



2019
NEVADA WING PUBLIC AFFAIRS PLAN
Civil Air Patrol • USAF Auxiliary

FINAL

Situation and Analysis

The Nevada Wing was chartered in December 1941 and contributed to the nation through search and rescue as well as military support roles during the Second World War. Since then, Nevada Wing has provided search and rescue capabilities throughout the nation's seventh largest state (in terms of land mass). It took the lead in the nation's largest SAR event, the 2007 Steve Fossett Search.

Today, the Nevada Wing continues to focus on Civil Air Patrol's three mission programs — emergency services, cadet programs and aerospace education — and has begun to emphasize those missions' interrelated nature. Training includes not only skills for all members but also STEM, primary flight training opportunities, and leadership for cadets.

Aerospace Education

- Increased implementation of STEM Kits within squadrons.
- Demonstrated STEM Kits for local schools.
- Included aerospace education activities during cadet orientation ride opportunities.
- Expanded the aerospace education instructor corps by including many more senior members.
- Created an annual drone competition for cadets and senior members.

Cadet Programs

- Increased participation in CAP's National Cadet Special Activities.
- Doubled cadet participation in the Civic Leadership Academy in Washington, D.C.
- Provided orientation flights to 64 percent of cadets within 180 days of joining.
- Strengthened the orientation flight program by using winch launches.
- Provided orientation flights for local Air Force Junior ROTC and ROTC cadets.

Emergency Services

- 70 percent of members are General Emergency Service qualified.
- 50 percent of senior members have taken advanced Incident Command System courses.
- 41 percent of the wing is radio-qualified.
- 27 percent of the wing is aircrew-qualified.

Wing Statistics:

704 members: 268 Cadet members, and 436 adult members within 12 active squadrons.

Northern Nevada:

- Carson City NV-047
- Douglas County NV-067
- Elko-NV 029
- Humboldt County- NV 068
- Tahoe-Truckee NV-027
- Reno NV-054

Southern Nevada:

- Henderson NV-065
- Jack Schofield NV-802
- Las Vegas NV-070
- Nellis Senior NV-064
- Pahrump NV-051
- Vegas Valley NV-077

Commander

Col Deborah A. Pierce
deborah.pierce@nvwg.cap.gov

Wing Headquarters

601 South Rock Blvd
Reno, NV • 775-358-3700

Website

www.nvwgcap.org

Social Media channels: Facebook/Twitter

<https://www.facebook.com/nvwg.cap/>

[@NevadaWingCAP](https://twitter.com/NevadaWingCAP)

Nevada Wing Public Affairs Staff:

- Capt Maryan Tooker, Nevada Wing Public Affairs Director
- 1st Lt Mark Aguiar, Deputy Public Affairs Officer
- Maj Dale Brown, Assistant Public Affairs Officer
- Maj Mohammed A. High, Assistant Public Affairs Officer
- Maj Robert Lopez, Assistant Public Affairs Officer

Strengths**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.
- Is an acknowledged leader in all of its missions and is serving the local communities and the nation.
- 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.
- First to implement ReadyOp VoIP communication system.
- Continues to support Green Flag operations for active-duty training.

Wing PAO Training and Qualifications

- The Wing PAO has a very strong background in professional videography and photography.
- Has achieved the Specialty Track level of Senior.
- Has completed the following FEMA Independent Study courses:
 - ICS 100 Introduction to Incident Command System
 - ICS 242 Effective Communication
 - ICS 200 ICS for Single Resources and Initial Action Incident
 - ICS 300: Intermediate ICS for Expanding Incidents
 - ICS 400: Advanced ICS for Command and General Staff
 - ICS 700 NIMS: An Introduction
 - ICS 800 National Response Framework, An Introduction
- Has completed the following FEMA PIO training courses:
 - IS 29 Public Information Officer Awareness
 - IS 42 Social Media in Emergency Management
 - ICS 702 NIMS Public Information Systems
 - G291 Joint Information System/Planning Course

Wing Performance 2018

- 517 Emergency Responders
 - 112 aircrew personnel
 - 28 Mission Pilots
 - 91 Mission Observers
 - 116 Mission Scanners
 - 10 Airborne Photographers
 - 14 Squadrons Statewide
 - Aircraft
 - 11 single engine
 - 2 gliders
 - 19 vehicles
 - Interoperable Communications
 - 16 VHF/FM repeaters
 - 98 VHF/FM stations
 - 22 HF stations
 - Missions
 - 7 search and rescue missions
 - 7 lives saved*
 - 13 finds*
- * Includes lives saved and finds credited with national team support*
- 2 other Air Force support missions
 - 22 training missions
 - 6 other missions in support of partner agencies and organizations or local municipalities
 - Cadet Flying
 - 681 CAP, AFROTC & AFJROTC cadet orientation flights
 - Total Hours Flown: 1,621
 - Financial
 - \$36,968 in state funding
 - \$2 million value of wing's volunteer hours

Wing Awards

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

2018 Major Events in Nevada Wing

- NVWG website redesign
- Green Flag: Nellis AFB Low Level Route Surveys
- Travis AFB Low Level Route Surveys
- Wreaths Across America
- NVWG Conference, Elko, NV
- NV Air Guard Family Day
- CAP-USAF SAREX
- NVWG Encampment
- Sparks Hometown Parade
- Operation Santa Claus
- EAA Orientation Flights
- Aviation Nation, Nellis AFB
- Recruiting Table at the Reno Championship Air Races
- Recruiting table/CAP aircraft static display at Aviation Roundup, Minden-Tahoe Airport
- Five Honor Flight events at Reno-Tahoe International Airport

3. 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 Valley, 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.

4. Opportunities:

a. 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. 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.
- 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.

b. Community Outreach:

- 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.” Public Affairs 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.

- A professional appearance 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.

5. 2019 Goals and Objectives

<p>GOAL 1: The Wing PAO will actively support the Wing Commander's goals for the Wing.</p>
<p>Description: 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.</p>
<p>Strategy:</p> <ul style="list-style-type: none"> • The Wing PAO and the Commander shall communicate regularly, whenever possible in person and at least monthly, about Public Affairs opportunities and challenges. • Besides supporting the PAO while following the Commander's instructions and guidance, the Commander can help the PAO by facilitating participation in all public affairs training available, thus empowering the PAO to acquire, increase or reinforce necessary knowledge and skills essential for optimum job performance. • The Wing PAO shall offer presentations/briefings to business and industry, trade and civic groups; set goal of conducting at least two presentations per year. • The Nevada Wing encourages subordinate units to seek out all local marketing opportunities to promote CAP. These opportunities may include open houses, school events and assemblies, local community activities, print advertising, local radio and television public service announcements, and speaking opportunities with service clubs, i.e The Ninety Nines, Boys and Girls Club, Kiwanis, Rotary, etc.
<p>Measures of Success:</p> <ul style="list-style-type: none"> • New member Wing-wide increase over 12-month period • Measurable increase in external media coverage • Documented reciprocity between CAP and governmental agencies and civic groups.
<p>This Goal Supports the Following Wing Objectives:</p> <p>MISSIONS</p> <ol style="list-style-type: none"> 1. Expand the Wing's portfolio of missions. 2. Enhance the effectiveness of Wing training. 3. Increase our presence in local communities. <p>MEMBERSHIP</p> <ol style="list-style-type: none"> 1. Improve member retention. 2. Enhance the membership experience. 3. Deepen the pool of prospective Wing leaders. <p>PROGRAMS</p> <ol style="list-style-type: none"> 1. Develop our capabilities to support all three mission areas. 2. Promote Wing leadership in aerospace and STEM education. 3. Improve members' participation in Wing programs.

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

Description: 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 PA work, the emphasis needs to be on unit members, their CAP activities (especially those on behalf of the community), 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:**
- 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 all 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.
 - 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 military PAOs.

Measures of Success:
Wing PAO will track the number of releases/articles issued to Nevada media and to the CAP NHQ *Volunteer* magazine and NVWG publication *Silver Wings Over Nevada*. Success will be achieved if a combined minimum of four (4) news releases and/or articles are issued in a single calendar year.

- This Goal Supports the Following Objectives:**
1. Increase public awareness of CAP, its local, state, and national missions and its contributions to the nation.
 2. Promote cooperation between CAP and other aviation organizations, the military, business, industry, and civic groups.
 3. The Wing PAO will monitor updates/postings to the Wing website and social media venues. Success will be achieved if there is an aggregate minimum of two updates per week on Twitter, two updates per week on Facebook, two updates per month on the Wing website.

GOAL 3: 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.

Description: Progression through the PAO specialty track requires PAOs to train as PIOs; therefore, all of the PAO(s) will be either qualified as a PIO or actively training to become a PIO.

- Strategy:**
- Nevada Wing PAO will work with the unit commanders to ensure that each unit has a PAO assigned within the unit.
 - Conduct quarterly PAO teleconference meetings.
 - Promote and use CAP.news as a resource.

<ul style="list-style-type: none"> • The PAO’s technical expertise in conjunction with the Commander’s leadership would ensure creation and maintenance of an effective, proactive and professional Public Affairs Program in the unit. • The Wing PAO will endeavor to run a workshop for squadron PAOs once a year, perhaps during Wing conference. • Encourage and enable PAOs to attend training workshops, both onsite and online, through CAP and other external outlets.
<p>Measures of Success:</p> <ul style="list-style-type: none"> • The successful completion of the training session, along with all 12 units having a PAO assigned and working towards the PAO specialty track. • One conference call quarterly. • A minimum of two (2) emails sent by the end of the calendar year advising unit-level PAOs of training opportunities. • Training for PAOs/PIOs was incorporated into at least two-thirds of all SAREXs. • Six units have submitted an annual PA Plan to the Wing PAO.
<p>This Goal Supports the Following Objectives:</p> <ul style="list-style-type: none"> • Provide leadership, supervision and guidance to Public Affairs Officers at all levels of the organization, with an emphasis on mentoring Unit PAOs while respecting the chain of command. • Organize and lead a volunteer National Public Affairs Team that helps accomplish the objectives of the Public Affairs Program as outlined in CAPR 190-1 and this plan. • Develop and implement public affairs training programs that will give PA Managers, Public Affairs Officers (PAOs) and Public Information Officers (PIOs) the knowledge and skills they’ll need to succeed. • Use the basic principles of Project Management & the 4-Step Planning Process in all volunteer directed/led projects.

<p>GOAL 4: Ensure the Wing and subordinate unit websites are a valued source of information/promotion for CAP members and the public.</p>
<p>Description: Because the public is able to receive greater quantities of information through proliferating outlets, the demand for electronic information has increased dramatically.</p> <ul style="list-style-type: none"> • 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, county, statewide 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.
<p>Strategy:</p> <ul style="list-style-type: none"> • Encourage <i>all</i> subordinate units to establish their own online presence based on the National template.
<p>Measures of Success:</p> <ul style="list-style-type: none"> • A new wing website launched in March 2019. https://nvwgcap.org/index.html • Nellis Senior, Humboldt County Composite, and Tahoe Truckee Composite squadrons have all launched new websites in 2019 (based on the National website template).

This Goal Supports the Following Objectives:

1. Increase public awareness of CAP, its local, state, and national missions and its contributions to the nation.
2. Promote cooperation between CAP and other aviation organizations, the military, business, industry, and civic groups.
3. Improve member retention.
4. Enhance the membership experience.

GOAL 5: Encourage and facilitate consistent communication and sharing of information between the Wing PAO and subordinate squadron PAOs.

Description: For most of its existence, Civil Air Patrol has relied on a team of volunteer Public Affairs Officers. This has produced good outcomes but we can and should be doing more.

As CAP is being called upon to participate in more and more special events, there needs to be better communication and coordination of information so the events can be promoted.

Strategy:

- PAOs in Nevada Wing meet quarterly with the Wing PAO via existing Wing GoToMeeting account.
- Pacific Region Director of Public Affairs is always invited to participate.
- Encourage Unit PAOs to submit entries for the Balsem Award(s).
- Consider one in-person Public Affairs staff meeting each year, perhaps during the NVWG Conference.
- Share this NVWG PA plan with unit Commanders and PAOs.

Measures of Success:

1. Documented meeting minutes
2. Documented invitation to participate and listed among meeting attendees.

This Goal Supports the Following Objectives:

- Provide leadership, supervision and guidance to Public Affairs Officers at all levels of the organization, with an emphasis on mentoring unit PAOs while respecting the chain of command.
- Ensure that PAOs within the NVWG, CAP leaders and members are informed, as appropriate, of Public Affairs plans, objectives, initiatives, and program successes.
- Organize and lead a volunteer National Public Affairs Team that helps accomplish the objectives of the Public Affairs Program as outlined in CAPR 190-1 and this plan.
- Develop and implement public affairs training programs that will give PA Managers, Public Affairs Officers (PAOs) and Public Information Officers (PIOs) the knowledge and skills needed to succeed.
- Use the basic principles of Project Management & the 4-Step Planning Process in all volunteer directed/led projects.

GOAL 6: Raise awareness of CAP activities and members that positively reflect our Core Values using social media.

Description:

Social media has grown to be a key communications tool. It will help Civil Air Patrol strengthen ties with members and the local community. Social media offers anyone with an Internet connection the opportunity to see into our world and decide if they share our values and interests. It is a place where audiences go to form an impression. With friends and a few trusted brands, social media users share and comment and interact to the extent that their lifestyles allow. Therefore, Nevada Wing must take great care in developing the content that will form our online reputation by earning trust, establishing valuable relationships, and building branding awareness.

Strategy:

- Wing PAO to appoint a Wing social media specialist. This appointee does not necessarily have to be in the PAO specialty track.
- Encourage all CAP members to understand how to use social media properly in terms of official capacity and personal use. This includes Senior and Cadet members.
- Encourage members to be consistent in terms of official CAP branding, tagging, photography, and monitoring local social media pages.
- PAOs regularly update their squadron social media channels and websites. Information is not to be more than three months old. Periodically inspect members' personal Facebook pages to enforce compliance.
- PAOs should regularly monitor their members and squadrons social media channels to ensure compliance with CAPR 190-1 and CAP 152.
- Periodically inspect unit websites to enforce compliance.

Measures of Success:

- A Wing social media specialist is appointed and active.
- Wing PAO verifies subordinate units' websites and social media channels are compliant.

This Goal Supports the Following Objectives:

- 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.

5. Evaluation of 2018 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.
- The Wing PAO and Wing Commander met together only twice over the course of the year. Therefore, effectiveness evaluation was not possible.
- More frequent focused strategic meetings are needed in the future to better evaluate and revise the Wing's goals as needed.

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 mission needs.
 - Wing social media channels (Facebook & Twitter) is the major vehicle to reach out external audiences.
 - The Wing website is regularly 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.
 - Local media was regularly invited to cover events whenever possible. Events can include, but not limited to, open house, encampment graduation, aerospace activities, etc.
 - A recruiting table was at the following events: Reno National Championship Air Races, Aviation Roundup, and Aviation Nation.
- B. Highlighting our accomplishments with our internal audience serves a similar purpose and boosts esprit de corps.
 - Wing social media channels (Facebook & Twitter) is the major vehicle to reach out 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: Marginally Successful

Build a trained, readily deployable force of Public Affairs volunteer professionals, resourced, capable and organized to conduct maintain a timely flow of accurate, balanced information to members, the media, and the public.

- The Wing PAO established quarterly Public Affairs meeting via GoToMeeting in 2017. There is a guest speaker at each meeting. Attendance and participation are sketchy at best.

GOAL 4: Marginally Successful

Ensure the Wing and subordinate unit websites is a valued source of information/promotion for CAP members and the public.

- The Wing website was redesigned and launched in early 2019. Elements include better organization, interesting graphics and photographs, and is much easier for our audiences

to get to the key content they want with a minimal number of clicks. There is still room for improvement.

- Future 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 out site visitors 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 12 units have an online presence via the Wing website. Only two have their own dedicated website. Although it is not required for, all units in Nevada Wing will be encouraged to develop a dedicated website using the National website template in 2020.
- The Wing website will also be conformed to the National template in 2020.

GOAL 5: Marginally Successful

Encourage and facilitate consistent communication and sharing of information between the Wing PAO and subordinate squadron PAOs.

- Similar to Goal 3. This goal is redundant and will be revised for the 2020 NVWG PA Plan.

GOAL 6: Marginally successful

Raise awareness of CAP activities and members that positively reflect our Core Values using social media.

- See Goals 2 & 3. This goal is redundant and will be revised for the 2020 NVWG PA Plan.

6. 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.

Submitted by:



MARYAN C. TOOKER, Capt, CAP
Director, Public Affairs
Nevada Wing

Approved by:



DEBORAH A. PIERCE, Col, CAP
Commander
Nevada Wing