



HEADQUARTERS
CIVIL AIR PATROL - NORTHEAST REGION
UNITED STATES AIR FORCE AUXILIARY
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12 December 2010

Region Public Affairs Plan

I. Introduction

This annual plan, required to be prepared annually by CAPR 190-1, represents the plans of North East Region for its Public Affairs Program, including regular marketing communications, mission communications, and crisis communications. It was prepared by Major James Allen Ridley, Sr., Director of Public Affairs, and Col Christopher Hayden, Region Commander, in consultation with other staff officers.

II. Situation Analysis

The North East Region of the Civil Air Patrol (CAP) encompasses the nine states of Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island and Vermont. The region is diverse, geographically, ranging from major metropolitan areas to some rural, low population counties in the United States, and from mountainous areas such as the Catskills with many open waterways to the Atlantic Ocean and rivers up through Canada, in fact many areas of the North East border Canada. Many wings of the NER are also bounded by the Atlantic Ocean, several of the wings were involved in sub-chasing and rescue operations during WWII.

The region consists of 9 Wings and **9,078 members (4,151 cadets and 4,927 seniors)**. Approximately 86% of the units have a PAO assigned, not many of the PAOs are MIO qualified.

The region headquarters organization based out of South Portland, ME is responsible for program management in the wings and coordination among the wings and units.

- **Strengths:** The region 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 region is an acknowledged leader in all of its missions and is serving the local communities and the nation. In Public Affairs, the region is in growth mode as the department staff has changed over the last several years but has stabilized this past year (2010).
- **Weaknesses:** The staff is decentralized, with members in every wing of the region, making it rare that staff members can meet and interact with each other in person, using mostly conference calls and emails as the main method of communication, the lone exception to this is the annual region conference. This also complicates the process of mentoring and supporting staff in subordinate units. Two of the wings do not have dedicated PAO's and many local units either have no PAO or an ineffectual PAO. The wings need to work towards certifying more Mission Information Officers (MIOs) through their E/S programs.
- **Areas for Improvement:** Areas for improvement include increasing the effective members of the wings, attendance at routine wing PAO conference calls, furthering interoperability within the region and inter region communication. The region PAO needs to focus on the recruitment, training and retention on highly motivated members to serve as PAO's and

MIO's. The website is now being updated to a more "modern state" which will enable the region to better communicate information with members and the general public alike.

- **Opportunities:** CAP in the region is very much involved in Emergency Services & Homeland Security and has been involved in many missions in the last year that reflected well on the organization and the region has made strides in putting mutual support, interoperability and joint training into effect, in fact the region has held a Joint Wing SAREX and COMEX held in August of 2010 and December 2010. More recently the region worked in cooperation with the NJSAR (New Jersey Search and Rescue) organization on a joint SAREX which led to an actual joint mission one week later in the search for a missing person.
- **Threats:** CAP units in the region vary in their health, from active dynamic teams to small units that struggle to survive. The need for further training and professional development is constant. Many local unit PAO's are relatively new members who are inexperienced at the functions of the program, this seems to be a familiar theme in other wings across the nation.
- **Major Events:** Each year the region conducts a Region Conference, Region Staff College, Chaplain Service Staff College and numerous training opportunities such as the Region wide SAREX/COMEX and inter Region Exercises. In addition each wing also conducts many of these activities in addition to Emergency Services training/operations and Flight Encampments, SAR Academies, monthly SAREXs and leadership and E/S Bivouacs for seniors and cadets alike.

III. Regional Goals

North East Region has established the following goals for 2011:

- A. Good management and accountability of funding and resources.
- B. Coordination of training to ensure interoperability.
- C. Identify eligible PAOs who could be groomed to assume greater responsibilities including wing and Region PAO duties. Seek out members in the media business.
- D. Retention and the professional development of members.
- E. Compliance with CAP regulations, directives, and requirements of higher headquarters.
- F. Routine conference calls with each director and their wing equivalents.
- G. Publish **NINER** Magazine twice a year in hard copy format.
- H. Hold region organized PAO/MIO Workshops.

IV. Public Affairs Objectives

North East Region has established the following PA Objectives for 2011:

- A. Support the PA/Marketing Plan, Strategies and Goals of CAP National Headquarters.
- B. Recruit more talented members to the PAO ranks from media and like hind business/industry.
- C. Support and mentor the PAO's of the region, especially new PAO's and MIO's.
- D. Increase public awareness of CAP, its local, state, and national missions and its contributions to our nation.
- E. Promote cooperation between CAP and other aviation organizations, the military, business, industry, and civic groups within the territory of the region.
- F. Conduct more Wing-Wide PAO Workshops
- G. Increase conference call meetings with subordinate unit PAOs.
- H. Foster better communication with the wings and the NER PA office.

V. Public Affairs Goals and Strategies

The NER's Public Affairs effort rests primarily in the role of program management and support.

Most external media and public contacts in CAP occur at the wing and local level, NER's effort is one

of monitoring implementation of the program in subordinate units, and providing Public Affairs services that support the wings and the region headquarters.

NER has set the following goals for its Public Affairs Program. Each goal is described, the measures of success are provided and each goal lists which objective it supports.

As part of his routine reporting the Region PAO will summarize these measures and report to the Region Commander and the Wing Commanders/PAO's on progress and successes/failures to date.

GOAL # 1 Publish a Quarterly News Magazine – NINER

Description: The region Public Affairs staff under the guidance of Major James Ridley and 1st Lt Bob Stronach will produce a quarterly news magazine telling about CAP success stories and role models across the region and previewing upcoming activities, communication of significant missions, esprit de corps, and professional development.

The news magazine will be posted on the region website where it can be viewed by both CAP and non-CAP members. The magazine was published for the first time in 2010 and the PA staff has been given permission and has been budgeted for two hard copy publications in 2011.

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 Newsletter is produced and distributed electronically via the web.

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

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

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

NER/PA will work with the Wing Commanders to identify candidates for this position and assist where desired by the wing in finding a Wing PAO for each NER Wing, currently there is one opening.

NER/PA will work with the wing PAOs in order to develop training goals for their programs and that of their groups and squadrons; this will include the establishment of PAO Workshops and MIO classes.

Measure of Success: Each wing has an assigned PAO that is or will be enrolled in the PAO Specialty Track. Data comes from the monthly report issued by the Region IT Officer. The number of wing PAOs that attend these workshops and the wing conference will be one of the measuring sticks.

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: Brig Gen Courter in her March 2008 letter to the wing commanders stated the importance of having only qualified spokespeople speaking for CAP during operational missions. Having qualified members working this function can mean success or failure during a mission.

Measure of Success: An increase in the number of MIO's assigned to each wing. This data comes from WMIRS. NER Conducts an MIO Workshop within the region and provides support materials via www.ner.cap.gov. In 2009 the NER PAO and his team, chaired a national committee for the purposes of re-defining the MIO requirements, at this time NHQ is in the process of ratifying them.

The Region PAO has obtained his MIO Rating and completed FEMA and SEMO courses on the

Mission IO/PIO and Scanner Function.

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

GOAL# 4 Promote and create regular submissions to the CAP News Online news service.

Description: While most news releases within the region will originate from the wing or local levels, appropriate NER News articles and other releases will be adapted and delivered to the Civil Air Patrol News Online.

NER/PA will promote the distribution of news stories and releases to CAP Online News and the NER News Newsletter. This will be included in appropriate training and conference updates.

Measure of Success: NER/PA will develop a semi-annual spreadsheet that tracks the number of releases/stories published in the Online News and NER News. This will be reported to each Wing Commander, Wing PAO and the Region Leadership.

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

GOAL# 5 Insure the NER Website is a valued source of information for CAP Members

Description: The region Public Affairs staff will collaborate, as needed, with the region webmaster/IT Officer to ensure that the website's direct and subconscious messages for the general public all reflect positively on the unit and the organization. A new CAP senior member has been tasked with the website maintenance and is doing a commendable job in this area.

Measure of Success: The website is regularly updated with current content (such as the NER News Magazine) and meets the needs of the region staff and commander.

Supports PA Objectives A, C, D

GOAL# 6 Provide PA support for region and wing-sponsored events and activities.

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

- Coordinate in advance with the region Public Affairs staff.
- Prepare one or more advance news releases to be delivered to the editor of the NER News not later than the newsletter deadline of the month prior to the event.
- 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 NER News and CAP News Online.
- Set up an online submission procedure and webform for ease of article submissions and PAO requests

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 NER/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 region PA staff will develop resources and training materials that are available via Internet/distance technology.

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 region PA staff and subordinate units is through email and conference call meetings.

Measure of Success: Plan, organize and execute PAO Workshops around the wings, 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 Region PAO uses the "Flight Plan" to guide PAO's and helps Wing and Unit PAO's establish a direction for their programs. The Flight Plan outlines the Region PAO's goals for each squadron for the region. It is the measure that is used to measure PA program effectiveness for the Region's Unit and Wing PAO Recognition Program. It is also the cornerstone for developing support and training for unit PAO's

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

Supports PA Objectives A, B

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

Description: As per CAPR 190-1 each wing will develop a PA and Crisis Communication Plan. This plan will be submitted to the Region PAO (delegated region approval authority) for region level review and approval. Approved plans will be posted to www.ner.cap.gov

Measure of Success: Each Wing has an approved plan posted to their websites and on the NER website: www.ner.cap.gov

Supports PA Objectives A, B

GOAL# 10 Promote the recognition of PAO's by wings and recognizes 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 a Wing PAO 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. In 2010 and with the support of NHQ, the NER is instituting the Region Balsem awards program and seeking submissions for various categories.

The Region PAO will also promote the Balsem awards in the Region and make the maximum number of nominations allowed.

Measure of Success: Each wing submits a nomination for the Wing and Unit PAO of the Year Award. NER/PA promotes nominations for the Balsem Awards when they are viable.

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 NER, the wings and their squadron, in 2009 regularly scheduled conference calls with the wing PAOs were established and continued to take place in 2010.

NER/PA serves as a representative of and as advisors to National HQ, the North East Region PA staff will maintain regular communication with NHQ/PA and CAP/PA.

The Region PAO holds on an as-needed basis, conference calls with all the Wing PAOs and encourages them to attend the NER Conference.

Measure of Success: A log will be maintained of the conference and Wing PAO calls and this log will be shared with the region leadership.

Supports PA Objectives A, B

VIII. Annual Review

This plan will be reviewed each year in the month of January. 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. The review will be posted to www.ner.cap.gov and serve as the annual report of the Region PAO.

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 region commander will be communicated to every commander and PAO in the region via www.ner.cap.gov.

APPROVED:



CHRISTOPHER HAYDEN, Colonel, CAP
Commander

APPENDIXES:

- A. the PAO's Flight Plan
- B. Region PA Training Plan

DISTRIBUTION: 1 Each (Electronic)

NER Wing Commanders
NER Staff
NER Wing and Unit PAO's
CAP NHQ/PA
CAP/PA

RECORD OF REVIEW:

Review Date	Commander's Initials
Initial Plan 15 Jun 2008	Approved by CC on 16 Jun 08
Modified Plan 6 Jan 2010	Approved by CC on 21 Jan 10
Modified Plan on 13 Dec 2010	



The PAO's Flight Plan

"A Path to Success as a Unit PAO"

The PAO's Flight Plan is a basic strategy that a Unit PAO can use to be successful. It is 4 simple objectives listed below:

1. Submit 1-2 releases/stories to local and CAP media monthly
2. Develop and Maintain a Unit Website
3. Publish a Unit Newsletter
4. Conduct an Outreach Event each year

1. Releases and Stories to Local and CAP Media

This is important because if no one hears about you no one knows about you. A Unit PAO should strive to get 1-2 releases out per month.

Suggested stories that the media may be interested in

- Cadet Achievements and Promotions (Milestones)
- Member successes (in and out of CAP)
- Significant Unit Events
- Actual and training Missions

Include Action Pictures if possible in your release. Nothing is more boring than a traditional Grip & Grin. Build a library of images of unit members for this purpose.

Don't forget to send copies of your releases to your Wing and Region PAO's as well as CAP Online News.

The Old CAPM 190-1 has some great ideas for releases. It and templates/samples of releases can be found on your resource DVD. CAP Online news has great examples as well.

2. Develop and maintain a unit website

It is critical for a unit to have a website that

- Tells the squadron story
- Does not duplicate materials from higher headquarters

- Has original content
- Has news and pictures of unit members doing CAP is updated regularly

3. Unit Newsletters

Successful units publish a regular newsletter. It tells the unit's story to its members and outside customers/friends and family.

Now this news letter can take any form that you and your commander agree on. Some units do a printed version, some do it as a PDF file or on a list serve or as a web page. You are limited by your creativity and resources.

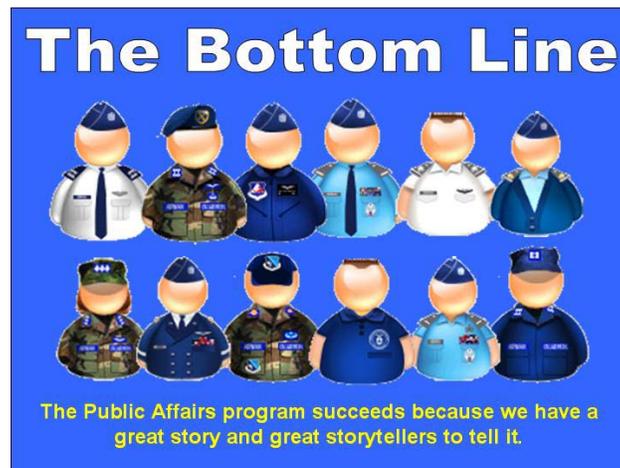
The NER PA Web Pages have examples of newsletters from other units for the PAO to use as templates and as examples to follow along with its own **Noreaster** newsletter.

Make sure that your newsletter is available on your unit website.

4. Community Outreach Events

You can't get support for your unit unless the community knows about you.

An outreach event or Open House can help with this. Units should do one each year to let the community know you are out there and to try and attract new members.



Public Affairs Training – PAO Workshops

Purpose:

The purpose of this plan is to establish objectives, goals and a time frame for a regional PA training program and to meet the requirements for PA planning as set out in CAPR 190-1.

Time Frame:

This training plan is effective 1 July 2008 and expires on 1 July 2010. This plan will be updated annually to reflect changing priorities, needs of the field and task accomplishment.

Execution

NER/PA will provide support for Public Affairs Officers and Commanders that emphasizes resource sharing, mentoring, Mission Information Officer Support and training, support of the PA Specialty Track and individual learning to accomplish the CAP's Public Affairs Mission as defined in CAPR 190-1.

This will be accomplished by the completion of 6 key objectives that support the Unit PAO's Flight Plan that we promote to Unit PAO's as a basic plan of action.

KEY PAOD OBJECTIVES
Objective 1: PA Resource Website – www.ner.cap.gov
Objective 2: PAO Committee
Objective 3: PA Online Training-Being Developed
Objective 4: Mentoring and Outreach-Through Wing PAOs
Objective 5: Wing PAO Workshops



The Flight Plan

The PAO's Flight Plan is a basic strategy that a Unit PAO can use to be successful.

- 1. Submit releases/stories to local & CAP media**
- 2. Develop and Maintain a Unit Website**
- 3. Publish a Unit Newsletter**
- 4. Conduct an Outreach Event each year**

Integrity - Volunteer Service - Excellence - Respect

Objective 1: PA Resources Website - http://ner.cap.gov/staff/staff_pao.php

Objective: Manage a training/resource website that will deliver training and resources to interested members especially Unit and Wing PAO's. To be updated regularly with new content. The domain name is http://ner.cap.gov/staff/staff_pao.php

The site is up and running and Phase 1 of development is complete.

The site is an information and resource for PAO's in the Wing. It has been in operation since January 2008 and is updated on a regular basis.

The following items were and will be added as part of this project:

- NER Photo Album
- Links to National PA site
- Resources - Various
- PAO Workshop presentations
- Information on MIO Training Requirements
- Region Newsletters
- Region & Wing News Links Releases and Online News

Future Enhancements Will Include:

- For CAP Commanders – Short trainings/presentations for CC's on PA and its roles
- Recognition Programs – PAO of the Year
- Become a PAO – Recruitment webpage and video for attracting new PAO's (current and new members)

The site will also link to the newsletter page at the main Wing website and provide a summary of stories featured in each issue and as part of phase 2 an RSS feed will be added to highlight stories on the Region and CAP News Online.

A key part of this objective is to drive traffic to the site -- to regularly remind PAO's, commanders and interested members in the region of the resources on the website. The website will be promoted during the Deputy Director's visits to the wings, PAO Training, and regular e-mail communications to the PAO's.

Major additions and features about the site will be added to the *NINER* News Magazine on a regular basis as well as the site's "ONLINE NEWS" page. *NINER* is a quarterly electronic publication which will be produced in hard copy format once a year for distribution at the NER Conference if possible.

Objective 2: PAO Communications-PAO Committee

Objective: To foster communications with the PAO's of Northeast Region.

All Wing PAOs email addresses are included in a NER PAO email distribution list and is used as the major form of communication with Wing PAOs along with the NER PA webpage and Locator List (Directory). Using motivated experienced PAOs from around the region who will plan, organize and execute region and national PA communications, training and mentoring.

The NER Website also includes a Calendar listing all key events which are upcoming within the REGION.

Objective 3: Online Training

Objectives:

- To develop knowledge of public relations and marketing skills as it relates to conducting an effective local Public Affairs and Marketing Program
- Provide a means by which the public affairs officer gains professional skills necessary to promote Civil Air Patrol, the United States Air Force Auxiliary.
- To provide specific skills training for the Mission Information Officer function in Emergency Services.

Methods:

Online Course Delivery on the NER PA WebPages

This section is planned to include the following:

Information on obtaining ratings in CAP Public Affairs

PAO Workshops – Information on the location of the next workshops as well as power points used in past workshops that will be downloadable

The Encampment PAO – Online Video Presentation and Downloadable Resources that talks about the role of the Encampment PAO, Mentoring and working with cadets, Best Practices and Available Resources **Oct 2008**

New PAO Orientation

Developing a PA Plan that will be approved

CAP Crisis Communications 101 – Template for Wings to follow

Objective 4: Mentoring and Outreach

Region PA staff makes itself available to PAO's and commanders at all levels that seek advice and assistance. This is primarily done thru e-mail and other electronic communications. A primary focus is supporting/advising Wing PAO's

PA team members will reach out to PAO's and Commanders by active participation in the Region Conference and Wing Conferences.

Objective 5: Region PAO Workshops

The Wing PAO Committee will plan, organize and execute a series of PAO Workshops at the local levels which will then be copied and executed by those trained during the initial workshops and will continue until all the PAOs within the wings have had the opportunity to attend at least one. Thereafter further workshops will be held as refresher courses and update sessions.

Approvals, Review and Distribution

/////Signed/////

JAMES A. RIDLEY, Sr., Major, CAP
Director of Public Affairs

Distribution: 1 Each (via www.ner.cap.gov)

NER Key-3
NER Staff
NER Wing Commanders
NER Wing PAO's
All NER PAO's
CAP/PA
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16 December 2010

Crisis Communications Plan

Applicability:

This annual plan, required to be prepared annually by CAPR 190-1, applies to the North East Region 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 on the National CAP Website. (Link: http://www.cap.gov/visitors/members/public_affairs/public_affairs_crisis_policy/)

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 & 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 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 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 Training Officer
- Public Affairs Director (Region PAO)
- Legal Officer
- Region DO
- Region CISM Officer
- 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 standing up a crisis center.

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 9 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)

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 PAO's 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.

//////Signed//////
CHRISTOPHER HAYDEN, Colonel, CAP
Commander

DISTRIBUTION: 1 Each (Electronic)

NER Wing Commanders
NER Staff
NER Wing and Unit PAO's
CAP NHQ/PA
CAP/PA

RECORD OF REVIEW:

Review Date	Commander's Initials
6 Jan 2010	Approved by the CC on 21 Jan 10

Appendix A: North East Region Crisis Communications Team

Name	Duty Assignment/Team Role	Contact Information
Col Christopher Hayden	Region Commander	2 Puepoodock Dr Cape Elizabeth, ME 04107 Home: 207-767-1874 Work: 800-554-9259 Cell: 207-749-9327 chayden@ner.cap.gov Call: CAPSTONE 1
Lt Col Merrie Knightly	Vice Commander North	17 Knightly Road LaGrange, ME 04453 Home: 207-943-5672 Work: 207-990-9000 Cell: 207-279-0692 Radio: Down East 3 Call: CAPSTONE 11
Col Joseph Sirois	Vice Commander South	576 Cabot Hill Road Bridgewater, NJ 08807 Home: 908-722-6567 Cell: 908-599-1888 joe.sirois@ner.cap.gov Call: CAPSTONE 2
Lt Col Donald Blumenfield	Chief of Staff	42 Summer Street Emerson, NJ 07630 Home: 201-394-5295 Work: 973-275-2021 Cell: 201-394-5925 donblume@optonline.net Call: CAPSTONE 3
Maj Robert Taylor	Director of Homeland Securities	74 Arlington Road Lake Ronkonkoma, NY 11779 Home: 631-585-1264 Cell: 516-982-4471 Es117@optonline.net Call: CAPSTONE 12
Col David Braun	NER/DCS OPS	W Bath, ME 04530 Home: 207-443-4271 Cell: 207-751-8137 davidbraun5@comcast.net Call: CAPSTONE 6
Maj James A. Ridley, Sr.	Director of Public Affairs	25 Jamaica Avenue Holtsville, NY 11742 Home: 631-730-3910 Work: 631-730-3910

		Cell: 631-730-0552 Jridley3@optonline.net
Lt Col Van Don Williams	Chaplain	102 Parsons Drive Hempstead, NY 11550 Home: 516-481-9362 Cell: 347-528-0060 Nerchapvan1@aol.com Call: CAPSTONE 5
Maj Spencer Horn	Legal Affairs Officer	43 Tranquility Rd Suffern, NY 10901 Home: 845-729-6156 Shorn.jaa@gmail.com
Lt Col Paul Ghiron	NER DCS E/S	17 Whittier Dr Thornwood, NY 10594 Home: 914-747-2753 Cell: 914-441-1610 paulghiron@aol.com Call: Capstone 12
Capt Lt Jack Arena	Director NER CIS	7 Northwood Lane Apt G Patchogue, NY 11772 Phone: 631-645-7912 jarena@ner.cap.gov

**Appendix B:
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 as follows:

	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/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.