



**HEADQUARTERS NEVADA WING**  
CIVIL AIR PATROL  
UNITED STATES AIR FORCE AUXILIARY  
2890 Vassar Street, Suite A  
Reno, NV 89502



## **2021 Public Affairs Plan**

### **I. Introduction**

This annual plan represents the Nevada Wing, Civil Air Patrol public affairs (PA) program and is required annually per CAPR 190-1 (7)(a). The plan includes a Wing-wide evaluation of the program, objectives, goals, and strategies. It was prepared by Capt Maryan Tooker, Nevada Wing Public Affairs Officer and approved by Col Deborah Pierce, Nevada Wing Commander.

The Wing has 24 public affairs officers (PAOs), both primary and assistants, on the membership roster.

### **II. Public Affairs Needs and Opportunities**

- In 2020, Nevada's population climbed to 3.2 million and is the 3rd fastest growing state in the nation. However, that growth was dominated in the Las Vegas Valley and Reno, the largest population centers, which are 452 miles apart. This leaves the rest of Nevada's population residents spread out over 111,000 square miles of rural desert making group training and activities difficult.
- The COVID-19 pandemic has dealt a devastating blow to the people of the United States and the world. Its effects have also been widely felt throughout Civil Air Patrol, contributing to an unprecedented drop in our membership and reducing the ways in which we can contribute to all of our three missions – emergency services, aerospace education and the cadet program. Almost all in-person activities, except for actual emergency services missions, were shut down in March 2020. Squadrons and wing staff quickly moved most operations to a virtual format so members could still meet as well as conduct training and other business.
- 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 squadron PAOs are inexperienced in the functions of the Public Affairs program. This is a familiar theme in many wings across the region and nation.
- The demands of current and prospective members and available activities that can and do impact available time.
- Many CAP members serve in multiple positions, thereby spreading their time between responsibilities and, in some cases, reducing the ability to function at their best in one position.

## **STRENGTHS:**

The Wing PAO was responsible for oversight in program management and coordination to complete organizational missions. In an effort to develop a public affairs plan, the following elements are identified:

- Nevada 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 great distance, but still has the ability to meet as a body at the monthly Wing meetings.
- Nevada Wing is an acknowledged leader in all of its missions and is serving the local communities and the nation.
- Nevada Wing has an on-call Incident Management Action Team (IMAT) which can be mobilized, arrive on site, establish a mission base, and run operations until the local assets can be reassembled.
- Nevada Wing was the first to implement the ReadyOp VoIP communication system.
- Nevada Wing hosts Green Flag West, a mission dedicated to assisting with preparing troops for overseas deployment. The wing works closely with active-duty and reserve personnel in designing and executing training scenarios.
- Nevada Wing's Cadet Advisory Council has been active in maintaining connections among cadets throughout the state during pandemic restriction, using online communication channels to encourage and support the young members.

### **Wing Performance 2020**

Volunteer Members

392 adult members

232 cadets

113 aircrew personnel

425 emergency responders

Squadrons 12 locations statewide

Aircraft

12 single engine

2 gliders

Vehicles

18 vehicles

Interoperable Communications

16 VHF/FM repeaters

109 VHF/FM stations

21 HF stations

Cadet Flying

283 CAP, AFROTC and AFJROTC cadet

orientation flights

Total Hours Flown 1,447

### **Missions**

- 13 search and rescue missions
- 12 lives saved\*
- 17 finds\*
- Includes lives saved and finds credited with national team support
- 1 disaster relief mission
- 5 CAP, AFROTC and AFJROTC cadet orientation flight missions

- 4 other Air Force support missions

- 26 training missions

- 1 other state support mission

- 8 other missions in support of partner agencies and organizations or local municipalities

### **Significant Events Supported**

- Green Flag
- COVID-19 Mission Support Distributing food and critical supplies distributing test kits and PPE

### **Financial**

\$23,295 in state funding

\$1,855,195 value of wing's volunteer

Hours

## COVID-19 Pandemic

### Response:

The Covid-19 pandemic shut down all in-person activities. Nevada Wing worked throughout much of 2020 to serve the state's residents during the time of pandemic. Through a renewed relationship with the state Department of Emergency Management, wing members answered the call to deliver much needed personal protective equipment (PPE) and food to numerous rural towns and Native American tribes.

- Nevada Wing delivered PPE:
  - Disposable gowns: 35 cases
  - Gloves: 10 cases
  - Face shields: two cases
  - Masks: 277 cases
  - Sanitizer: 124 cases
  - Test kits and supplies: 9 cases of test kits and 8 boxes of test swabs
  - Meals: 5,836
  - Paper products: 1,375 packages
  - Miscellaneous items: approximately 12,000
- Nevada Wing members made approximately 1,045 face masks for distribution to Native Americans as well as medical workers in Las Vegas, Reno and Truckee. They were also provided to caregivers for the elderly.
- Nevada Wing members in the Las Vegas Valley assisted the Helping Hands Food Bank with distributing food supplies to hungry residents.
- In Northern Nevada, there was an ongoing mission with the Food Bank of Northern Nevada to help provide food to neighbors in need throughout the region.

### Adaptation:

- Immediate migration to virtual/online meetings and activities at every level within the Wing. Many of our members have learned or improved their computing skills using Teams and Zoom.
- Quarterly PAO staff meetings were already in an online format since 2017.
- Virtual PAO Academy at NVWG Conference included 33 attendees from numerous Wings.
- Wing PAO produced a video presentation "Copyright, Trademark and Other Realities" that played at the virtual PAO Academy, virtual Wing Conference, and CAC meeting.
- Cadet Advisory Council has been working hard to try and keep our cadets engaged. They have been leading virtual meetings, trivia contests, PT sessions, achievement coaching, presentations about military careers, et cetera.

### Remobilization

- Almost as quickly as the COVID pandemic hit, CAP began to take steps toward recovery. This process is called "remobilization" and began in May with a memo from Maj Gen Mark Smith, CAP National Commander. While adhering to guidance from national headquarters, each of CAP's 52 wings were directed to create their own custom plans for how to safely resume in-person meetings and activities.
- Nevada Wing entered Phase 1 on 15 February 2021. The Phase 2 plan has been submitted to NHQ; target date for implementation is 1 April 2021.

## **Nevada Wing Awards**

Nevada Wing's Green Flag program received a special commendation from the U.S. Air Force (USAF) for their contribution to the USAF's overall mission.

### **WEAKNESSES:**

- Nevada's size has an enormous impact on the Nevada Wing. Nevada's land mass is 110,567 square miles, which makes it the 7th largest state in the continental United States. This vast territory is very sparsely populated and the federal government controls 83% of the land. With the exception of the Las Vegas and Reno metropolitan areas, squadrons are geographically distant, making group training and activities difficult.
- In 2018, Nevada's population climbed to 3 million and is now the fastest growing state in the nation. However, that growth was dominated in the Las Vegas Valley and Reno, the largest population centers, which are 452 miles apart. This leaves the rest of Nevada's population widespread and relatively isolated.
- 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 squadron PAOs are inexperienced in the functions of the Public Affairs program. This is a familiar theme in other wings across the region and nation.
- The demands of current and prospective members and other available activities that can and do impact a division of available time.
- Many CAP members serve in multiple positions, thereby spreading their time between responsibilities and, in some cases, reducing the ability to function at their best in one position.
- The Wing, like many others, lost several cadet and senior members throughout 2020.

### **AREAS FOR IMPROVEMENT:**

- Build stronger relationships with the local media.
- Publicity (targeted and general)
- Improve effectiveness of the Wing's social media channels. A designated social media specialist would be very helpful.
- Improve the recruitment, training and retention of highly motivated members to serve as PAOs and PIOs.

### **OPPORTUNITIES:**

Nevada Wing is 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 mutual support, interoperability and training.

#### **a. For such achievements to occur, many other actions must happen behind the scenes:**

- Continued work with Nevada funding sources to improve support for wing programs.

- Wing members participating on local emergency management committees.
- Support for travel around the wing provided for training and assistance once it is safe and feasible for in-person travel.
- Digital tools implementation improved to strengthen infrastructure.
- Increase professional development opportunities for PA staff at the wing and squadron level.
- Offer PA/PIO training at annual Nevada Wing conference.
- NVWG staff participates in the state National Voluntary Organizations Active in Disaster (VOAD).

**b. Community Outreach:**

- Continue to develop professional relationships with local and state emergency service managers and staff.
- Develop community service/outreach opportunities.
- Identify and maintain relationships with broadcast, print, and online media statewide.

**c. Promotion & Publicity: telling the story of CAP/NVWG effectively using traditional, electronic, and social media channels.**

Civil Air Patrol is pulling away from “America’s Best Kept Secret.” Marketing and Communications describes the actions CAP is taking to shape perceptions of its brand and develop relationships with its customer base, target audience, partners, and other important stakeholders.

- Our customers, members, and prospective members want to trust the brands they do business with — and nothing builds and fosters trust like public relations.
- Identify and maintain relationships with broadcast, print, and online media statewide.
  - Generate and deliver regular organizational news and story ideas
  - Develop professional relationships with local and state emergency service managers and staff
  - Refine general PAO/PIO training (senior member and cadet)
  - Offer PIO training quarterly.
  - Offer PIO training at annual Nevada Wing conference.
- A professional appearing and well-strategized branding will help Nevada Wing build trust with consumers, potential clients and customers. People are more likely to do business with a company that has a polished and professional portrayal.
  - Increase awareness of the CAP brand among local and state government, the media, aviation organizations, the military, business, industry and civic groups.
  - Recognize members’ accomplishments.
  - *Silver Wings Over Nevada* – Refresh layout and design/move to digital format.
  - Ensure squadron and members social media accounts are compliant with standards set forth in CAPR 190-1 and CAPP 152.

**THREATS:**

- The Wing is currently experiencing a decline in members since the prohibiting of in-person activities and meetings since the beginning of the COVID-19 pandemic in March, 2020.
- Other entities in Nevada head up the distribution of COVID vaccine around the state.

- Increased political unrest and activism can disrupt CAP operations and outreach activities.
- Severe economic impact from the pandemic.

#### MAJOR WING EVENTS IN 2020:

- Virtual Wing Conference, October.
- Virtual Wing PAO Academy, October
- Oregon wildfire mission support/AP, September
- PPE Transport and delivery missions, throughout 1<sup>st</sup> quarter
- Helping Hands of Las Vegas, throughout 1<sup>st</sup> quarter
- Food Bank of Northern Nevada, Distribution Center; sort and pack non-perishable food items.
- Monthly virtual SAREX
- SAR Missions.

### III. Public Affairs Objectives

Nevada Wing has established the following public affairs objectives for 2021:

- Support CAP National Headquarters’ strategic plans, including the public affairs strategic plans for marketing and branding through interactive communication and sharing information internally and externally
- Ensure all squadrons have a website per National template
- Promote support for Wing/Group/Region/National hosted activities as requested, including preparations for CAP’s 80th anniversary.

### IV. Public Affairs Goals and Strategies

The Wing PAO has set the following goals for the unit’s PA program. Each goal is described, the measures of success are provided, and each goal lists which objective(s) it supports. The goals will be tracked by the PAO and reported to the Wing commander.

<b>GOAL 1: The Wing PAO will actively support the Wing Commander’s goals for the Wing.</b>
<b>Objective:</b> The Wing Commander and the Wing PAO, as the Commander’s delegate, are the official spokespersons for the Wing. The Wing Commander works closely with the Wing PAO to ensure the Commander’s actions and the PAO’s message are congruent and will yield the desired effect. This includes emergency management and non-emergency activities.
<b>Tactics:</b>
<ul style="list-style-type: none"> <li>• Schedule a monthly meeting at a regular interval, i.e., the third Tuesday of the month at 1900 hours, with the Wing Commander and have it on both of our calendars.</li> <li>• Wing PAO will prepare discussion points and forward to the Wing Commander at least two days ahead of the scheduled meeting time.</li> </ul>

<b>GOAL 2: Provide Public Affairs support for Wing-sponsored events and activities.</b>
<b>Objective:</b> At any level of command, the PAO is responsible for telling the CAP story and maximizing publicity for the unit and its activities. In all public affairs work, the emphasis needs to be on unit members, their CAP activities, and the resulting benefit to the

community, the state and the nation. The PAO works with the Recruiting and Retention Officer to promote higher morale, better retention, and attract new members to the unit.

**Strategy:**

- The Wing's declining membership needs to be addressed and active recruiting at local schools, community events, and word-of-mouth needs to resume as COVID restrictions are lifted.
- Prepare and distribute news releases for each significant event.
- Strive to obtain quality photography to illustrate news releases and newsletter articles.
- Arrange for news and photographic coverage of ceremonies, public events and official visits of dignitaries.
- Screen news items and photographs prior to official release.
- Initiate and prepare responses to information requests.
- Branding: use the NHQ approved formats and templates to help ensure a consistent and professional look.
- Use social media effectively.
- Increase public awareness of CAP, including its local, state, and national missions and its contributions to the nation.
- Promote cooperation between CAP and other aviation organizations, the military, business, industry, and civic groups.

**Tactics:**

- The Wing PAO will call, visit and email unit PAOs to determine and provide support for their public relations activities, including air shows, dedication events, local flying programs, flight history clubs, volunteering in the community, and promotion of membership drives and events.
- Seek opportunities to work alongside active military PAOs.

**GOAL 3: Develop a trained, readily deployable force of PIO professionals who are resourced, capable, and organized to conduct and maintain a timely flow of accurate, balanced information to CAP members, the media, and the public.**

**Objective:** Increase the number of qualified PIOs in Nevada Wing.

**Strategy:**

- Begin regularly scheduled PIO training.
- The PIO's technical expertise in conjunction with the incident command leadership would ensure creation and maintenance of an effective, proactive and professional PIO.
- Encourage and enable PIO trainees to attend workshops through CAP and other external outlets.

**Tactics:**

- Identify potential PIO trainees.
- Sponsor "Meet The Press" course.
- Develop a mission photography course.
- Encourage PIOs to establish a relationship with local media on a first name basis.
- Coordinate with PCR PAO to develop expanded PIO training in the region.

**GOAL 4: Ensure the Wing and subordinate unit websites are a valued source of information/promotion for CAP members and the public.**

**Objective:** Because the public is able to receive greater quantities of information through proliferating outlets, the demand for electronic information has increased dramatically.

- The Wing website is not only an internal communications and retention tool, but is a major recruitment and informational tool for prospective members and other interested parties inside and outside of CAP.
- The Wing PAO will manage a functional Wing website that provides timely news and information about local, state and national CAP initiatives.
- The Wing PAO will exercise oversight of all Wing website content to ensure the content reflects positively on the Nevada Wing and CAP that complies with National standards.

**Strategy:** Encourage all subordinate units to establish their own online presence based on the National template.

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

- Promote cooperation between CAP and other aviation organizations, the military, business, industry, and civic groups.
- Improve member retention.
- Enhance the membership experience.

**GOAL 5: Raise awareness of CAP and Nevada Wing's 80<sup>th</sup> Anniversary.**

**Objective:** Given the dual nature of this anniversary, ample opportunities for publicity and recruitment exist statewide and in local communities throughout the state. The Wing PAO has been planning and promoting the anniversary with PAOs since early 2020.

**Strategy:**

- Obtain proclamations from local and state government officials.
- Involve Cadets in the planning process
- Commemorative NVWG 80th Anniversary emblem
- Produce short Commemorative NVWG 80th anniversary video
- Use social media to promote and inform external audiences
- \*CAP Sabbath: Encourage members to attend church in uniform and the CAP chaplain to encourage local clergy to recognize the members present and CAP's anniversary celebration. Pursue mention in the church bulletin.
- \*80<sup>th</sup> Anniversary Exhibit at Stead Airport, Reno Air Races
- Work with local news reporters to garner interest.
- Develop CAP history section on Wing website
- Silver Wings feature article
- Develop asset library containing interesting historical articles, photographs, graphics, etc. to support squadrons' anniversary activities. Also revive/update the Smug Mug photo repository.
- Coordinate with the Wing Historian to scan Wing historical scrapbooks, slides, and vintage issues of "Silver Wings Over Nevada."
- \*Plan for 80th Anniversary gala in North and South.

*\*in-person events contingent on current COVID restrictions.*



**Tactics:**

- Encourage PAOs to refer to 75<sup>th</sup> Anniversary Planning Guide.
- Encourage PAOs to reach out and request a proclamation from at least one local or state govt official.
- Invite Cadet PAO to attend planning sessions.
- CAC actively designing a commemorative NVWG emblem. Use the emblem on our websites/social media/ etc.
- \*Produce and distribute promotional stickers at events.
- \*Reach out to Stead Airport to inquire about having a display in their FBO.
- \*Reno Composite Squadron has already presented the colors at Reno Aces baseball games in the recent years. Encourage RCS to do so again in 2021 adding 80<sup>th</sup> anniversary announcement/graphic.
- \*Have a recruiting table at the National Championship Air Races, Truckee Air Show, Minden Air Show, and Aviation Nation.
- Encourage PAOs to reach out to local news reporters to inform them of 80<sup>th</sup> Anniversary and to develop feature news stories throughout 2021.
- Watch for 80<sup>th</sup> anniversary items distributed by CAP Marketing and Communications.
- Wing PAO is actively working with Wing Historian to develop and populate Wing history section of Wing website.
- Wing PAO is developing an asset library to support Wing 80<sup>th</sup> anniversary activities and publicity. <https://drive.google.com/drive/folders/1GllAXjoh-me-wy-uM3Lk0qwsn3K4gzP6?usp=sharing>

*\*In-person events contingent on current COVID restrictions.*

## V. Effectiveness of 2020 Goals

**GOAL 1 Successful:** *The Wing PAO will actively support the Wing Commander's goals for the Wing.*

- The Wing PAO received the Wing Commander's goals at the Wing Conference and meets frequently to discuss, revise, plan the Wing's goals.

**GOAL 2 Successful:** *Provide Public Affairs support for Wing and Wing-sponsored events and activities.*

- A. Highlighting our accomplishments to external audiences markets our capabilities to organizations that require cost effective solutions to meet their mission needs.
  - Wing social media channels (Facebook, Twitter, and Instagram) is the major vehicle to reach out external audiences.
  - The Wing website was conformed to the national standard and is regularly updated and utilized to publicize major wing events and provides information about the wing, its squadrons, events, and contacts. Every effort is made to ensure the website is current, relevant and accurate.
- B. Highlighting our accomplishments with our internal audience serves a similar purpose and boosts esprit de corps.

- Wing social media channels (Facebook, Twitter, and Instagram) is the major vehicle to reach and inform external audiences.
- The Wing website is also utilized to publicize major wing events and provides information about the wing, its squadrons, and contacts. Every effort is made to ensure the website is current, relevant and accurate.

**GOAL 3 Successful :** *Develop a trained, readily deployable force of Public Affairs volunteer professionals who are resourced, capable, and organized to conduct and maintain a timely flow of accurate, balanced information to CAP members, the media, and the public.*

- The Wing PAO established quarterly Public Affairs meeting in 2017. There is a guest speaker at some meetings.
- The Wing PAO planned and directed a virtual Wing PAO Academy at Wing Conference that had 33 attendees from around the country.
- The Wing PAO developed the *Nevada Wing Photo Mission Guide* in response to COVID missions. <https://nvwg.cap.gov/members/documents/nevada-wing-mission-photo-guide>

**GOAL 4 Successful:** *Ensure the Wing and subordinate unit websites are a valued source of information/promotion for CAP members and the public.*

- The Wing website was conformed to the National standard and launched in early 2020.
- Future website elements can include polls or questionnaires, add a blog with a base of useful articles on subjects relevant to NVWG website's customers and users, and develop other items that will maximize clicks and build loyal site visitors at the same time.
- Better utilize web analytics tools to track our website visitor's habits as they work their way through your content. Monitoring these patterns gives us a clear picture of what's working on the website and what isn't. If certain topics drive visitors to our site, we know we can increase clicks by giving users what they want.
- All 11 units in NVWG have an online presence via the Wing website. Although it is not required, the units in Nevada Wing that have not yet built a website using the National website template will be encouraged to do so in 2021.

## VI. Summary

This plan provides an overview of the current squadron public affairs program, observations of the current public affairs environment, and goals and strategies for the program for the upcoming year. It is not meant to be a final plan, but one that will evolve as needed.

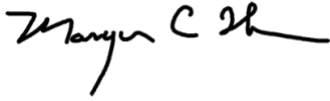
## VII. Approval and Implementation

This Nevada Wing Public Relations Plan is mandated by CAPR 190-1 to be prepared annually. It represents the plans of the Nevada Wing (NVWG) for its Public Affairs Program, including regular marketing communications, mission communications, and crisis communications.

Upon approval of the wing commander, this plan will be communicated to the Region PAO, Lt Col Scott Maguire and to the squadron PAOs, uploaded to eServices, and uploaded to Wing website.

Submitted: 4/07/2021

Approved: 4/07/2021



Capt Maryan Tooker, CAP  
NVWG Public Affairs Officer



Col Deborah Pierce, CAP  
Commander, Nevada Wing