

HEADQUARTERS
CIVIL AIR PATROL NEW HAMPSHIRE WING
United States Air Force Auxiliary
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23 March 2018

New Hampshire Public Affairs Plan

I. Introduction

This annual plan, required to be prepared annually by CAPR 190-1, represents the plans of New Hampshire Wing for its Public Affairs Program, including regular marketing communications, mission communications, and crisis communications. It was prepared by Maj. Penny H. Hardy, NH Wing Assistant Public Affairs Officer in consultation with other staff officers.

II. Situation Analysis

The New Hampshire Wing is situated in the Northeast Region of CAP's northeast area bounded by the States of Vermont, Maine and Massachusetts as well as Canada on the North. The state is diverse, geographically, ranging from major metropolitan areas to rural, low population areas in the Northern portion, and from mountainous areas such as the White Mountains to the Seacoast area bordering the Atlantic Ocean. The Wing was involved in sub-chasing and rescue operations during WWII.

The Wing has its headquarters in Concord, NH which close to the center of the most highly populated areas of the state. Within the wing there are 10 squadrons with the northern most one located in Whitefield and the southernmost one located in Nashua. A Legislative Squadron has recently been formed and a good group of legislators are already enrolled. They are just beginning Level 1 training. It is expected that these members will integrate into local squadrons once certified. The wing has a large group of dedicated seniors and cadets numbering about 600 throughout the ten squadrons one of which has recently been reestablished at Mt. Washington Airport in Whitefield, NH.

- **Strengths:** The state 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 distance such as the internet and teleconferencing. The state is an acknowledged leader in all of its missions and in serving the local communities and the nation. In Public Affairs, the state is in a strong position with a dedicated group of unit PAOs who are meeting the requirements of their position within their units.
- **Weaknesses:** The staff is decentralized, with members in every squadron of the wing, seeing their counterparts only one or two times a year. Seven of the ten squadrons have a dedicated and effective PAO. The other squadrons have the commander doing the job. The wing needs to work towards certifying more Public Information Officers (PIOs) through their E/S programs as well as PAOs in unit positions. There are few qualified MIOs in the wing.
- **Areas for Improvement:** Areas for improvement include increasing the effectiveness of members of the wing PAOs and furthering interoperability within the squadrons. The wing PAO has focused on the recruitment, training and retention of highly motivated members to serve as PAO's and PIO's. Several new PAOs have come on board recently.

- **Opportunities:** CAP in the region and NH Wing is very much involved in Emergency Services especially in the area of aerial photography, and has been involved in many missions both actual and training in the past year that reflected well on the organization. The wing holds SAREX training in many areas of the state with different squadrons hosting throughout the year. Several of the SAR training weekends have been held in all types of weather from snow to sun. The NH Wing has completed its seventh year as the sole provider of service to the NH Fire Service flying patrols to check for forest fires and health of the state's forests. These patrols are ready to go seven days a week as requested during spring, summer and fall.
There are two routes that are covered at this time. One in the northern half and another in the Southern part of the state.
- **Threats:** CAP units in the wing vary in their health. Many are active dynamic teams that participate in most events while several are small units that are in need of further support. The need for further training and professional development is constant. Many local unit PAO's are relatively new members who are inexperienced in the functions of the program and its importance to the wing's success, but they are eager to learn more.
- **Major Events:** NH Wing holds monthly SAREX training, SAR school ground team training weekends, pilot training dates, aerial photography training, GIIEP training and other events as needed. The cadet program hosted an NCOLS event in 2017 as well as an Honor Guard Academy and encampment at Norwich University. The Norwich encampment also included the opportunity to participate in a joint Future Leaders of Cadets (FLC) program. The Wing also holds a yearly three day SAREX at White Mt. Airport in Whitefield, NH.

□ III. Wing Goals

New Hampshire Wing has established the following goals for 2018:

- A Good management and accountability of funding and resources.
- B Coordination of training to ensure interoperability with other wings and agencies.
- C Retention and progression in professional development of members.
- D Compliance with CAP regulations, directives, and requirements as laid out by 1st Air Force and CAP/NHQ.
- E Foster an atmosphere of professionalism in all we do.
- F Increase aircraft utilization and pilot flight hours by 10%.
- G A 10% increase in recruitment of both senior members and cadets along with a 10% increase in mission pilots.

IV. Public Affairs Objectives

New Hampshire Wing has established the following PA Objectives for 2018:

- A. Support the PA/Marketing Plan, Strategies and Goals of CAP National Headquarters.
- B. Recruit more talented members to the PAO ranks to relieve the unit commanders of that job.
- C. Support and mentor the PAO's of the units, especially new PAOs and PIOs.
- D. Increase public awareness of CAP, its local, state, and national missions and its contributions to our nation. Our new Wing PAO is well versed in social media and has promoted NH Wing in a number of ways.
- E. Promote cooperation between CAP and other aviation organizations, the military, business, industry, and civic groups within the territory of the state
- F. Submit articles frequently to National Headquarters/PA.
- G. Plans to have all units hold two Open House events each year.
- H. Working on some PA awareness campaigns such as deployable recruiting booths and graphics for unit loan during winter months when no Open House events are scheduled.

V. Public Affairs Goals and Strategies

The NH Wing Public Affairs effort rests primarily in the role of program management and support. The NH Wing Commander and staff is always ready to assist with the PA goals. The current Wing Commander and staff are active in promoting CAP to any and all agencies within the state. The addition of the Legislative Squadron has enhanced our recognition with the State of NH.

Most external media and public contacts in CAP occur at the wing and local level. It is therefore necessary to mentor the subordinate unit PAOs to increase public awareness of CAP at the local level. As part of its routine reporting the Wing PAO will summarize these measures and report to the Wing Commander on progress and successes/failures to date.

GOAL # 1 Publish a Quarterly Newsletter –ABENAKI News

Description: The Wing Public Affairs staff under the guidance of Major Penny Hardy will produce a quarterly newsletter telling about CAP success stories and role models across the state and previewing upcoming activities, communication of significant missions, esprit de corps, and professional development.

The newsletter will be posted on the wing, region and national websites as well as on unit websites where it can be viewed by both CAP and non-CAP members. May be posted on NER Facebook as well.

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 of CAP.

Measure of Success: A quarterly newsletter is produced and distributed electronically via email to wing staff, the unit commanders and unit PAOs who ensure it is posted on each unit's website.

Supports PA Objectives A, B, C, D, E

GOAL # 2 Insure that every squadron has an active, engaged and trained unit Public Affairs Officer.

Description: The success of the CAP Public Affairs program in the wing rests with each squadron having an active and engaged PAO.

NH/PA will work with the Squadron Commanders to identify candidates for this position and will assist as desired by the wing in finding a PAO for each squadron. This will include the establishment of PAO training and locating MIO courses given by non-CAP agencies. The NH/PA connects to most wing commander's call nights and encourages the unit commanders to find interested candidates to fill vacant PAO positions.

Measure of Success. The number of unit PAOs that participate in the training and the number of MIOs becoming fully trained will be one of the measuring sticks of its success. Training was held in October 2016 but was poorly attended, partly due to having been held on a holiday weekend. A PAO training session was held in October of 2017, but again was poorly attended due to being on a holiday weekend. With no wing conference it is difficult to find an open date on the wing calendar.

Supports PA Objectives A, B, C, D, E, F

GOAL# 3 Insure that each wing has a cadre of trained and active Mission Information Officers

Description: NHQ letter to the wing commanders stated the importance of having only qualified spokespeople speaking for CAP during operational missions. Having qualified members working as MIO function can mean success or failure of accurate media information during a mission.

Measure of Success

The Wing PA is currently urging the subordinate PAOs and others to become a PIO. NH Wing needs to find more qualified PIOs. In the event of a major event/disaster of any length the wing would be hard pressed to cover the situation without assistance from other wings.

Supports PA Objectives A, B, C, D, E**GOAL# 4 Promote and create regular submissions to the CAP News Online news service.**

Description: Most news releases will originate from the wing or local levels, however, appropriate news articles and other releases will be adapted and delivered to the Civil Air Patrol Volunteer Now News Online.

NH/PA will promote the distribution of news stories and releases to CAP Online News, NER Facebook site and the Abenaki News newsletter. Training will be provided on how to create interesting submissions to social media.

Measure of Success: NH/PA will continue to encourage the unit PAOs to submit their own articles to local media and assist in writing same by requiring the unit PA to submit the news releases to the wing PA prior to publication.

Supports PA Objectives A, B, C, D, E, F**GOAL# 5 Insure the NH Website is a valued source of information for CAP Members**

Description: The wing Public Affairs staff will collaborate, as needed, with the wing webmaster/IT Staff to ensure that the website's direct and subconscious messages for the general public all reflect positively on the unit and the organization. It will also monitor the social media sites of the units and wing to assure the appropriateness of these sites content.

Measure of Success: The website has recently been rebuilt and it is much more user friendly. An IT team has been set up to work on adding to the content of the website.

Supports PA Objectives A, C, D**GOAL# 6 Provide PA support for Wing and Squadron-sponsored events and activities.**

Description: By order of the Wing Commander, every event and activity sponsored or staged by the wing or respective wing staff members on behalf of the wing shall have an appointed Public Affairs Officer who shall:

- Coordinate in advance with the Wing Public Affairs staff.
- Prepare one or more advance news releases to be delivered to the local media where the event (if appropriate) is to be held not later than one week prior to the event.
- Collect information and photographs to "tell the story" of the event.
- Prepare a timely news release (with one or more photographs) about the event reporting its results and successes, delivered to local media where the event is held (if appropriate) and also to the Abenaki News and CAP News Online.

If no separate PAO is appointed for the activity, the event project officer shall perform these functions.

Measure of Success: Releases, news stories, photos and related media are generated and submitted to NH/PA for release and archiving for "Value Added" use later.

Supports PA Objectives A, B, C, D**GOAL# 7 Mentoring and training of wing and unit Public Affairs staff and others interested members by implementing the PA Training Plan**

Description: Because training, mentoring and professional development is vital for wing and local PAO's, the wing PA staff will search out resources and training materials that are available via Internet/distance technology. The wing PA staff will forward information received from NHQ to all subordinate unit PAOs and unit commanders.

These materials will include practical resources for daily use by PAOs, as well as professional development materials geared to the Public Affairs specialty training track and the Mission Information Officer function.

The primary communication conduit between the wing PA staff and subordinate units is through email.

Measure of Success: Plan, organize and execute PAO training around the wing, the number of participants will be the measure of success.

Supports PA Objectives A, B, F

GOAL# 8 Promote and support the "Flight Plan" (Appendix A) as the basic unit Public Affairs strategy in North East Region.

Description: The Wing PAO uses the "Flight Plan" to guide PAO's and helps Unit PAO's establish a direction for their programs. The Flight Plan outlines the Wing PAO's goals for each squadron within the wing. It is the measure that is used to measure PA program effectiveness for the Wing PAO Recognition Program. It is also the cornerstone for developing support and training for unit PAOs.

Measure of Success: Buy-in is measured by the effectiveness of wing/unit programs.

Supports PA Objectives A, B

GOAL# 9 Ensure each unit has a plan of action that supports this plan & CAPR 190-1.

Description: As per CAPR 190-1 the wing will develop a PA and Crisis Communication Plan. These plans will be submitted to the Region PAO (delegated region approval authority) for region level review and approval. Approved plans will be posted to www.nhwgcap.gov Units will develop a PA Plan annually and assure it is posted at each meeting place.

Measure of Success: Each unit should have an approved plan posted to their websites and a hard copy posted at meeting places.

Supports PA Objectives A, B

GOAL# 10 Promote the recognition of PAO's by wings and recognize outstanding wing and unit PAO's in the region.

Description: The Region PAO will establish a process to implement the PAO Recognition program as outlined in CAPR 190-1. This process will be published at www.ner.cap.gov. The Region PAO will submit the name(s) of wing or unit PAO(s) who based upon their performance during the previous year, will be designated as the Region PAO of the Year. This award will be presented at the Region Conference that year. The Wing will also submit names to NHQ for the annual Bud Payton Award. The Region PAO will also promote the Balsem awards in the Region and make the maximum number of nominations allowed.

Measure of Success: Each unit can now submit a nomination for the Wing and Unit PAO of the Year Award. NH Wing recognized a unit PAO as its PAO of the Year in 2016. NER/PA promotes nominations for the Balsem Awards.

Supports PA Objectives A, B

GOAL# 11 Ensure 2 way communications between the Region PAO and Wing/Unit PAO's and National HQ

Description: Good communications is very important between National HQ, NER, the wings and their squadrons. The Wing PA will communicate with the unit PAOs frequently and encourage their attendance at unit meetings, events and wing conferences. Wing PAO will continue to encourage unit PAOs to contact them with any concerns or questions. The Wing PAO will communicate with the NER/PA on an as needed basis.

Measure of Success: Having more PAOs involved in the unit day to day activities and having contact with the wing on a monthly basis.

Supports PA Objectives A, B

VIII. Annual Review

This plan will be reviewed each year in the first quarter of the year. This review will consist of a comprehensive review of the PA program as outlined in this plan. This review will go over successes, failures, areas for improvement and update goals/objectives for the next year.

Wing Commanders and PAO's will be asked for input prior to implementation of the revised plan of action.

VII PROMULGATION

This plan upon approval of the wing commander will be communicated to every commander and PAO in the wing via email and to all squadron commanders and unit PAOs.

APPROVED:

Col Kevin N. Harbison
NH Wing Commander

23 March 2018

APPENDIXES: PA Training Plan

NH WING PA TRAINING PLAN

In years prior to 2011 the wing PA had conducted a seminar at its annual wing conference for all subordinate PAOs. As there was no wing conference in 2011 a different method of training was instituted.

The wing PA devised some questions/requests for the unit PAs to complete online so that the training would reach all subordinate PAOs. The plan was to have each PAO answer the questions or write the requested simulated news release and after all had done so the results would be shared among all as a learning tool. Only two of the four

PAs and one unit commander completed the requested training. A new group of questions/requests was to be sent after the first ones had been completed.

Due to the lack of response to the attempt to conduct PAO training online, a one day training event was held in October of 2014, 2015, 2016 and 2017. An analysis of the strengths and weaknesses of the PA area within the wing was conducted. A brief overview of the National PAO Academy was also given. Interaction within units in the wing is lacking. Need to involve units in local events in their area to get CAP out into the communities where it can be seen. A seminar will be held at wing headquarters for all unit PAOs in the fall of the year or if a wing conference is held it will be held then.