs Objectives FY 2009

Maryland Wing has established the following Public Affairs Objectives for FY 2009:

- A. Ensure each unit in Maryland Wing has an active, trained PAO that is progressing in the PAO specialty track and complying with CAPR 190-1 through active recruitment and training.
- B. Ensure that the Wing has a trained corps of Mission Information Officers, ready and able to perform during a mission through recruitment and training.
- C. Ensure that the Wing website lead story is fresh, updating at least every third day. In order to accomplish this, unit PAOs need to submit articles on a regular basis. These articles will be tracked on the Wing Scorecard.
- D. Regularly submit articles for posting on CAP Online News and the *Volunteer*. In addition, regular submissions to local media and Maryland Military Digest will continue. These submissions will be tracked on the Wing Scorecard.
- E. Recruit a Wing Historian to catalogue the historical items and develop a display system, both physically and virtually.
- F. Prepare others to represent the Wing at community events by creating easy to use displays to be loaned to local units for community events, air shows, and other activities, thus increasing public awareness of Civil Air Patrol and its missions on a local, state, and national level. In addition, this will promote cooperation between Civil Air Patrol and other outside groups.
- G. Plan and execute a state-wide Legislative Day in December 2008 to promote CAP with the state and local legislatures.
- H. Revive the radio program through the recruitment and training of talented members interested in radio.

V. Public Affairs Goals and Strategies

The Maryland Wing Public Affairs effort rests primarily in the role of program management and support.

Maryland Wing has set the following goals for its Public Affairs program. Each goal is described, the measures of success are provided and each goal lists which objective it supports. These goals will be tracked by the Wing PAO through the Wing Scorecard and reported to the Wing Commander.

GOAL # 1 Ensure that every unit has an active, trained Public Affairs Officer that is progressing in the PAO specialty track.

Description: The success of the CAP Public Affairs program rests with each unit having an active and trained PAO.

Maryland Wing PA will conduct two PAO Academies in FY 09 while mentoring unit PAOs individually on an as needed basis. Maryland Wing PA will work with the unit and group commanders to ensure that each unit has a PAO assigned within the unit.

Measure of Success: The successful completion of two PAO Academies along with all 28 squadrons and 3 groups having a PAO assigned and working towards the PAO specialty track will be considered successful.

Supports PA Objectives: A, C, D

GOAL# 2 Insure that the Wing has a trained corps of Mission Information Officers, ready and able to perform during a mission.

Description: Brig Gen Courter in her March 2008 letter to the wing commanders stated the importance of having only qualified spokespeople speaking for CAP during operational missions. Having qualified members working this function can mean success or failure during a mission.

Measure of Success: An increase in the number of MIO's assigned to each wing. The Wing PAO is currently working towards obtaining her MIO Rating. Success for this goal will include having two additional MIOs fully trained by the end of FY 09.

Supports PA Objectives A, B

GOAL # 3 Keep the website fresh, with a new lead story at least every third day.

Description: The Wing website doubles as the Wing newsletter. The Wing PAO is responsible for updating the lead story and PA pages on the site and is under the guidance of Lt. Col. Christian Ready, the Wing webmaster. The website is one format in telling about CAP success stories and role models across the Wing and previewing upcoming activities, communication of significant missions, esprit de corps, and professional development.

The lead story will change at least every third day. In order to accomplish this, the Wing PAO will need to work with the unit PAOs to keep new stories flowing. As training increases, the hope is to change the lead story out within two days.

The website is not only an internal communications and retention tool, but is a major recruitment tool to those prospective members and other interested parties outside of CAP.

Measure of Success: The lead story will be changed at least every third day.

Supports PA Objectives A, C,

GOAL# 4 Promote and create regular submissions to the CAP News Online news service, the Volunteer, and local media.

Description: While most news releases within the Wing will originate from the wing or local levels, appropriate Maryland Wing articles and other releases will be adapted and delivered to the Civil Air Patrol News Online for consideration in either the online version or the Volunteer. These same articles will be sent to local media for consideration.

Measure of Success: MDWG/PA will track the number of releases/stories published in the Online News, Volunteer, and local media through the Wing Scorecard.

Supports PA Objectives A, C, D

GOAL# 5 Recruit a Wing Historian to catalogue the historical items and develop

a display system, both physically and virtually.

Description: The Wing Public Affairs officer will recruit a member that will breathe life back into the historical documents and items so that our membership may enjoy and learn from them.

Measure of Success: The goal will be achieved by 1) recruitment of a Wing Historian, 2) a display system of memorabilia is created both at Wing headquarters and on the website.

Supports PA Objectives E

GOAL# 6 Prepare others to represent the Wing at community events by creating easy to use displays, thus increasing public awareness.

Description: The Wing PAO will work with unit PAOs to create easy to use displays that can travel to various events within the Wing, either by unit PAOs or other members attending those events. This will create public awareness and cooperation between other organizations as CAP becomes more recognizable by outside groups.

Measure of Success: Success will be the creation of one complete display to be used on loan by local units.

Supports PA Objectives A, E, F

GOAL# 7 Plan and execute a state-wide Legislative Day to promote CAP with the state and local legislatures.

Description: Working with the Government Affairs Officer, the Wing PAO will plan and execute the Wing's first State Legislative Day. Unit PAOs will be involved at the local level with the goals of 1) increasing awareness about CAP, 2) garnering support for Civil Air Patrol missions, and 3) increasing the number of Legislative squadron members within the Maryland Wing.

Measure of Success: Plan, organize and execute the State Legislative Day; increase legislative squadron members from 5 to 25.

Supports PA Objectives G

GOAL# 8 Revive the radio program.

Description: The Maryland Wing radio program was deemed a Benchmark Candidate in the 2007 compliance inspection. With the loss of the primary organizer and host, the program has ceased to produce new shows. MDWG/PA will seek out talented and interested individuals that are willing to revive the program and its format.

Measure of Success: Revival of the program with at least one new program each month in FY 09.

Supports PA Objectives H

VIII. Annual Review

This plan will be reviewed each year in the month of July. This review will consist of a comprehensive review of the PA program as outlined in this plan. This review will go over successes, failures, areas for improvement and update goals/objectives for the next year through the Annual Training Plan and Wing Scorecard.

VII. Promulgation

This plan upon approval of the Wing commander will be communicated to every commander and PAO in the Wing via email and posting to the Public Affairs section of the Maryland Wing website.

Submitted (9 Jul 08):

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Approved (10 Jul 08):

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Commander