HEADQUARTERS
GEORGIA WING CIVIL AIR PATROL
United States Air Force Auxiliary Georgia Wing
1501 First Street Bldg. 931
Dobbins ARB, Georgia 30069

31 April 2008

Wing Public Affairs Plan

I. Introduction

This annual plan, required to be prepared annually by CAPR 190-1, represents the plans of Georgia Wing for its Public Affairs Program, including regular marketing communications, mission communications, and crisis communications. It was prepared by Major Paige Joyner in consultation with other staff officers.

II. Situation Analysis

- Unit Strengths
  - Actual ES Missions
- Weaknesses
  - Communications
  - Dispersion of Units and Personnel
- Opportunities
  - Community Networking
    - With local aviation corporations and other interested parties
  - Partnerships with GEMA and FEMA reps
  - Partnerships with other emergency service providers - statewide
  - Sate financial support
  - Grants
- Threats
  - Lack of positives in field regarding CAP programs
  - Not enough press regarding our programs
  - Other organizations competing for members
  - Not fulfilling promises in emergency situations
  - Bad behavior and/or poor performance
  - Poor morale
  - Fuel prices

III. Goals

Our goal in Georgia Wing is to increase the public knowledge, understanding and favor of our programs, successes, capabilities and congressionally chartered missions through a carefully crafted program designed to disseminate pertinent information on a timely basis and at regularly scheduled intervals.

IV. Objectives

The main objective of the PAO program is to illuminate the positive aspects of our wing in the public eye highlighting our programs and congressionally mandated missions of Emergency Services, Aerospace Education and Cadet Programs via the publication of newsworthy articles regarding non-mission related events such as community partnerships, member accomplishments, open houses, air shows and other participatory occurrences.

To meet the requirements in CAPR 190-1, we will:

- Publish a quarterly newsletter for internal communications to members
- Send regular submissions to CAP News Online
- Document community relations activities received from squadrons
- Maintain relationships with representatives of the news media statewide and locally

V. Strategies

1. **News Releases.** The PA staff will prepare news releases for each significant activity. If appropriate, an advance news release will be sent to news media; if not, it will be sent following the event on a timely basis. If appropriate, the release should be forwarded to the region PAO and CAP News Online. Such activities may include, but are not limited to:
   a. Wing participation in SAR and disaster exercises (other than Counter Drug)
   b. Public appearances of members of the wing in uniform
   c. Extended "Milestone" promotions and awards such as Spaatz
   d. Other “newsworthy” special events of statewide and national interest

2. **Photography.** The PA staff will obtain quality photography to illustrate news releases and newsletter articles. Action photographs should be used in favor of “grip and grin" posed photographs. Photographs distributed to the public must illustrate proper conduct and proper wear of the uniform.

3. **Newsletter**. The wing PAO will produce a periodic newsletter summarizing success stories and previewing upcoming activities. This newsletter will be distributed electronically to all members. The newsletter will be posted on the unit website. The deadlines for unit PAOs wishing to submit information for the newsletter will be 2 weeks prior to the it publication. The newsletter is primarily an internal communications and retention tool but may be made available to others outside of CAP and it should not contain classified or secure information regarding any missions and/or members.

4. **Higher Headquarters.** Each significant news release will be delivered to the region PAOs and to the Civil Air Patrol News Online. National support will be requested as needed.

5. **Community Relations.** The Wing PAO will collaborate with other appropriate staff members and the Wing commander to increase Wing visibility in the state with activities such as Wreaths Across American and the Legislative Days as well as participating when requested in regional or statewide events.

6. **Internal Communication.** The Wing PAO and the Wing Commander shall communicate regularly about Public Affairs opportunities and challenges. The unit PAO is the eyes and ears of the commander and as such acts in an advisory capacity.

7. **Website.** The PAO will collaborate with the Wing webmaster/IT Officer to ensure that the messages for the general public posted on the website all reflect positively on the Wing and the organization.

8. **Branding.** Whenever possible, the current CAP marketing slogan and the nationally-standardized explanation paragraph will be incorporated into external communication.

9. **Recruiting and Retention.** The PAO will collaborate with the Wing's Recruiting and Retention Officer to stage recruiting events during the year. Understanding what motivates people to join CAP is of utmost importance. Factors discussed at the wing conference include:

    a. Passion for flight
    b. Desire to be part of something larger than they are
    c. Structured environment for cadets as well as seniors
    d. Desire to learn more about radio communications
    e. Access to Military Training
    f. Help people, SAR, ES
    g. Chance to build confidence
    h. Sense of belonging

10. **Professional Development.** The PAO will pursue professional development in Public Affairs by:
    a. Progressing in the Public Affairs Specialty Track to master
    b. Maintaining mission Information Officer qualification
    c. Taking other courses for Public Affairs such as the GEMA IO course if possible
    d. Completing required courses from time to time

APPROVED:

Major Paige Joyner, CAP
Director Public Affairs GAWG

Colonel Jay Hughes, CAP
Commander, Georgia Wing

DISTRIBUTION: 1 Each (Electronic)
Wing/PA
Wing/CC
ADMIN/file

RECORD OF REVIEW:

Review Date	Commander's Initials

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Wing Crisis Communications Plan

Applicability:
This plan applies to the Georgia Wing. It is the responsibility of the commanders, and staff to be familiar with this plan. This policy does not apply to Emergency Services Mission Operations.

The purpose of this plan is to:

- Ensure the flow of accurate and timely information to wing leadership, staff, the media and the public during a crisis
- Provide the media with a reasonable level of access per CAP regulations and policy
- Develop and provide unified messages in a crisis
- Minimize unnecessary damage to the integrity and reputation of the wing & CAP
- Counteract inaccurate criticism by providing accurate and honest information

A crisis situation is defined as any situation deemed by Wing staff as having a major impact on the wing, CAP as an organization and the public. Examples of a crisis situation may include incidents at CAP activities involving serious injury and or loss of life, terrorism, a member death, natural disasters, major crimes or major disruptions of operations. Crisis situations may include police investigations or other situations that require a public response.

This plan is not intended to change the way emergencies are initially reported. All applicable CAP regulations will be followed in these initial and subsequent reports.

It is the goal of this crisis communications plan to establish guidelines for dealing with a variety of situations, and to ensure that leaders and communicators are familiar with those procedures and their roles in the event of a crisis. The plan is designed to be used in conjunction with the normal decision-making hierarchy of the wing and does not supplant that decision-making process.

Each crisis or emergency will require a unique public information response. The extent of the response will depend on the nature of the crisis.

Assumptions:

Often the only information the public receives about an emergency is through the media; therefore, media relations is an essential component of any crisis plan. Timing is critical and a response must be issued as soon as possible with follow-up bulletins as required.

Rumors can spread quickly via email, blogs and online forums. Therefore, it is critical that responses be issued as quickly as possible via various channels of online communication, both formal (such as the wing website and listservs) and informally.

A crisis situation could be big news and is likely to result in more public exposure for the wing than dozens of "good news" stories.

Crisis Communications Team:
A Crisis Communications Team (CCT) is established that consists of the following members:

- Deputy Commanders for Seniors
- Deputy Commander for Cadets
- Public Affairs Officer
- Legal Officer

The team may also call on:

- Those with experience in working a crisis
- Parents if cadets are involved and as needed
- Expert sources as needed

A roster of the unit's CCT can be found as Appendix A to this plan.

The CCT exists to advise the commander and craft the message during a crisis. Commanders make the decision after advice from the CCT.

The commander will provide the Wing PAO an updated CCT List twice a year on the 1st of January and 30th of June. An initial list must be provided by June 30th, 2008.

Crisis Center: It is expected that crisis teams will work virtually thru e-mail, phones and conference calls. If the need exists to set up a crisis center, commanders are expected to use their best judgment as to location, size and scope of activities. The Wing PAO will be consulted prior to setting up a crisis center.

Crisis Materials: The PAO is assigned the task of maintaining materials to assist in the management of a crisis. As a minimum the PAO will maintain the following materials (may be electronic):

- This Plan
- Roster of the team
- Contact information for all area commanders and relevant wing staff members
- Media List
- CAP Fact sheets

- Positive statistics about CAP (most stats can be obtained from the Wing Intranet, CAPWatch or E-services)

Spokesman: The Commander and PAO are the spokespeople for the Wing and will be expected to work with local media. The Wing PAO is the spokesman for CAP in the state and will work with statewide/regional media. The Wing PAO is available to assist units and can serve as a local spokesman as needed.

Electronic Resources: The PAO will create messages and announcements as appropriate to communicate with CAP members and the public. These crisis communications will be approved by the commander before being disseminated.

Phases of Response

Immediate: The Wing Commander and the PAO will determine if an official statement should be prepared and released. If warranted, they and the CCT will develop answers to specific questions that may be asked by the media.

CAP is not afraid to tell the truth. Tell it and move on. You will build a better long term relationship if you are candid in bad or rough times.

The PAO will brief staff and other area commanders who may have to answer questions from local media.

As part of this phase talking points should be developed. They should be agreed to by the crisis team and delivered to all members authorized to speak to the media.

The PAO will obtain basic information (type of crisis/emergency; time of emergency; actions taken; areas and number of people involved; injuries or fatalities; extent of damage) and prepare an official news release.

Key PAO Tasks

- The PA staff will verify all sources of information.
- The PAO will clear news releases with the Commander as quickly as possible before releasing to the media.
- The PAO will log and document all media inquiries.

Ongoing Period: In an ongoing crisis, the PAO (with the help of the CCT) as appropriate will:

- Provide, via the news media and on the web, the public and constituents with basic information about a crisis
- Provide, via electronic mail or other means such as radio, the membership with basic information about the crisis. Insure that copies of all updates are concurrently sent to higher HQ.

- Keep the public, media and constituents informed of the situation and provide advice on what they should or should not do to prevent further damage or loss of life, panic or interference with emergency response efforts. Information will be provided via the wing website and via news releases to the area media
- Instruct the public on how to obtain further advice or information

Recovery Period: The PAO will issue media updates for as long as necessary, then scale back activities as warranted. Such updates will be posted online. Upon termination of the crisis situation, the PAO will schedule a meeting of all key players to review all actions taken and lessons learned. These will be included in an after-action report to be forwarded to the Commander and other appropriate leaders and/or departments.

Updates: This plan will be reviewed and updated every year in the month of January.

The PAO will be send an updated plan electronically to the commander for approval. It will also be available for download on the wing's intranet.

The CCT should be assembled periodically to discuss the plan and any updates. The Commander will convene these meetings. Results of the meetings and revisions of the plan are to be documented and filed with the plan. Copies of this plan should be addressed to all members listed in the plan and any other personnel who might play a role in the event of a crisis.

Training: Unit leaders and CCT members will be required to view the "Crisis Communication Presentation", during the month of January. After viewing the presentation the member will sign a register that indicates he/she has reviewed the presentation. This register will be filed with the plan and record of plan review/updates.

APPROVED:

Paige Joyner, Major, CAP
Wing Public Affairs Director

James Hughes, Colonel, CAP
Commander, Georgia Wing

DISTRIBUTION: 1 Each (Electronic)
Wing/PA

RECORD OF REVIEW:

Review Date	Commander's Initials

Appendix A: Crisis Communications Team

Name	***Duty Assignment/Team Role***	***Contact Information***
	WG/CV Team Leader	
	WG/PA Principal Spokesman	
	WG/JA Legal Advisor	
	Operations Advisor Aircraft Subject Matter Expert (SME)	
	Operations/ES Advisor	
Experts and Consultants		
	WG/CP Cadet Program Advisor and SME	
	WG/Wing Administrator Communications Assistant	
	WG/SE Safety Expert	
	CAP-USAF State Director USAF Policy SME	

Appendix B: Wing Crisis Communications Team

Name	***Duty Assignment/Team Role***	***Contact Information***
	Team Leader and Unit/CD	
	Public Affairs Officer Spokesman	
	Legal Advisor	

Appendix C:
CAP Leadership/MIO/PAO Talking Points:

Adapt answers as appropriate to the specific accident or incident.

Do not answer hypothetical questions.