



Officer of the Commander  
HEADQUARTERS, FLORIDA WING  
**UNITED STATES AIR FORCE AUXILIARY**  
CIVIL AIR PATROL  
13601 SW 176th St  
Miami, FL 33177



28 December 2008

MEMORANDUM TO: SEE DISTRIBUTION

FROM: FLWG/CC

SUBJECT: Wing Public Affairs Plan

1. The attached updated Florida Wing Public Affairs Plan is approved as submitted.
2. Effective this date, all subordinate units should use this as a guide when developing their own Plan.
3. Recommendations and improvements to this plan are encouraged. Members wishing to do so are requested to do so in writing, through channels, to FLWG/PA, Attn: Director.

A handwritten signature in black ink, appearing to read "Christian F. Moersch".

CHRISTIAN F. MOERSCH, Col., CAP  
Commander

Distribution:  
SER / CC, PA  
FLWG / CV, CS, DO, DA, PA  
All Group CC, PA  
All Sqdn CC, PA  
File

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**HEADQUARTERS  
FLORIDA WING, CIVIL AIR PATROL**

United States Air Force Auxiliary  
Public Affairs Directorate  
510 North West 199<sup>th</sup> Avenue, Pembroke Pines, Florida 33029-3348

28 December 2008

MEMORANDUM TO: Commander, Florida Wing  
Commander, South East Region  
IN TURN

FROM: FLWG / PA

SUBJECT: Wing Public Affairs Plan

1. In accordance with CAPR 190-1, the undersigned presents the attached revised Public Affairs Plan for implementation within Florida Wing at all echelons.
2. To ensure its continued effectiveness, this directorate strongly recommends that this plan continue to be updated on a quarterly basis, as stated therein.
3. I request approval of the attached and implementation at your earliest opportunity.

///SIGNED///  
GRANT MEADOWS, Capt., CAP  
Director, Marketing & Public Relations  
Florida Wing

Distribution:  
FLWG / CC, CV, CS, DO, DA  
File

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# FLORIDA WING PUBLIC AFFAIRS PLAN

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HEADQUARTERS - FLORIDA WING  
PUBLIC AFFAIRS DIRECTORATE

13601 South West 176th Street  
Miami, Florida 33177-2502

REV 3.0

28 DECEMBER 2008

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## ***Wing Mission Statement***

To serve Florida by performing Homeland Security and humanitarian missions for our state; develop our state's youth; and educate our citizens on the importance of air and space power.

### ***Introduction***

This plan has been prepared to establish goals and objectives for the wing public affairs program to meet the Civil Air Patrol Public Affairs Mission "to inform internal and external audiences of Civil Air Patrol's national importance, safeguard the image and assets of the corporation, and strengthen relations with key audiences which will enable the organization to grow."

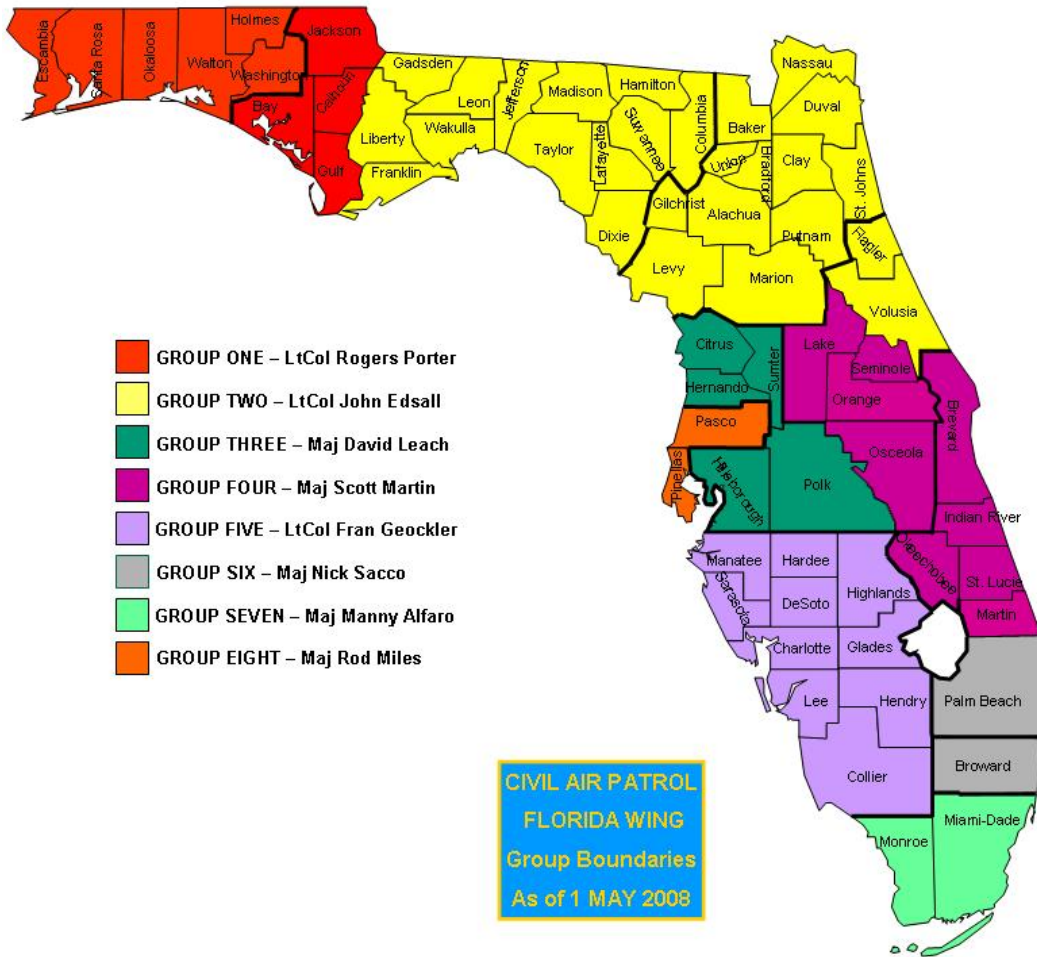
### ***Situation Awareness***

Florida Wing (FLWG) is the largest wing in Civil Air Patrol (CAP), per capita, with over 3400 members, including more than 1300 cadets and 2000 officers (adults). The Wing is divided into eight geographic Groups and one statewide schools Group (Group 800). (See map on next page.) Florida Group 2 is the largest geographically and has the greatest member-population in the Wing with more members than 16 Wings based upon membership data for 2007. In all, 75 units comprise Florida Wing. The wing operates 28 vans, 23 powered aircraft and 1 glider. The wing flew more than 6100 hours in FY07 and is credited with saving 2 lives during that period.

The state is approximately 500 miles long from Jacksonville to Key West, 360 miles long from Jacksonville to Pensacola along the panhandle, and 160 miles wide at its widest point in the peninsula, encompassing an area of more than 65,750 square miles. The state has approximately 1350 miles of coastline along the Atlantic Ocean, Caribbean Sea, and the Gulf of Mexico. The state's highest elevation is only 345 feet above sea level, the mean elevation is 100 feet above sea level, and nearly 12,000 square miles of the state is covered by water. Florida's Dade County (Miami) is the largest of Florida's 67 counties and has a population of nearly 2.5 million people but some rural counties in north central Florida have populations less than 10,000.

### ***Strengths***

Florida Wing has experienced personnel dedicated to the Civil Air Patrol ideal of "service before self." Florida Wing conducts extensive missions in support of Homeland Security, including Missions of National Significance, and in support of Counter Drug activities. The Wing includes many experienced unit PAOs who have had articles published in local newspapers, the monthly CAP magazine *Volunteer*, the Wing website, the Regional website, and the national website.



### **Weaknesses**

Florida Wing, being a large and diverse Wing, has a decentralized staff making all-staff face-to-face meetings rare. This makes it difficult for staff to support and mentor subordinate units. Additionally, the Wing has a new and inexperienced Public Affairs Officer (PAO).

### **Areas for Improvement**

Florida Wing needs to increase the number of unit and group PAOs and Mission Information Officers (MIOs). The Wing also needs to increase its recruiting and retention efforts, increase public awareness, and increase its outreach programs with government, military, corporate, and other aviation centered entities.

### **Opportunities**

For each area where improvement is needed, there is also opportunity. The Wing has many opportunities to support the Southeast Region in carrying out the national action plan to increase the awareness of the name, brand and mission of Civil Air Patrol, gain more

members, and retain those who are already members. FLWG has several military installations with which to establish better relationships. Also, the Wing has made some progress with obtaining memoranda of understanding with the state and many local government agencies but there is still work to be done in this area. Florida Wing also has opportunities to support numerous air shows, most notably at Naval Air Station Jacksonville's Air and Sea event and the Fort Lauderdale Air Show.

### **Major Events**

Florida Wing hosts two encampments per year (summer and winter) and an annual Wing Conference. The Wing provides members with professional development and emergency services training including Squadron Leadership Schools, Corporate Learning Courses, Training Leaders of Cadets, Unit Commanders Courses, Cadet Leadership Schools, Ground Search and Rescue Academies, and Flight Academies. Groups and squadrons also provide additional opportunities for training and development, supplementing Wing efforts. Florida Wing provides support to the annual Sun N' Fun fly-in and hosts the National CAP Check Pilot School at the FAA Safety Center, both at Lakeland's Linder Airport. Florida Wing also supports NASA Space Transportation System (shuttle) launches.

### **Objectives**

The Florida Wing objectives are derived from the Southeast Region Public Affairs Plan which in-turn derived its objectives from the national plan. The Wing objectives are:

- Support the Region and National Headquarters PA/Marketing plans, strategies and goals;
- Support and mentor group and squadron PAOs and MIOs, especially those that are new to their assignments;
- Increase public awareness of CAP and its local, state, and national missions
- Promote cooperation among the Civil Air Patrol and other aviation organizations, the military, businesses, industry groups, and civic organizations within Florida Wing.

### **Goals and Strategy**

To meet the objectives listed above, the Wing has set the following goals and strategies.

#### **Goal 1**

Maintain a Wing website which will be the primary means of providing members and non-members with information about the Wing, points of contact, and links to other resources.

### *Strategy*

Retain a Wing webmaster to develop and maintain the website, ensuring no broken links and that the information contained is current and correct.

### *Measure of Success*

A webmaster is selected, the website is maintained, new information is added as obtained, and the information on the site is correct.

## **Goal 2**

Publish a Wing Newsletter at least quarterly. The newsletter will highlight success stories of people and units at all levels within the wing, inform members and others about the missions performed, activities and professional development programs scheduled, promote *esprit de corps*, and provide a means for Wing staff to communicate with members.

### *Strategy*

Publish the newsletter on the Wing website for internal and external communications. Make hard copies available for distribution to prospective members, outside agencies, and community partners.

### *Measure of Success*

The newsletter is produced quarterly and posted on the Wing web site with hard copies available for distribution to prospective members, outside agencies, and community partners.

## **Goal 3**

Ensure that each group within the Wing has a qualified PAO and MIO.

### *Strategy*

Many groups have small squadrons and it may not be practical for each subordinate unit to have a dedicated PAO. However, each group should have a PAO who can assist the subordinate units as necessary. The group PAOs should recruit unit PAOs and keep the Wing PAO current on the personnel assigned as PAOs within their groups. The Group PAOs should pass any information worthy of publication to the Wing PAO staff for publication on the Wing website, the newsletter, and higher headquarters publications.

### *Measure of Success*

Each group has a qualified PAO who assist subordinate units to keep the Wing PAO staff abreast of current PAOs assigned and of newsworthy activities, ensuring that appropriate articles are forwarded to Wing for publication.

## **Goal 4**

Each group should have a fully qualified MIO to respond as necessary to support active missions.

### *Strategy*

Each group commander must designate at least one individual who is able to respond to missions to serve as group MIO. Ensure that the MIO function be included in all mission training programs and that Operations personnel advise the group MIO when a mission is being conducted and provide the MIO with pertinent information during the conduct of the mission. Group MIOs should recruit and train unit MIOs to assist when the group MIO is unable to respond to a particular mission. The Wing PAO must become MIO qualified and should be called upon as necessary to support major Wing missions.

### *Measure of Success*

Each group has a qualified MIO who responds as necessary to missions assigned within the group, participates in training missions, and recruits and trains unit MIOs. The Wing PAO becomes MIO qualified.

## **Goal 5**

Ensure that PAOs at all levels are mentored and provided training to enhance their effectiveness as PAOs. Each PAO should advance at least one step within the specialty track.

### *Strategy*

The Wing PAO is primarily responsible for the overall effectiveness of the Wing PAO program. The Wing PAO, though new to the position, must quickly learn the duties and responsibilities of the position and advance within the specialty. The subordinate unit PAOs should also benefit from the training received by the Wing PAO through mentoring. PAOs at all levels should not hesitate to learn from others, even those in subordinate positions who have more experience.

### *Measure of Success*

PAOs at all levels are mentored and advance within the specialty track if they have not already achieved the Master level.

## **Goal 6**

Strengthen the link between Florida Wing and the military and NASA. Each military installation and NASA facility PAO should be contacted at least quarterly and updated on CAP activities and offered the support of the CAP.

### *Strategy*

Establish and maintain a list of PAO contacts at each military installation to include NASA facilities and encourage the Group PAO closest to the installation to develop a personal relationship with the installation PAO. Ensure that each military and NASA installation is aware of local CAP activities and take steps to support the installation in any way possible through quarterly contact with the installation PAO.

### *Measure of Success*

A list of contacts for military and NASA installation public affairs offices is developed and maintained and each office is contacted at least quarterly.

## **Goal 7**

Increase the involvement of Florida Wing units with their local government agencies including the Sheriff's Office, Emergency Management, County Commissions, City Councils and School Boards.

### *Strategy*

The public affairs office will assist each Wing unit in establish a memorandum of understanding with its respective county and city governments by providing resources which highlight the Wing's commitment to promote community service and capabilities/resources available for Emergency Services, Cadet Programs, and Aerospace Education. County Commissions and City Councils should be asked to issue proclamations noting significant unit achievements as well as anniversaries of national significance to CAP, including the date of establishment of the CAP and the date the Cap was made the official auxiliary of the United States Air Force. Close ties with the local school boards can be used to promote recruitment and to fulfill the Aerospace Education program mission.

### *Measure of Success*

Subordinate units are considered valuable community resources by their respective local government bodies and acknowledge such value by adopting appropriate resolutions calling attention to significant achievements of CAP, establishing memoranda of understanding, and calling upon the units to participate as partners in emergency planning as well as educational opportunities.

## **Goal 8**

Establish new and strengthen existing ties with local and state media agencies, including newspaper, radio, and television stations.

### *Strategy*

A list of media contacts must be developed and made available to PAOs at all levels. Media should be provided with applicable press releases relating activities being conducted by units at all levels and use should be made of available public service announcements (PSAs) to promote CAP to the public.

### *Measure of Success*

A list of media contacts is developed and maintained, local and regional media outlets are advised of CAP activities within the area of coverage for the medial outlet, and PSAs are aired/printed at least monthly.

### ***Plan Review***

To ensure the effectiveness of the Florida Wing Public Affairs Plan, review of the Plan will be accomplished quarterly and the Plan will be updated at least annually, but may be updated at anytime when required. The quarterly reviews will include an analysis of how well the goals of the Plan are being met and what changes to the Plan should be made to ensure the achievement of each goal. If any changes to the plan are recommended as a result of a quarterly review, the Plan shall be revised accordingly. The annual update will provide an assessment of the previous year's plan, modify existing goals, and establish new goals and strategies as necessary to ensure continuous improvement to meet national, regional, and wing PAO mission requirements.

### ***Publication***

The Florida Wing Public Affairs Plan, upon approval, will be published on the Wing website and forwarded to commanders and PAOs at all levels in the Wing via e-mail. The Plan will be forwarded to the Southeast Region Commander and PAO, as well as to National Headquarters.