

NORTHEAST REGION

Civil Air Patrol



Crisis Communications Plan 2016

Revised 30 December 15

Citizens Serving Communities

Crisis Communications Plan Applicability:

This plan, required to be prepared annually by CAPR 190-1, applies to the Northeast Region (NER) Headquarters. It is the responsibility of the region staff and wing commanders to be familiar with this plan and use it as a guide for wing public affairs staff in developing wing plans and in the approval of subordinate unit plans.

This plan does not override normal command functions and decisions of incident command staff; however its contents should be part of their training.

This plan supports the CAP Public Affairs Crisis Policy as published by the National CAP Headquarters.

The purpose of this plan is to:

- Ensure the flow of accurate and timely information to region 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 region and CAP
- Counteract inaccurate criticism by providing accurate and honest information

A crisis situation is defined as any situation deemed by region staff as having a major impact on the region, 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:

It is almost always the WRONG decision to withhold comment during a crisis situation. Doing this allows other entities to portray Civil Air Patrol in ways that may be inaccurate and unflattering. Rather, carefully crafted comments provided early in the crisis and updated regularly, best position CAP as professional and responsible, whatever the specific crisis situation may be.

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, social media 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/Region than dozens of “good news” stories.

Crisis Communications Team:

A Crisis Communications Team (CCT) is established that consists of key personnel. Membership of the CCT may vary slightly, depending on the details of the crisis, but will typically consist of the following members:

- Region Commander
- Region Vice Commander(s)
- Region Chief of Staff
- Region Deputy Chief of Staff
- E/S Officer
- Public Affairs Director (Region PAO)
- Legal Officer
- Region DO
- Region CISM Officer
- Region Chaplain
- Other staff with experience in working a crisis, or with positions relevant to the details of the crisis
- Expert sources as needed

It is the region commander's expectation that crisis situations be resolved and worked at the local and wing levels. The region's CCT and its members are available as consultants to wing CCT's as needed and appropriate.

When the scope of the crisis/incident reaches beyond the borders or capabilities of a unit or wing, the region CCT will assume control of the situation as directed by the region commander. National Headquarters will be immediately made aware of the region CCT's activation thru normal channels and or the National Operations Center. A roster of the region'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. The commander makes final decisions after advice from the CCT. The CCT list should be updated twice a year on the 1st of January and 30th of June.

Crisis Center: It is expected that crisis teams will work virtually through 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 region PAO will be consulted prior to setting up a crisis center.

There are two Region Coordination Centers located in the Northeast Region, equipped to act as disaster response sites. The New York Wing Headquarters located at Westchester County Airport in White Plains, NY (24 Loop Road, Bldg. 1, White Plains, NY 10604), and the New Hampshire Wing Headquarters located at the Municipal Airport in Concord, NH (51 Airport Road, Concord, NH 03301). The New Hampshire location served as the NER command center for the Hurricane Sandy response in 2012.

Crisis Materials: The region PAO and CISM officer are assigned the task of maintaining materials to assist in the management of a crisis. As a minimum the region CISM and PA Staff will maintain the following materials (may be electronic):

- This Plan and the plans of the nine NER wings (PA & CISM)
- Roster of the team (PA & CISM)
- Contact information for all wing commanders, relevant region/wing staff members, CAP National HQ and CAP-USAF (CISM)
- Media list (from most current online sources) (PA)
- CAP fact sheets to include locally produced fact sheets on each wing and the region (PA)
- Positive statistics about CAP (Most of this data can be obtained from, CAP Watch or E-services, and national headquarters. Method of collection and assembly will be up to the region PA Staff)

Additional Crisis Kit Content:

- 1) Three (3) Hard Copies of Crisis Communications Plan
- 2) Computer (Wing or Personal)
- 3) Printer (to disseminate Press Releases without the aid of the Internet)
- 4) Flash Drive (with Addendums A-D, Listing NER wing PAOs and PIOs)
- 5) One (1) hard copy of media outlets and contacts, phone and email contact information
- 6) One hundred (100) updated fact sheets
- 7) Burnable CDs with press release and fact sheets, in case a printer or duplicating machine is unavailable
- 8) Local, state, and national maps
- 9) Paper, legal pads, pens
- 10) Handheld digital recorder
- 11) Press credentials
- 12) CAP radio
- 13) Handheld GPS
- 14) Laser Pointer
- 15) Projector, if desired
- 16) Extra computer battery
- 17) Business cards with your name, rank and contact information

Spokesperson: The commander and PAO are the spokespeople for the organization and will be expected to work with local media. Other CAP members will give information about the crisis to the media only when authorized by the commander or PAO. Otherwise, members should respectfully refer media representatives to the crisis center or designated spokesperson. When the crisis primarily affects a subordinate unit, the region commander and PAO are available to assist units and can serve as a local spokesperson as needed.

Electronic Resources: Email and web messages can be important to the way CAP tells its stories during crises. External information provided to the media should be placed on the region website (and appropriate subordinate unit websites) concurrently with their release to the media. The PAO will provide internal information to members about the crisis using email and other channels as appropriate to communicate with CAP members and the public. These electronic communications will be approved by the commander before being disseminated.

Multiple Crisis Communication Teams: Should a crisis have high severity or affect a large geographic area, Crisis Communications Teams may be activated at multiple levels of the organization. The PAO at each level should coordinate promptly with higher headquarters when a CCT has been activated. When a determination is made as to which level of the organization is the PRIMARY source for media information, other CCTs should provide support and be prepared to reinforce the same messages, if contacted by the media.

Phases of Response

Immediate: The region commander and the region PAO (in consultation with the local wing commander/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).

In some cases, it may be appropriate for CAP to make an initial announcement of an accident or incident. In others, it may be better to wait and "see if the media notices." **Regardless, if representatives of the media inquire, CAP should make a prompt response and never answer "no comment."**

As part of this phase, talking points should be developed. These are short simple messages that tell our story, emphasizing positive points. They should be agreed to by the crisis team and delivered to all members authorized to speak to the media.

In a major crisis, the media may contact CAP staff at the local, wing and region levels. Is it typically MORE effective for CAP if multiple authorized spokespeople all talk with the media using the same talking points, as opposed to a single member being the ONLY person to grant interviews. As a result in a major crisis generating broad media attention, there should be authorized spokespeople at the local, wing and region levels.

Commanders and their PAOs should not be afraid to work with local media in a crisis situation. Many times the local media covering the crisis will be the same media that will cover your unit

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

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

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 the 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.
- Log all media inquiries and responses.
- 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 and to higher headquarters Public Affairs.

Updates: This plan will be reviewed and updated every year in the month of January. The CCT should interact 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: Region CCT members will be required to view the “Crisis Communication Presentation,” during the month of January. After viewing the presentation the member will acknowledge to the Region PAO via email that he/she has reviewed the presentation. A compiled register will be filed with the plan and record of plan review/updates.

APPROVED:

A handwritten signature in black ink, reading "Daniel M. Leclair", written in a cursive style. The signature is positioned above a solid horizontal line.

DANIEL LECLAIR, COLONEL, CAP
NORTHEAST REGION COMMANDER

Certified 30 December 15,

DISTRIBUTION: 1 Each (Electronic)

NER Wing Commanders

NER Staff NER Wing and Unit PAO's

CAP NHQ/PA

Appendix A: North East Region Crisis Communications Team:

Name	Duty Assignment/Team Role	Contact Information
Col. Daniel LeClair	Region Commander	Minot, ME Home: 207 345 9093 Cell: 207 344 9088 Email: dleclair@ner.cap.gov Call Sign: Capstone 1
Col. Joe Sirois	Vice Commander South	Bridgewater, NJ Home: 908 722 6567 Cell: 908 599 1888 Email: joe.sirois@ner.cap.gov Call Sign: Capstone 2S
Col. Edward Burns	Vice Commander North	Stockton Springs, ME Home: 207 567 6005 Cell: 201 725 5135 Email: eburns@ner.cap.gov Call Sign: Capstone 2N
Col. Jack Ozer	Chief of Staff	Selden, NY Home: 631 698-8095 Cell: 631 871-3818 Email: jozer@ner.cap.gov Call Sign: Capstone 3
Col. Dave Braun	NER/DCS OPS	West Bath, ME Home: 207 443-4271 Cell: 207 751-8137 Email: dbraun@ner.cap.gov Call Sign: Capstone 6
Capt Warren Weiss	Asst Director of Public Affairs	East Islip, NY Cell: 516-815-8269 Email: wweiss@squadron9.com
Lt. Col. Daniel Miles	Chaplain	Whiting, NJ Home: 732 350-6709 Cell: 732 492-4910 Email: dmiles@ner.cap.gov Call Sign: Capstone 5
Lt. Col. Spencer Horn	Legal Affairs Officer	Suffern, NY Home: 845 729-6156 Email: shorn@ner.cap.gov
Lt. Col. John Paul	NER DCS DOS	Hillsborough, NJ Home: 908 336-8016 Cell: 908 397-2909 Email: jpaul@ner.cap.gov Call Sign: Capstone 73
Col Merrie Knightly	Director NER CIS	Lagrange, ME

		Home: 207-943-5672 Cell: 207-279-0692 Business: 207-279-0692 Email: mknightly@ner.cap.gov
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Appendix B: CAP Leadership/PIO/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 as follows:

Year	NTS	CAP
2004	6.49	5.23
2005	7.20	2.8
2006	6.64	1.84

- 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 75 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 C: CAP Leadership/PIO 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.

Appendix D: CAP, media, and primary stakeholder contacts

Name	Sally Carpenter Hale		
Organization / Position	AP Bureau Chief	PENNSYLVANIA	
Cell / Email / Landline	215-446-6600	shale@ap.org	
Website Address	http://www.ap.org/states/pennsylvania/contacts.html		
Mailing Address	1835 Market Street, Suite 1700, Philadelphia , Pa. 19103		

Name	Howard Goldberg		
Organization / Position	AP Bureau Chief	NEW YORK	
Cell / Email / Landline	212-621-7932	APNYC@ap.org	
Website Address	http://www.ap.org/states/newyork/bureauscontacts.html		
Mailing Address	450 W. 33rd St., New York, NY 10001		

Name	Sally Carpenter Hale		
Organization / Position	AP Bureau Chief	NEW JERSEY	
Cell / Email / Landline	609-392-3622		
Website Address	http://www.ap.org/states/nj/bureaucontacts.html		
Mailing Address	50 W. State Street, Suite 1114, Trenton, NJ 08608-1220		

Name	Bill Kole		
Organization / Position	AP Bureau Chief	CONNECTICUT, MAINE, MASSACHUSETTS, NEW HAMPSHIRE, RHODE ISLAND, VERMONT	
Cell / Email / Landline	617- 57-8100		
Website Address	http://www.ap.org/Content/AP-In-The-News/2014/AP-names-Kole-news-editor-for-New-England		
Mailing Address	184 High St #3, Boston, MA 02110		

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Name	Julie DeBardelaben		
Organization / Position	CAP NHQ	Deputy Director of Public Affairs	
Cell / Email / Landline	334-868-0198	jdebardelaben@capnhq.gov	334-953-7748 ext. 250
Website Address	http://www.capmembers.com/cap_national_hq/public_affairs/nhq_pa_contacts/		
Mailing Address	105 S. Hansell Street, Maxwell AFB, AL 36112		

Name	Steve Cox		
Organization / Position	CAP NHQ	Public Affairs Manager	
Cell / Email / Landline	334-296-5881	scox@capnhq.gov	334-953-7748 ext. 251
Website Address	http://www.capmembers.com/cap_national_hq/public_affairs/nhq_pa_contacts/		
Mailing Address	105 S. Hansell Street, Maxwell AFB, AL 36112		

Name	Lt. Col. Steven Soloman		
Organization / Position	CAP NHQ	National Public Affairs Manager	
Cell / Email / Landline	240.505.6279	ssolomon@cap.gov	
Website Address	http://www.capmembers.com/cap_national_hq/public_affairs/nhq_pa_contacts/		
Mailing Address	105 S. Hansell Street, Maxwell AFB, AL 36112		

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Name	Capt. Robert Stronach		
Organization / Position	NEW YORK WING	PAO	
Cell / Email / Landline	315.796.9284	rstronach@ner.cap.gov	
Website Address	http://www.nywcap.org/		
Mailing Address			

Name	Lt. Col. Annette Carlson		
Organization / Position	PENNSYLVANIA WING	PAO/PIO	
Cell / Email / Landline	215-262-9888	PAO@pawg.cap.gov	412-731-4547
Website Address	https://pawg.cap.gov/		
Mailing Address			

Name	1Lt. Michael Gross		
Organization / Position	NEW JERSEY WING	TBD	
Cell / Email / Landline	TBD	Michael.Gross@njwg.cap.gov	
Website Address	http://www.njwg.cap.gov/		
Mailing Address			

Name	Lt. Col. Keith E Raymond		
Organization / Position	MASSACHUSETTES WING	PAO	
Cell / Email / Landline	617-584-9328	keith.raymond@mawg.cap.gov	781-225-6540
Website Address	N/A		
Mailing Address	Facebook: https://www.facebook.com/pages/Massachusetts-Wing-Public-Affairs-Civil-Air-Patrol/254616454565367		

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Name	2Lt Robert Holdsworth		
Organization / Position	CONNECTICUT WING	PAO	
Cell / Email / Landline	860-920-2001	bob@holdsworth.com	
Website Address	http://www.ctwg.cap.gov/		
Mailing Address			

Name	Maj. Penny Hardy		
Organization / Position	NEW HAMPSHIRE WING	PAO/PIO	
Cell / Email / Landline	603-659-6292	Penh55@comcast.net	
Website Address	http://nhwg.cap.gov/		
Mailing Address			

Name	Capt. Mark Hyland		
Organization / Position	MAINE WING	PAO/PIO	
Cell / Email / Landline	207-515-3959	mark.hyland@mewg.cap.gov	
Website Address	http://www.mewg.cap.gov/		
Mailing Address			

Name	Capt. Bryan Holland		
Organization / Position	VERMONT WING	PAO	
Cell / Email / Landline	802-598-1800	bholland@vtcap.org	
Website Address	http://www.vtcap.org/		
Mailing Address			

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Name	2Lt Robert Gubala		
Organization / Position	RHODE ISLAND WING	PAO	
Cell / Email / Landline	401-726-3828	rgubala@riwg.cap.gov	
Website Address	Facebook: https://www.facebook.com/pages/RI-Civil-Air-Patrol/216026328432070		
Mailing Address			