



**HEADQUARTERS
MAINE WING
UNITED STATES AIR FORCE AUXILIARY
AUGUSTA, MAINE**

1 January 2011

Wing Public Affairs Plan

I. Introduction

This annual plan, required to be prepared annually by CAPR 190-1, represents the plans of Maine Wing for its Public Affairs Program, including regular marketing communications, mission communications, and crisis communications. It was prepared by Capt Mary Story and Col Daniel Leclair, in consultation with other staff officers.

II. Situation Analysis

The Maine Wing is a well known wing in the northeast region and with National CAP in general. It is our goal to make the wing even better in the coming years by continuing to grow in membership which is willing to give of themselves for the betterment of our communities, state and nation. We will ask for and expect the participation of our membership in all aspects of the Civil Air Patrol program.

Maine Wing currently has nine Squadrons located throughout the state. These squadrons are spread out to cover most areas in the event of a crisis both man-made and natural. The wing squadrons are located in both small and large communities.

- Maine Wing strengths (internal perspective), are its membership in general. The membership is kept informed by regular email on the Wing's listserv, the Commanders blog, and by regular staff meetings and SARAX training. Once a quarter, The Maine Wing Over is published on line for members to catch up on the news for the wing. Our membership, in general, is well trained and ready to serve our state and nation.
- Maine Wing Weaknesses (internal perspective), is we rely too much on the electronic transfer of information, knowing we have members in the state who do not have this type of access for information. We also tend to use the same people over and over for the same jobs and we need to have some depth in all of our positions in and around the Maine Wing. We need to make sure all members are offered the opportunity to serve at some position in either the squadron or wing.
- Opportunities (external perspective based on strengths), we need to promote our membership more and the value they are to our state and nation. We should also promote what they do in their Other life outside Civil Air Patrol so we can promote the value of a CAP membership to the general public.

- Threats (external perspective based on weaknesses). Membership loss, apathy from the general public and others are always an issue in any group. Civil Air Patrol is not immune from these threats.

III. Goals

1. We need to have PAO s appointed in each squadron and at the Wing level
2. We should promote each area of the Wing better than we currently do. A PAO should be appointed for each activity we participate in.
3. We need to encourage each Squadron Commander to appoint a public affairs officer to serve in the squadron and work closely with the Wing PAO.
4. All squadrons should have a monthly newsletter that can be produced on line and paper copies made for members who do not have computer access.
5. We need to develop a Wing Wide Media Contact List that can be shared with all PAO s.
6. We need to promote the Public Affairs specialty tract better to our new members.

IV. Objectives

We need to bring in to our group new members to enhance what we already have. As the squadron and wing PAO has no problem enticing people to attend meetings, we need to create a Team approach where every area of our membership is involved. We must remember that the PAO is NEVER the sole person responsible for success or failure. For example, the PAO can use news releases and community relations programs to get prospective members in the door, but if they do not have a positive experience when they visit the unit, the "fault" is not with the communications that got them in the door. Every member of the squadron must be informed on the efforts of recruitment and be given information to make everyone have a positive experience

Specific objectives to meet requirements in CAPR 190-1 for Maine Wing Public Affairs effort:

- Newsletter for internal communications
- Regular submissions to the NER newsletter, and the CAP News Online
- Community relations activities with several open houses at the squadron level with support from the Wing Public Affairs staff.
- Meeting with representatives of the news media throughout the state.

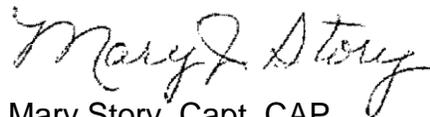
V. Strategies

1. **News Releases.** The Wing PA staff will prepare news releases for each significant activity other than regular meeting night activities. If appropriate, an advance news release will be sent to local news media. After such an event, a news release will be sent to the local media, if appropriate, and to the region newsletters and the CAP News Online. Such activities may include, but not be limited to:

- a. Unit participation in SAR exercises and actual missions (other than Counter Drug)
 - b. Public appearances of members of the unit in uniform, such as community relations events
 - c. Special or unusual unit training, either on a meeting night or other time
 - d. "Milestone" promotions and awards for members
2. **Photography.** The PA staff will strive to obtain quality photography to illustrate news releases and newsletter articles. Photographers should avoid "grip and grin" posed photographs in favor of photographs that show actions. Photographs distributed outside of the local unit should show proper conduct and uniform wear.
 3. **Quarterly Newsletter.** The PAO will produce a quarterly newsletter telling about unit success stories and previewing upcoming activities. This newsletter will be distributed electronically to all members. Members who do not have email or web access will receive printed copies. The newsletter will be posted on the Maine Wing website. The deadline for members wishing to submit information for the newsletter will be communicated to the membership via the Wing's listserv in advance of the deadline and the newsletter will ordinarily be distributed within a week after that. The goal of the newsletter will be to project the image of an active, vital Wing that has many good things happening. It will primarily be an internal communications and retention tool, however it will be available for distribution to community partners, prospective members, and other interested parties outside CAP.
 4. **Higher Headquarters.** Each significant news release will be delivered to Region PAOs (or designee) and to the Civil Air Patrol News Online. In addition, the Wing PAO will keep the Region PAO advised of problems, challenges, and upcoming opportunities in the Public Affairs Program.
 5. **Community Relations.** The Wing PAO will collaborate with other appropriate staff members and the Wing commander to increase unit visibility in the community with activities such as color guard performances, service club presentations, and support for worthy community events. Discuss specific events the Wing may be planning, based on goals.
 6. **Internal Communication.** The PAO and the Commander shall communicate regularly, if possible in person and at least monthly, about Public Affairs opportunities and challenges.
 7. **Website.** The PAO will collaborate with the webmaster/IT Officer of the Wing website to ensure that the direct and subconscious messages for the general public all reflect positively on the unit and the organization.

8. **Branding.** Whenever possible, the CAP marketing slogan "Citizens Serving Communities, Above and Beyond" and the nationally-standardized explanation paragraph will be incorporated into external communication.
9. **Recruiting and Retention.** The Wing PAO will collaborate with the unit's Squadron Commanders and with their permission the Recruiting and Retention Officer to stage at least two recruiting events during the year. One event would be an open house for the general public and one event would be a community service project to be promoted in advance.
10. **Professional Development.** The Wing PAO will pursue professional development in Public Affairs. Possible areas appropriate to our Wing may include:
 - a. Entering and progressing in the Public Affairs Specialty Track
 - b. Training to become a mission Information Officer, or renewing qualifications.
 - c. Subscribing to any PAOs listserv and the national CAP-PAO listserv.
 - d. Taking other available in-person or correspondence courses for Public Affairs.

APPROVED:



Mary Story, Capt, CAP
MEWG, PAO



Daniel Leclair, Colonel, CAP
Commander, Maine Wing

DISTRIBUTION: 1 Each (Electronic)

MEWG CV
MEWG CS
Wing Staff
MEWG Squadron Commanders
MEWG Squadron PAO s

RECORD OF REVIEW:

Review Date	Commanders Initials



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Unit Crisis Communications Plan

Applicability: This plan applies to the Maine Wing Civil Air Patrol. It is the responsibility of the commander, and Wing 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.
- Make it possible for Public Affairs Staff to develop 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.

With the advent of Internet technology, 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:

- Wing Commander
- Public Affairs Officer
- Vice Commander
- Legal Officer or Wing IG
- Chief of Staff
- Director of Operations
- CISM Coordinator
- 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 January 1, 2011.

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 standing up a crisis center.

Crisis Materials: The Wing 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 (from most current online sources)
- CAP Fact sheets
- Positive statistics about CAP (most stats can be obtained from the Wing Intranet, CAPWatch or E-services)

Spokesman: The Wing Commander and Wing 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 Wing PAO will create messages which utilize the Wing's email list, the Wing's website, and the wing announcements list as appropriate to communicate with CAP members and the public. These electronic communications will be approved by the commander before being disseminated.

Wing Crisis Communications Team: Should the crisis have high severity or affect a large geographic area, the Wing Crisis Communications Team should contact the Region Public Affairs Officer and request the Wing Crisis Communications Team be assembled to assist.

Phases of Response

Immediate: The Squadron Commander and the PAO (in consultation with the Wing 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 and the media statement (release).

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

As part of this phase talking points should be developed. These are short simple messages that tell our story. 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. All PA staff members will be kept informed of breaking news to enable them to answer media questions.

Key PAO Tasks:

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

Ongoing Period: In an ongoing crisis, the Wing 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 an emergency or threatened emergency.
- 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.
- Log all media inquiries and responses using the ICS Mission Log Form
- Instruct the public on how to obtain further advice or information.

Recovery Period: The Wing 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 Wing 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 Region Commander and other appropriate leaders and/or departments.

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

The Wing PAO will be sent an updated plan electronically by the Wing Administrator for the approval of the Wing Commander or designee. 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:



Mary Story, Capt, CAP
Maine Wing, PAO



Daniel Leclair, Colonel, CAP
Commander, Maine Wing

DISTRIBUTION: 1 Each (Electronic)

Wing/PA
MEWG Staff
MEWG SQ/CC
MEWG SQ/PAO

RECORD OF REVIEW:

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Appendix A: Wing Crisis Communications Team

Name	Duty Assignment/Team Role	Contact Information
Col Daniel Leclair	MEWG/CC Team Leader	dleclair@mewg.cap.gov 207-344-9088 (C) 207-345-9093 (H) 302-918-1019 (W)
Maj Don Godfrey	MEWG/CV Deputy Team Leader	dgodfrey@mewg.cap.gov 207-279-0692 (C) 207-846-4444 (W)
Capt Mary Story	MEWG/PA Principal Spokesperson	mstory@mewg.cap.gov 207-312-0132 (H)
Capt Ronald Mosley	MEWG/GC Legal Advisor	rmosley@maine.edu 207-263-7266 (C) 207-255-3492 (H) 207-255-1265 (W)
Maj Dan Gagnon	MEWG/DOV Operations Advisor Aircraft Subject Matter Expert	dgagnon@mewg.cap.gov 207-749-7560 (C)
Maj Marc Brunelle	MEWG/DO Operations/ES Advisor	mbrunelle@mewg.cap.gov 207-229-5156 (C) 207-985-2002 (H) 207-985-4966 x201 (W)
Maj Andrea Hayden	CISM Coordinaton	Andrea_hayden@cape.k12.me.us 207-749-7453 (C) 207-767-1874 (H) 207-799-3309 x481 (W)

Experts and Consultants

Capt Joyce Gaddis	MEWG/DCP Cadet Programs Advisor and SME	jgaddis@mewg.cap.gov 207-460-1473 (C)
Mr. Wayne McKinney	Wing Administrator	wmckinney@mewg.cap.gov 207-626-7830 (W) 207-626-7831 (F)
Capt Gary Brearley	MEWG/SE Safety Expert	gbrearley@mewg.cap.gov 207-836-2534 (H) 207-712-1273 (W)
Mr. Sidney Girardin	CAP-USAF State Director USAF Policy SME	Sid.girardin@nhpeas.af.mil 603-498-2510 (C) 603-436-8941 (H) 603-430-3544 (W)

Appendix B: Unit Crisis Communications Team

<i>Name</i>	<i>Duty Assignment/Team Role</i>	<i>Contact Information</i>
	Team Leader and Unit CD	
	Squadron PAO	
	Legal Advisor	

**Appendix C:
CAP Leadership/MIO/PAO Talking Points:
Fatalities or serious injuries sustained by CAP members.**

Adapt these general talking points as appropriate to the specific accident or incident. In many cases, the primary comments in bold will be all that needs to be said. Add the rest of the information only if asked.

1. Our hearts go out to the families of the members involved, and to all of the CAP members in ____ (where the members are from) ____ who work hard to serve their state and country with a professional level of skill, even though they are volunteers.

2. CAP has an outstanding Flying Safety Record -- about one third of the number of accidents in the general aviation community per 100,000 hours flown.

Additional information, only if asked to elaborate: When you consider that CAP's missions are typically flown only 1,000 feet above the ground, leaving little time to react in an emergency situation, CAP's low accident rate is even more significant. Though CAP flies in a high-risk environment, one of the reasons our accident rate is so low is because we have successfully used ORM or operational risk management - a technique developed by the Air Force safety community and eagerly adopted by CAP.

The National Transportation Safety Board's accident rates for general aviation over the past three years as compared to CAP's are always higher.

- Every one of our pilots takes a flight safety check at least annually, and they are evaluated on their ability to fly mission profiles biennially.
- We have a safety education program whereby both aircrew and non-aircrew are briefed on safety issues during monthly safety meetings.
- Also, every CAP wing is given an evaluation on its ability to perform search and rescue/disaster relief missions biennially.

3. CAP aircrews are absolute professionals and highly trained in all aspects of aerial search and rescue [including mountain flying techniques].

Additional information, only if asked to elaborate: Aerial search and rescue is clearly a demanding mission, given the requirement to fly typically only 1,000 feet above the ground, however, our aircrew members fully understand the dangers associated with SAR missions and train hard to minimize them, but they consider their duties to be critical. Over the years, CAP has been credited with saving on average about 100 lives annually.

4. Civil Air Patrol maintains its aircraft rigorously to standards that meet or exceed FAA standards. The maintenance is timely, thorough and carried out by FAA certified mechanics CAP-wide. Bottom line -- CAP maintenance policies are stricter than or as strict as general aviation standards in America, with greater emphasis placed on regular aircraft inspections throughout the fleet.

5. There is no way I could speculate on what may have caused this to happen. I am sure it will be the subject of an official investigation.

Additional information, if asked to elaborate: Do NOT be trapped into discussing possible or hypothetical causes or explanations for what happened. Rather, go back to point #1 -- the investigation WILL happen, and meanwhile, our big concern is for the families and fellow members of the people killed/injured.

Note:

Do not feel that you must rush an answer. If you have to pause 10 seconds after the question is asked to formulate your answer, no problem. Remember that TV stations, in particular, will probably only use 10 or 15 seconds worth of your actual words, anyway.

**Appendix D:
CAP Leadership/MIO/PAO Talking Points:
CAP members accused of sexual misconduct**

Adapt these general talking points as appropriate to the specific situation.

1. The status of the accused is:

- No longer a member
- Suspended
- Other

2. No complaint has been filed with CAP adult or child or any family member (assuming this is true).

3. The CAP Cadet Protection Program ensures that more than one adult member is always present on activities with our youth members, and in particular our rules prohibit private "one-on-one" interaction between individual youth and adult members.

Notes:

In a media interview. Always find ways to come back to these points.

If the reporter asks you about your feelings or emotions, dodge the question. "My feelings and emotions are that I am glad that CAP has procedures in place to prevent inappropriate contact from taking place."

Avoid repeating back the words the reporter uses in asking the question. For example a reporter might ask "would you say that CAP was lucky that there were no problems with this person?" If you repeat "was lucky" either to say CAP WAS lucky, or to say, "No, I wouldn't say CAP was lucky," you are allowing the reporter to put words in your mouth that may then be quoted.

Avoid answering hypothetical questions.

Do not feel that you must rush an answer. If you have to pause 10 seconds after the question is asked to formulate your answer, no problem. Remember that they will probably only use 10 or 15 seconds worth of your actual words, anyway.

Maine Wing