



# **Florida Wing Public Affairs and Marketing Plan of Action**

2010-11 Plan, August 2010

Prepared by the Public Affairs and Marketing Directorate  
Florida Wing, Civil Air Patrol  
U.S. Air Force Auxiliary

**REVIEW AND PUBLICATION:** This plan will be reviewed on an ongoing basis, and will be updated to reflect accomplishments, new challenges and realities. It will be published after approval by FLWG/CC and distribution in turn to SER/CC, SER/A6PA and HQ CAP/PM.

**APPROVAL LETTER:** Attached.

# There are many stories to tell...

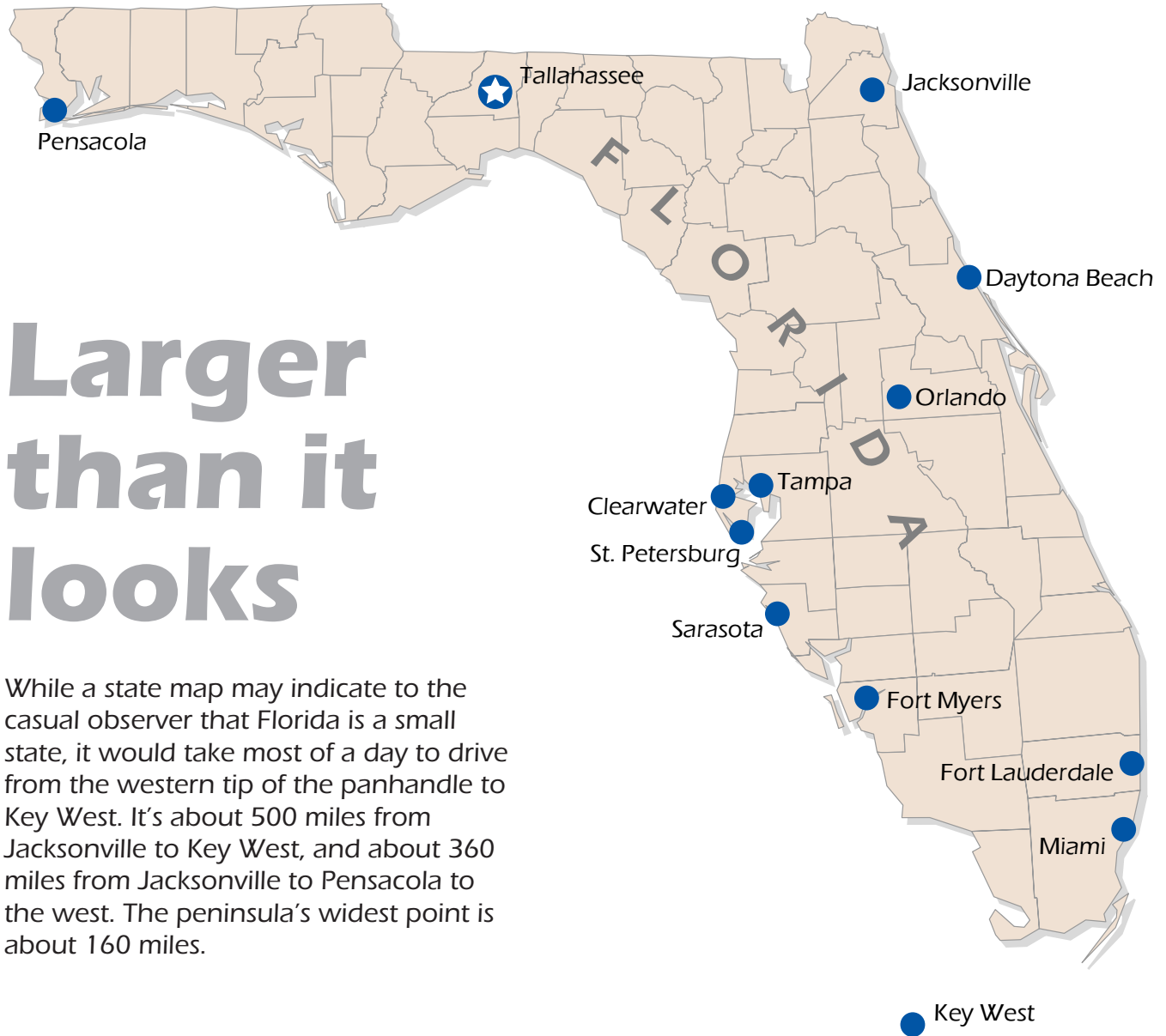
...tales of tails... and wings.

Florida Wing is CAP's largest and busiest wing, so there are many stories to tell. The wing public affairs and marketing directorate ensures our stories are told, told well, told accurately and told broadly. The directorate also supports the message, whether it's through media relations, publications, presentations or printed materials. Public affairs officers at group and squadron level are in the best position to develop local stories with meaningful impact.

This plan sets expectations for the wing's public affairs initiatives. It also establishes goals and objectives for the wing that allow it to meet the overall 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."



# CHALLENGES



## Larger than it looks

While a state map may indicate to the casual observer that Florida is a small state, it would take most of a day to drive from the western tip of the panhandle to Key West. It's about 500 miles from Jacksonville to Key West, and about 360 miles from Jacksonville to Pensacola to the west. The peninsula's widest point is about 160 miles.

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## By the numbers

67  
counties

65,750  
square miles  
of land area

1,350  
miles  
of coast line

4  
major metro  
areas

12,000  
square miles  
covered by water

# C H A L L E N G E S



Florida Wing aircrews are capable of aerial photography for decision makers. This photo of the Sunshine Skyway bridge south of St. Petersburg, over the mouth of Tampa Bay, was taken from a Sarasota-based plane..

## Meeting expectations

Civil Air Patrol's largest wing is ready to tackle its missions with a sense of duty and professionalism. While the geography seems daunting, the wing's organization into seven groups makes our work more efficient.

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### By the numbers

**4,000+**  
members, both adults  
and cadets

**7**  
groups, which  
stand fully  
operational

**Nearly 80**  
squadrons across  
the state

**25**  
aircraft, including  
Cessna 172s, 182s,  
206s and Gippsland  
GA8 Airvans.

## Strengths

■ The wing's roster, more than 4,000 strong, shows what is believed to be the lowest turnover rate in the nation as well as CAP's largest wing membership. The low turnover means trained and qualified people have longevity, enhancing the wing's emergency response as well as its overall knowledge base and daily operations. The wing is involved in extensive taskings in homeland security - including missions of national significance - and counterdrug missions. The operations tempo is high.

■ The wing has seven groups, all of which are fully operational and oversee squadrons directly. As a result, the span of control at wing level is greatly reduced and far more manageable.

■ The wing has a growing public affairs and marketing directorate, led by a veteran CAP member and professional journalist, and manned by a growing, professional staff of newsgatherers and information experts.

## Weaknesses

■ Because of Florida's sheer geographic size and shape, the wing's staff is far-flung, making face-to-face meetings more difficult. Because of the size and span of control, the wing's squadrons are allocated among seven groups. The wing public affairs directorate is best able to work directly with its counterparts in each of the groups, but not every group has a public affairs officer assigned - and direct work with squadrons isn't possible. Additionally, because the groups themselves are the size of small wings, they, too, are challenged by span of control issues.

■ Weakness in the wing public affairs directorate before 2010 has taken its toll. Publications that would normally fall in the PA purview are still outside PA responsibility, such as the public Web site of the wing. Ad-hoc public affairs appointments in other Headquarters Florida Wing directorates have served to dilute the message and create confusion within the ranks.

## Focuses

■ The wing needs seven strong group public affairs officers. They need to work more closely with FLWG/PA, and establish stronger lines of communication and coordination between their subordinate units and the wing directorate.

■ Florida Wing needs to increase the number of unit and group PAs and public information officers. 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.

■ The wing public affairs directorate must become the one-stop shop for all external and many internal communications needs. By becoming more viable, we can better control our message, our branding and our good name.

## Opportunities

Numerous opportunities to communicate Florida Wing's and Civil Air Patrol's messages arise each year - opportunities to speak of our value to the community, entice people to join us in our missions and expose others to the aerospace world and to our parent organization, the U.S. Air Force. The opportunities present themselves as major and minor events, including:

- Air show support, including MacDill AFB's AirFest, the NAS Jacksonville Air and Sea Show, and the Sun 'n Fun Fly-in in Lakeland
- Emergency services tasking and training, such as sorties for new and existing stakeholders that show or continue to prove our worth
- Civic events, such as color guard presentations at sporting events, Wreaths Across America, fund-raising activities or lectures to Rotarians
- Major CAP events, including the summer and winter encampments and the annual wing conference and banquet
- Educational opportunities
- Hometown news releases and other communication via media and our own external publications

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## Objectives

This plan's objectives cascade from higher headquarters.

- Support the Region and National Headquarters PA 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 Civil Air Patrol and other aviation organizations, the military, businesses, industry groups, and civic organizations within Florida Wing

# G O A L S   A N D   S T R A T E G I E S

**GOAL:** Develop and expand the public Web site to be the primary means of providing members and non-members with information about the wing, points of contact, and links to other resources.

**STRATEGY:** Construction of a site, in cooperation with the wing information technology directorate, that provides online news for all audiences, as well as unit information, recruiting information and a media kit, among other assets.

**MEASURE OF SUCCESS:** Increased Web traffic and further content development. Continued support for the site with stable staffing and support from the public affairs and information technology directorates.

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**GOAL:** To better control our message and maintain a professional image, consolidate ad-hoc wing-level public affairs efforts within the wing under the responsibility of FLWG/PA, and spin off resources better used at a more local level.

**STRATEGY:** Identify efforts and personnel who perform public affairs or marketing duties (including publications, design, presentations and related skills and duties), and ensure their assignment and services either come into the public affairs directorate, are reassigned to subordinate units, or stood down if appropriate.

**MEASURE OF SUCCESS:** Consolidation of all public image and message control within the public affairs directorate.

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**GOAL:** Assurance of the completeness and quality of information and better communication between PAs at all levels, by using the established chain of command.

**STRATEGY:** Define processes for release of information to external and internal audiences via wing policy letter.

**MEASURE OF SUCCESS:** Total collaboration between group and squadron public affairs officers, and constant communication between all levels in the wing. The public affairs directorate will be the clearinghouse for all information to higher headquarters.

# G O A L S   A N D   S T R A T E G I E S

**GOAL:** Continue to publish a quarterly newsletter, as a companion to the online news service. The newsletter will depart from previous practice in that it won't repeat or recapitulate stories that already appeared online - though the newsletter may add content from those stories not seen previously. The concept of "news you can use," generally from content experts at Headquarters Florida Wing as well as from field contributors, will govern most of the newsletter's content. Notices, schedules, how-tos, tips and best practices will be communicated.

**STRATEGY:** The newsletter will be published to the wing Web site as a PDF for local reproduction.

**MEASURE OF SUCCESS:** Growth in size, measured by page count; increased reliance by wing directors for distributing information.

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**GOAL:** Develop a hybrid annual report-yearbook publication for distribution to units, members and stakeholders.

**STRATEGY:** The full-color, magazine-style publication will include the year in photos, as well as a commander's message, vital statistics, a directory of subordinate units and their key personnel, synopses of major events in the wing and information about how the wing carried out its missions in the corresponding year. It will be professionally printed and distributed through channels to subordinate units and via mail or personal contact with stakeholders.

**MEASURE OF SUCCESS:** Interest in advertising and contributions from around the wing, measured by the following year's edition.

# G O A L S   A N D   S T R A T E G I E S

**GOAL:** Ensure that each group within the wing has a qualified PA, and encourage squadrons to develop their own PAs.

**STRATEGY:** While it may not be practical for some squadrons to have a dedicated public affairs officer, it's crucial that each group has an active PA as a back-stop, reinforcement and resource for their subordinate units. The group PAs should recruit unit PAs and keep FLWG/PA current on personnel assigned as PAs within their groups.

**MEASURE OF SUCCESS:** Appointments of active public affairs officers at each group. Productivity from each group's appointee, measured by contributions to the individual groups' Web presence as well as to wing publications.

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**GOAL:** Ensure that public affairs officers at all levels are mentored and provided training to enhance their effectiveness.

**STRATEGY:** FLWG/PA is primarily responsible for the overall effectiveness of the wing public affairs program. Subordinate unit PAs will be mentored - squadron and flight PAs by their group PAs, and the group PAs by the wing directorate.

**MEASURE OF SUCCESS:** An effective mentoring system, as well as a regimen of regular training and communication.

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**GOAL:** The wing must train, develop and deploy a cadre of public information officers, to operate in a regular rotation.

**STRATEGY:** The OIC/Emergency Information (FLWG/PAE) is tasked to ensure members qualified as PIOs will deploy regularly to assist in emergency response and to alleviate the workload previously placed on one person alone.

**MEASURE OF SUCCESS:** An increase in the number of active public information officers. Signoffs for PIOs should be sought through the wing public affairs directorate, or with consultation by incident commanders with the directorate.

# G O A L S   A N D   S T R A T E G I E S

**GOAL:** Establish new and strengthen existing ties with media across the state.

**STRATEGY:** Squadrons and groups will compile lists of media contacts from their local areas, then in turn, transmit those contacts to FLWG/PA to be included in a master list to be used by the wing PA directorate as well as by public information officers. As the contact lists are developed, group and squadron PAs will be encouraged to get 'face time' with the prospective contacts.

**MEASURE OF SUCCESS:**  
An updated contact list used by public affairs officers and public information officers across the wing.

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.

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**GOAL:** Strengthen the links between Florida Wing and the military and NASA. Each military installation and NASA facility PA should be contacted at least quarterly and updated on CAP activities and offered CAP support.

**STRATEGY:** By partnering the appropriate group PA with each military installation PA and the Kennedy Space Center PA, we will coordinate coverage as well as create a new channel for collaboration and cooperation between agencies and units. FLWG/PA will work with the state National Guard.

**MEASURE OF SUCCESS:**  
Collaboration when required and working relationships when needed.



**CIVIL AIR PATROL**  
**UNITED STATES AIR FORCE AUXILIARY**  
**HEADQUARTERS FLORIDA WING**



4 August 2010

FROM: FLWG/PA

TO: FLWG/CC

SUBJECT: Wing public affairs plan

The 2010-11 wing public affairs plan is submitted for approval, with the recommendation that subordinate units use these goals and those from higher headquarters as cascading goals for their unit plans.

Recommendations and improvements are always encouraged, through channels.

A handwritten signature in black ink, appearing to read "Douglas E. Jessmer".

DOUGLAS E. JESSMER, Major, CAP  
Director of Public Affairs and Marketing



CIVIL AIR PATROL  
UNITED STATES AIR FORCE AUXILIARY  
HEADQUARTERS, FLORIDA WING



13 August 2010

MEMORANDUM FOR ALL FLWG UNIT COMMANDERS

FROM: FLWG-CAP/CC  
USCG AS Miami  
14750 NW 44 Court  
Opa Locka, FL 33054

SUBJECT: FLWG PUBLIC AFFAIRS PLAN

1. The wing public affairs plan, attached, is approved for use.
2. Subordinate units should use this as a guide when developing their similar plans.
3. Recommendations and improvements are encouraged, through channels, to FLWG/PA.

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

CHRISTIAN F. MOERSCH, Col., CAP  
Commander

# W H O W E A R E



## COMMAND SECTION



**Col. Christian F. Moersch III**  
Commander

**Lt. Col. Michael Cook**  
Vice Commander

**Maj. David Leach**  
Chief of Staff

## PUBLIC AFFAIRS AND MARKETING DIRECTORATE



**Maj. Douglas E. Jessmer**  
Director

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