



**WYOMING WING - CIVIL AIR PATROL**  
**United States Air Force Auxiliary**  
**6211 Randall Avenue, Building 233 FE Warren AFB, WY**  
**82003**



**FY 2022 WYOMING WING PUBLIC AFFAIRS CRISIS**  
**COMMUNICATIONS PLAN**

**Applicability:**

This plan applies to the Wyoming Wing (WYWG) for the 2022 calendar year. It is the responsibility of the wing's unit commanders and key staff to be familiar with this plan. This plan does not apply to emergency services mission operations. This plan does not override normal command functions and decisions of incident command staff or wing command staff, nor does it override or supplant CAPR 190-1. However, command staff at all levels should be familiar with the contents of this plan and use it as a guide when responding to a crisis. The plan is designed to be used in conjunction with the normal decision-making process of command staff. When the crisis primarily affects a subordinate unit, the wing commander and wing PAO are available to assist subordinate units.

This plan was updated in January 2022 to reflect leadership and intent of the wing commander and new lead public affairs officer (Jan 2022).

**Purpose:**

The purpose of this plan is to:

- Ensure the flow of accurate and timely information to wing leadership, staff, the media, the public, and identified audiences during a crisis.
- Provide external parties with a reasonable level of access per CAP regulations and policy.
- Develop and provide unified messages in a crisis or emergency event.
- Minimize unnecessary damage to the integrity and reputation of the Wing & CAP Organization.
- Counteract inaccurate criticism by providing timely, accurate and honest information.

A crisis is defined as any situation deemed by the wing commander as having a major impact on the wing, CAP as an organization, or the wing's relationship with the public. Examples of crisis situations may include – but are not limited to – incidents connected with CAP activities involving serious injury and or loss of life, terrorism, a member's death, natural disasters, major crimes, riots, or any other 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. 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:**

Usually, the only information the public receives about an emergency is through the media; therefore, media relations are an essential component of this crisis plan. Timing is crucial and it is essential that a response be issued as soon as possible, with followup bulletins as required on a regular basis whenever possible.

Rumors can spread quickly via email, blogs and online forums. Therefore, it is important that responses be issued as quickly as possible via various channels of online communication such as official news release, the wing's website, and the wing's social media as applicable and appropriate.

A crisis situation may be considered "breaking news" and is likely to result in more public exposure for the wing than dozens of "good news" stories. In a crisis, the wing will focus on open and honest disclosure with the media and identified audiences.

### **Crisis Communications Team (CCT):**

A Crisis Communications Team (CCT) is established based on current CAP duty assignments. All roles report to the Wing Commander.

- WY Wing Commander ○ CCT Role: Commander ○ Commander  
Responsibilities: Determines the need to activate the CCT. Serves as final approval authority (unless NHQ is required in some circumstances) on releases and messages generated by the CCT. ○ CCT Role: Alternate Spokesperson
  - Alternate Spokesperson Responsibilities: Assumes duties when the primary spokesman is unavailable. Speaks to the media or social media channels on behalf of the unit. Trains spokespersons outside of the CCT to engage with the media or community. Responds to any internal or community questions.
- WY Wing Vice-Commander ○ CCT Role: Team Leader ○ Team Leader  
Responsibilities: Maintains team's focus during the crisis. Works on overall strategy. Delegates strategy into actionable tasks.
- WY Wing Chief of Staff ○ CCT Role: Partner Liaison
  - Partner Liaison Responsibilities: Informs key external stakeholders throughout the crisis. Handles and disseminates approved messages. Coordinates inquiries to be answered with the CCT.
- WY Wing Director of Operations ○ CCT Role: Operations Representative
  - Operations Representative Responsibilities: Provides subject matter expertise on air-related crises. Recommends or denies information

disclosure based on operational security. Coordinates with their HHQ official as required.

- WY Wing Director of Emergency Services ○ CCT Role: Emergency Services Representative
  - Emergency Services Representative Responsibilities: Provides subject matter expertise on mission-related crises. Recommends or denies information disclosure based on operational security. Coordinates with their HHQ official as required.
- WY Wing Legal Officer ○ CCT Role: Legal Advisor ○ Legal Advisor Responsibilities: Reviews all proposed messages by the CCT to ensure legal compliance. Coordinates with NHQ/JA as required.
- WY Wing Chaplain ○ CCT Role: Spiritual Advisor
  - Spiritual Advisor Responsibilities: Coordinates the spiritual response and chaplain support during and after the crisis as required.
- WY Wing CISO
  - CCT Role: Psychological First Aid Advisor
  - Psychological First Aid Advisor Responsibilities: Coordinates the CISM response and support during and after the crisis as required IAW CAP's CISM Program.
- WY Wing Public Affairs Officer ○ CCT Role: Primary Spokesman
  - Primary Spokesman Responsibilities: Speaks to the media or social media channels on behalf of the unit. Trains spokespersons outside of the CCT to engage with the media or community. Crafts messages for all relevant social media platforms and websites. Responds to any internal or community questions.
  - CCT Role: CCT Coordinator
  - CCT Coordinator Responsibilities: The CCT coordinator is responsible for updating this plan and informing individuals that take on these duty positions on their CCT responsibilities. They are responsible to keeping the contact list and command/media center list up-to-date. They are responsible for managing the crisis kit. They will annotate when individuals in duty positions have been changed as they occur and at least annually that the lists and crisis kit have been reviewed. They will coordinate the annual training scenario. They will document an after-action report for any training or real-world crises that the CCT addresses.

The team may also call on:

- Personnel with experience in crisis management
- Parents, if cadets are involved
- Expert sources

A current roster of the wing's CCT can be found in Appendix A to this plan with contact information for each member. The CCT exists to advise the commander and craft messaging during a crisis. The Wing Commander will activate the CCT in the event of a crisis at their discretion.

The CCT coordinator will annually review the CCT list and ensure it is up-to-date. If any positions need to be changed, they will submit the proposed changes to the Wing Commander for approval, and this plan will be amended to reflect changes.

### **Command/Media Crisis Center:**

It is expected that the CCT will work virtually through e-mail, phone, and conference calls. Under the Wyoming Wing (org-wide) team, there is a private channel "Crisis Communications Team" in which coordination will primarily occur. The files tab has a copy of this plan and resources from the USAF and other agencies on crisis communications. If a physical crisis center is deemed necessary, the plan coordinator will select a location with the approval of the Wing Commander. See appendix B for potential locations to consider. This list will be reviewed annually by the plan coordinator.

### **Crisis Kit Materials:**

The plan coordinator is assigned the task of maintaining materials to assist in the management of a crisis. See appendix C for crisis kit materials list.

### **Spokesperson:**

The Wing Commander and wing PAO are the spokespersons for the wing and will be expected to work with local media. In the event an Incident Management Team is stood up, a Mission Public Information Officer (PIO) may be on scene as part of the CCT, and may serve as the primary spokesperson and/or CCT Coordinator for the event. WYWG/ CC has final authority to determine roles of PAO/PIO within the CCT for an event response. The wing PAO is the spokesperson for CAP in the state and will work with statewide/regional/national media. The wing PAO is available to assist units and can serve as a local spokesperson as needed.

### **Electronic Resources:**

The PAO will create messages and announcements as appropriate to communicate with CAP members and the public. These crisis communications will be approved by the commander before being disseminated.

### **Phases of Response**

**Immediate:** The wing commander will determine if the CCT needs to be activated. The CCT will determine if an official statement should be prepared and released. Responses to specific questions that may be asked as well as talking points will be prepared in advance.

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 for approval by the Wing Commander.

Sample press releases for potential crises which are most likely to occur can be found in the appendices of this plan.

The PAO will support any individuals at any level who may have to answer questions from local media as soon as statements and messaging is prepared by the CCT, and approved by the Wing Commander to address any specific questions that may be asked by the media.

**Key PAO Tasks:**

- The PAO will brief staff who may have to answer questions from local media.
- The PA staff will verify all sources of information.
- The PAO will clear news releases with the Wing Commander as quickly as possible before releasing information to the media.
- The PAO will maintain a log and document all activities and media inquiries.

**Ongoing Period:**

In an ongoing crisis, the PAO (assisted by the CCT) as appropriate will:

- Provide external parties with basic information concerning the crisis situation.
- Provide the membership with basic information about the crisis, via electronic mail or other means, and will ensure that copies of all updates are concurrently sent to higher HQ including the Rocky Mountain Region and NHQ.
- Keep all parties informed of the situation and provide advice on what they should or should not do to prevent further damage, injury 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 local media, which instructs the public on how to obtain further advice or information.
- Information will also be released through the wing's social media outlets where the posts will be tailored with basic information and encourage interested parties to visit the wing's website for the most up-to-date information.

**Recovery Period:** The PAO will issue media updates for as long as necessary and scale back activities as warranted. Such updates will be posted online if possible and sent to the media. Copies of communications will be maintained until 60 days after the crisis event is completed, or 60 days after issuance, whichever is later. Upon termination of the crisis situation, the PAO will schedule a meeting of all key players to occur within 30 days to review all actions taken and lessons learned. These will be included in an after-action report (AAR) to be forwarded to the Wing Commander, and higher HQ as appropriate based on the scope of the event. The AAR will be kept on-file in the Wing Crisis Communication Teams Channel files.

**Updates:**

This plan will be reviewed and updated annually and submitted to the wing commander for approval in the first quarter. The approved plan will be made available on the wing website.

The CCT should be assembled periodically to discuss the plan and any updates. The Wing Commander will convene these meetings. Results of the meetings and revisions of the plan are to be documented and filed with the plan.

**Dissemination:**

Copies of this plan are to be distributed (electronically) to all WYWG Wing Command Staff, WYWG CCT members, WYWG Unit Commanders, WYWG Unit PAOs, RMR/CC, RMR/PA, NHQ/PA, CAP/PA, Experts & Consultants as appropriate

This plan shall be maintained on the WYWG Public Affairs Teams Channel, and in the Crisis Communications Team Channel.

This plan is authorized for public release.

//SIGNED/ms/24JAN2022//

Marybeth Slocumb, Maj., CAP

Director of Public Affairs

//SIGNED/rf/DATE//

E-Signature Name

Commander, Wyoming Wing

**Appendix A - Crisis Contact List & Media Contact List**

**This contact listing contains PII and is controlled unclassified information. CCT individuals have access which is located in the Crisis Communications Team private channel files in the Contact Listings folder. This contains contact information for CCT members, emergency officials, media, unit commanders, unit PAOs, and command/media crisis center points-of-contact.**

## **Appendix B - Potential Physical Command/ Media Crisis Center Locations**

The following units own facilities under their direct control and may be considered based on the required location need of the crisis center. Some of these locations may also act as incident command posts and have resources to support a center:

- Unit / Building ○  
Location Address

## **Appendix C - Crisis Kit Materials List**

The plan coordinator is assigned the task of maintaining materials to assist in the management of a crisis. As a minimum, the following materials will be maintained which are stored electronically in the Crisis Communication Team channel:

- This Plan with all Appendices
- Complete roster of the CCT members
- Contact information for RMR, WYWG, and WY Unit Commanders and relevant wing staff members
- Contact list of squadron PAOs (who should maintain list of local media contacts)
- Contact list of RMR PIOs (who should maintain list of local media contacts)
- CAP media kits and fact sheets
- Positive statistics about CAP found on the VA Wing website or NHQ website

In addition, the plan coordinator will maintain the materials above on an offline USB drive. The members of the CCT are highly encouraged, but not required, to do this as well.

For a physical site, the CCT coordinator will prepare the following:

- Three (3) Hard Copies of Crisis Communications Plan, including Appendices
- Laptop (Region, Wing, or Personal issued)
- Printer (to disseminate Press Releases without the aid of the Internet)
- One hundred (100) Updated fact sheets
- Local, state, and national maps
- Paper, legal pads, pens
- Handheld digital recorder
- Press credentials
- CAP radio
- Cell phone w/ GPS or handheld GPS device
- Laser Pointer
- Projector, if desired
- Business Cards
- Solar Panel for charging phone and other USB devices
- Internet Hot-Spot

A copy of this plan with PII redacted will be placed in the Wyoming Wing team's public affairs channel and on the WYWG Website for access by members of the wing.

## **Appendix D - Talking Point Etiquette**

1. Always tell the truth. Tell it and move on.
2. Adapt answers to be appropriate to the specific accident or incident.
3. Always emphasize our priority on safety and the wellbeing of our members in all operations and activities.
4. Do not answer hypothetical questions.
5. Do not speculate or offer opinions. Stick to the verified facts.



6. Always be truthful.
7. Do not ever say, "No comment". If you do not know the answer, say so and tell them you will get back to them.
8. If you say, "I'll get back to you." DO IT! {timely}
9. Avoid verbal, off the cuff remarks in any crisis situation.

## **Appendix E - Crisis Response Media Templates & Scripts Resources / How to Use**

This appendix provides examples of pre-scripted media release templates designed for use in the initial stage of a crisis situation such as:

- Fatalities or injuries sustained by CAP members
- Suicide
- CAP aircraft incident/accident or mishap
- CAP vehicle accident
- Violations of the cadet protection policy (specifically sexual abuse)
- Allegations of abuse/harassment/hazing of a CAP member
- Allegations/charges/arrest of a CAP member for criminal wrongdoing
- Relief of command

Every situation described in this appendix must be handled in accordance with all appropriate CAP regulations and in conformance with CAP/NHQ public affairs policy/guidance. Coordinate with local, county, tribal, state and federal governments, law enforcement agencies, first responders, and non-governmental organizations as appropriate.

### **OVERVIEW**

Be sure to thoroughly edit the media release(s) to make sure that all **[BLANK FIELDS]** are filled in with the correct information.

Each pre-scripted media release template has a set of talking points to be used during interviews or conferences with the media or for informing fellow CAP members.

The latest press release template will be kept in the files section of the crisis communications team channel. As a convenience, copy and paste from the proposed content below into the press release template.

Though rapidly getting information to the media is key to mitigating a public affairs crisis, it is important to be truthful and accurate. Good judgment must be applied even when using pre-scripted messages.

Command messaging on various topics are provided at the end.

Review the question & answer question at the end to be prepared for potential questions. Some questions cover multiple instances so they are included in a separate section.

### **BOILERPLATES**

The final two paragraphs of every media release, including these templates, must contain what are referred to as "boilerplate". The boilerplates give basic information on

Civil Air Patrol. They are updated periodically and therefore it is important to get the latest copy at the link provided below:

Civil Air Patrol: <https://www.gocivilairpatrol.com/members/cap-national-hq/public-affairs/about/resource-library/toolkit> )

## **Appendix F - Injury of a CAP Member [on duty]**

### **Talking Points**

- Number of people injured
- Mission/activity where incident occurred
- What happened to mitigate injuries (first aid, cancelled further events, etc.)
- Number of people treated and/or sent to a hospital
- Personal information being withheld for privacy reasons
- Background information on event and safety protocols/equipment
- Cause under investigation and CAP is cooperating with local authorities
- Information about CAP and its missions
- More information to come

### **Press Release Content**

The Wyoming Wing of the Civil Air Patrol reports that on **[DATE]** an accident occurred that caused the injury of **[NUMBER OF INJURED]** of our **[CADETS AND/OR SENIOR MEMBERS]**. The incident occurred during **[ACTIVITY/MISSION]**.

The **[CADET(S) AND/OR SENIOR MEMBER(S)]** **[RECEIVED FIRST AID AND/OR WERE SENT TO THE HOSPITAL]**. Information on the injured is being withheld to **[MAINTAIN THE PRIVACY OF THE VICTIM(S)/NOTIFY THE FAMILY/FAMILIES]**.

The cause of the accident is under investigation and Wyoming Wing and the Civil Air Patrol's Inspector General Office will continue to assist local authorities.

As safety is the number one priority of the Civil Air Patrol, **[ACTIVITY CANCELLED/ NEW SAFETY PROCEDURES/ OTHER MITIGATIVE ACTIONS]**.

Further information will be provided as it becomes available.

[Optional Quote] "We are a close knit family and when a tragedy like this occurs, every member of our organization feels it," said Col. **[NAME]**, commander of Wyoming Wing. "Our people are our most important resource and we are committed in ensuring their safety and security. I can assure you Civil Air Patrol will conduct a thorough investigation in hopes to minimize the chances of such occurrences from happening again."

## **Appendix G - Death of a CAP Member [on duty]**

### **Talking Points**

- Member has been killed
- Avoid using language that would accidentally declare a cause of death. Nothing is official until the investigation is complete.
- Activity member was involved in (meeting, mission, encampment, etc.)
- Number of people killed
- Cause is under investigation

- Personal information withheld to respect the member's privacy and/or to notify family
- CAP is assisting local authorities
- Schedule of next release or assurance that more information will be forthcoming
- Background information on CAP and its missions
- Refer queries about the incident to the investigating agency.

### **Press Release Content – pre-notice of kin**

The Wyoming Wing of the Civil Air Patrol regrets to report that we have suffered a loss involving **[NUMBER OF DECEASED] [CADET(S) AND/OR SENIOR MEMBER(S)]** during **[MISSION/ACTIVITY]**.

Information about the **[MEMBER(S)]** killed is being withheld to **[MAINTAIN PRIVACY OF THE VICTIM(S)/ NOTIFY THE FAMILY/ FAMILIES]**.

The Wyoming Wing is assisting local authorities, and an investigation into the cause is **[ONGOING/FORTHCOMING]**.

Our Hearts go out to the **[FAMILY/FAMILIES]** of the **[MEMBER/MEMBERS]** involved, and to all of the Civil Air Patrol members in **[WHERE THE DECEASED IS/ARE FROM]** who serve their communities, our state and our nation with dedication, skill, pride and professionalism.

Further information will be provided as it becomes available.

### **Appendix H - Suicide of a CAP Member**

#### **Talking Points**

- Avoid using the word "suicide" in press releases, statements or public comments until the investigation is complete and findings are approved for public release.
- Do not promise the results of the investigation will be released (that decision lies with the investigating organization).
- If asked if death was a suicide, reaffirm that the details are still under investigation.
- Suicide prevention is the responsibility of everyone. We are committed to the ultimate goal of never losing another Airman to suicide
- Remember: ask, care, and escort...you may just be saving a life
- We are committed to fostering a culture that values and encourages help-seeking behavior.
- The Civil Air Patrol remains committed to building a strong community. As leaders, it is our responsibility to create a command climate that encourages our members to seek help when they need it.
- We can all make a difference by helping our members understand they are not alone and positive support is available. One act of kindness or concern makes a difference and could save a life.

- The Civil Air Patrol has undertaken several initiatives to improve resilience, encourage help seeking, pin point self-destructive behaviors, and involve leadership in suicide prevention.

**Press Release Content – pre notice of kin**

The Wyoming Wing of the Civil Air Patrol reports that a **[CADET(S) AND/OR SENIOR MEMBER(S)]** was found dead at **[TIME/DATE]**.

The name of the member is being withheld until 24 hours after the member's next of kin have been notified.

Details surrounding the death are under investigation. For more information, contact **[INVESTIGATING AGENCY]**.

**Press Release Content – post notice of kin**

The Wyoming Wing of the Civil Air Patrol reports that a **[CADET(S) AND/OR SENIOR MEMBER(S)]** was found dead at **[TIME/DATE]**. The **[CADET(S) AND/OR SENIOR MEMBER(S)]** has been identified as **[NAME]**.

"We are heartbroken by the loss of **[NAME]**. Our thoughts and prayers are with his family and friends during this difficult time. We will support them however we can," said Col. **[NAME]** Wyoming Wing commander.

Details surrounding the death are under investigation. For more information, contact **[INVESTIGATING AGENCY]**.

## **Appendix I - CAP Aircraft Incident/Accident or Mishap**

### **Talking Points**

- Type of aircraft and location of incident
- Number of crew and passengers on the aircraft and their condition
- Mission or activity aircraft was being used
- Cause is under investigation
- More information will be given as it develops
- Information about CAP and its missions
- If injuries/deaths caused, refer to those speaking points above
- Do NOT speculate on what may have caused this to happen

Supplemental talking points are below the template – use only if you are asked to elaborate.

### **Press Release Content**

On [DATE] a Civil Air Patrol aircraft of the Wyoming Wing was involved in an [INCIDENT/ ACCIDENT/MISHAP] while participating in [ACTIVITY/MISSION]. The crew consisting of [NUMBER OF SENIOR MEMBERS/ NUMBER OF CADETS], [WERE NOT INJURED/WERE INJURED AND TREATED/WERE KILLED] in the incident.

**[If There Are Injured or Deceased Add]** Information about the members [INJURED AND/OR KILLED] is being withheld [TO MAINTAIN PRIVACY OF THE VICTIM(S)/ PENDING NOTIFICATION OF THE FAMILY/FAMILIES].

The cause of the [INCIDENT/ACCIDENT/MISHAP] is under investigation and the Wyoming Wing is working closely with local authorities and the National Transportation Safety Board to support the investigation

As safety is the top priority in Civil Air Patrol, [THE DAMAGED AIRCRAFT IS GROUNDED/FLIGHT OPERATIONS HAVE BEEN SUSPENDED/ALL AIRCRAFT ARE BEING INSPECTED].

Further information will be provided as it becomes available.

[Optional Quote] “We are a close-knit family and when a tragedy like this occurs, every member of our organization feels it,” said Col. [NAME], commander of Wyoming Wing. “Our people are our most important resource and we are committed in ensuring their safety and security. At this time, Civil Air Patrol is focused on supporting our affected members and families in every way possible and will work closely with our partners, our National Safety Team, and authorities to support the investigation.”

### **Supplemental Talking Points (Use Only If Asked To Elaborate)**

1. We continuously train our pilots to react to appropriately for all emergency situations.

2. Civil Air Patrol air crews are professionals, highly trained in all aspects of search and rescue, *[add if appropriate: including mountain flying techniques]*
3. Civil Air Patrol aircrew members fully understand the unique risks associated with flying search and rescue missions and regularly train in order to minimize those risks.
4. Every CAP pilot meets the requirements of the Federal Aviation Regulations and also undergoes an annual flight evaluation. Mission pilots complete an additional evaluation every two years to evaluate their ability to safely and effectively fly specialized mission profiles. The Civil Air Patrol has a mandatory formal safety education program whereby all our members, aircrew and non-aircrew, are regularly briefed on safety issues and educated on a wide variety of operational and safety related topics.
5. The Civil Air Patrol places a great emphasis on regular aircraft inspections to ensure that our aircraft are not only safe to fly, but that they are maintained in a mission ready status at all time.
6. The Civil Air Patrol rigorously maintains its fleet of aircraft to standards that meet or exceed FAA standards for similar aircraft in general aviation. The maintenance conducted on the Civil Air Patrol aircraft fleet is timely, thorough, and carried out by FAA-certified mechanics. Civil Air Patrol maintenance policies are in accordance with commercial aircraft maintenance requirements including 100 hour inspections.
7. Every Civil Air Patrol Wing is regularly evaluated by the Air Force on its ability to perform search and rescue missions safely.
8. The incident is under investigation. Any speculation at this point without having all the details would be irresponsible and could be detrimental to those involved or the investigative process.
9. The Civil Air Patrol is committed to providing the safest working environment for our members, our partners/customers, and the public that we support.
10. The safety of our people and the surrounding communities is our foremost concern.

## **Appendix J - CAP Vehicle Accident**

### **Talking Points**

- Type of vehicle and location of accident
- Number of people in vehicle and their general condition
- Reason vehicle was in use
- Cause is under investigation
- Information about Civil Air Patrol and its mission
- More information to come
- If injuries or deaths cause, refer to those speaking points

### **Press Release Content**

On [DATE] a Civil Air Patrol vehicle of the Wyoming Wing was involved in an accident while participating in [TYPE OF ACTIVITY/MISSION]. The passengers, including



**[NUMBER OF SENIOR MEMBERS AND CADETS], [WERE NOT INJURED/WERE INJURED AND TREATED/ WERE KILLED]** in the accident.

***[If There Are Injured or Deceased, Add]*** Information about the members **[INJURED AND/OR KILLED]** is being withheld **[TO MAINTAIN PRIVACY OF THE VICTIM(S)/ PENDING NOTIFICATION OF THE FAMILY/ FAMILIES]**.

The cause of the accident is under investigation and the Wyoming Wing is working with local authorities and our National Safety Team to determine the cause

As safety is the top priority in Civil Air Patrol, **[VEHICLES TAKEN OUT OF SERVICE/ VEHICLES WILL BE INSPECTED/ OTHER MITIGATIVE RESPONSE]**.

Further information will be provided as it becomes available.

**Appendix K - Violations of the Cadet Protection Policy (specifically sexual abuse)**

**THIS TEMPLATE IS TO BE USED ONLY IF THE MEDIA CONTACTS CAP FOR COMMENT ABOUT AN INCIDENT**

**NOTE:** Statements regarding an allegation of wrongdoing in regards to the Cadet Protection Program must be very carefully crafted. The rights of the accused and the alleged victims must be fully protected. The integrity of Civil Air Patrol must also be protected. Anytime there is a public allegation of wrongdoing, regardless of whether or not the allegation is founded or not, the Wing's and NHQ's public affairs and legal staff must be involved.

### **Talking Points**

- **[ONLY *If True*]** At present, this is an allegation, no official complaint has been filed with CAP or law enforcement organizations
- Civil Air Patrol takes protecting our cadets very seriously
- Background information on the Cadet Protection Program and its training
- All Civil Air Patrol senior members undergo background check through FBI before allowed to join
- Parents notified
- CAP cooperating with local authorities as well as investigating internally through the IG
- To protect accused and cadet(s) involved, accused suspended till investigation complete
- Personal details withheld for privacy reasons and due to the ongoing investigation
- The cadet protection program mandates that more than one adult member is always present on all activities involving youth members, and in particular rules prohibit private "one-on-one" interaction between individual youth and adults

### **Press Release Content**

An **[ALLEGATION/REPORT]** of abuse committed against **[A CADET/SEVERAL**

**CADETS]** of the Wyoming Wing of the Civil Air Patrol has been made. The Civil Air Patrol takes all accusations of abuse very seriously and is investigating the matter internally, through our Inspector General, and is working with local authorities to support their efforts in reviewing this matter

The **[PARENT(S)/GUARDIAN(S)]** of the **[CADET/CADETS]** **[HAS/HAVE]** been notified of the accusation. As a matter of policy, the accused **[MEMBER / MEMBERS]** **[HAS / HAVE]** has been suspended from all Civil Air Patrol activities pending the results of the investigation. This is to protect the rights of the accused member as well as the rights of the cadet membership.

**[INSERT ANY CORRECTIVE ACTION TAKEN (E.G. ACTIVITY CANCELLATION)]**

Prior to serving in Civil Air Patrol, each adult member undergoes a background check through the FBI. Prior to participating in activities, all adult members must complete the Civil Air Patrol Cadet Protection Policy training which includes an explanation of the zero-tolerance policy of abuse of any kind, to include verbal, physical, emotional and psychological abuse, as well as hazing. Each adult member is also taught the procedures to follow in the case of an accusation.

Due to the sensitive nature of the incident and the ongoing investigation, the personal information of both the accused and the **[CADET/CADETS]** is being withheld.

## **Appendix L - Allegation Of Abuse/Harassment/Discrimination/Hazing by a CAP Member**

### **THIS TEMPLATE IS TO BE USED ONLY IF THE MEDIA CONTACTS CAP FOR COMMENT ABOUT AN INCIDENT**

**NOTE:** Statements regarding an allegation of wrongdoing must be very carefully crafted. The rights of the accused and the alleged victims must be fully protected. The integrity of the Civil Air Patrol must also be protected. Anytime there is a public allegation of wrongdoing, regardless of whether or not the allegation is founded or not, the Wing's and NHQ's public affairs and legal staff will be involved.

#### **Talking Points**

- Civil Air Patrol has no tolerance for abuse/harassment/discrimination/hazing
- Civil Air Patrol is cooperating with local authorities
- Civil Air Patrol is also investigating through our IG process
- To protect the accused and victim(s), the accused is suspended until end of investigation
- An FBI background check is required for all adult members. This is renewed every 5 years.
- The Cadet Protection Policy and its training and how it applies
- Personal information withheld for privacy reasons and due to the ongoing investigation

#### **Press Release Content**

An allegation of **[ABUSE/HARRASSMENT/DISCRIMINATION/HAZING]** against **[A CADET/SEVERAL CADETS/A SENIOR MEMBER/SEVERAL SENIOR MEMBERS]** of the Wyoming Wing of the Civil Air Patrol has been made.

The Civil Air Patrol takes all allegations of **[ABUSE/HARASSMENT/DISCRIMINATION/HAZING]** very seriously and is investigating the matter internally, through our Inspector General, and in working with local authorities to support their efforts in reviewing this matter.

As a matter of policy, the **[INDIVIDUAL/INDIVIDUALS]** **[HAS/HAVE]** been suspended from all Civil Air Patrol activities pending the results of the investigation. This is to protect the rights and privacy of the accused **[MEMBER/MEMBERS]** and the rights and privacy of other members.

#### **[INSERT ANY CORRECTIVE ACTION TAKEN (E.G. ACTIVITY CANCELLATION)]**

Prior to serving in Civil Air Patrol, each adult member undergoes a background check through the FBI. Prior to participating in activities, all adult members must complete the Civil Air Patrol Cadet Protection Policy training which includes an explanation of the zero-tolerance policy of abuse of any kind, to include verbal, physical, emotional and

psychological abuse, as well as hazing. Each adult member is also taught the procedures to follow in the case of an accusation. Before any activity that lasts overnight, a Required Staff Training session, which further discusses abuse and hazing prevention, is required of all senior members and cadet staff.

Due to the sensitive nature of the incident and the ongoing investigation, personal information of both the accused and the [SENIOR MEMBER/MEMBERS] is being withheld.

Further information will be provided as it becomes available.

## **Appendix M - Allegations/Charges/Arrest of A CAP Member for Criminal Wrongdoing**

### **THIS TEMPLATE IS TO BE USED ONLY IF THE MEDIA CONTACTS CAP FOR COMMENT ABOUT AN INCIDENT**

**NOTE-1:** Statements regarding an allegation of wrongdoing must be very carefully crafted. The rights of the accused and all alleged victims (if any) must be fully protected. The integrity of the Wyoming Wing and the Civil Air Patrol must also be protected. Anytime a public allegation of wrongdoing is made, whether it is founded or not, the Wing command, Wing public affairs and NHQ's public affairs and legal staff will be involved.

**NOTE-2:** This template is NOT to be used for such things as parking tickets, speeding tickets or other minor civil infractions. Consult with the Wyoming Wing command and Wing Legal Officer before issuing any media release(s) on this topic.

### **Talking Points**

- Civil Air Patrol has zero tolerance for any and all types of criminal activity
- Civil Air Patrol is cooperating with local authorities
- The accused is suspended from participating in any CAP activity until the situation is resolved
- FBI background check is required for all adult members. This is renewed every 5 years
- Civil Air Patrol membership is contingent on no evidence of a prior criminal record
- Personal information is being withheld for privacy reasons and due to the ongoing investigation
- If the incident occurred outside of CAP, refer queries about the incident to the investigating police department.
- Know who is conducting the investigation. Be careful of using language that would imply the member is guilty and/or innocent.

### **Press Release Content**

An **[ALLEGATION/CHARGE]** of criminal wrongdoing has been made against **[A CADET/ SEVERAL CADETS/ A SENIOR MEMBER / SEVERAL SENIOR MEMBERS]** of the Wyoming Wing of the Civil Air Patrol.

**[Only If True]: [A MEMBER/NUMBER OF MEMBERS]** of the Wyoming Wing of the Civil Air Patrol **[HAS/HAVE]** been arrested in connection with criminal wrongdoing by the **[NAME OF LAW ENFORCEMENT AGENCY]**.

The Civil Air Patrol takes all **[ALLEGATIONS/CHARGES]** of criminal wrongdoing by its members very seriously and is investigating the matter internally, through our Inspector General, and is working with local law enforcement authorities to support their review of this matter.

As a matter of policy, the **[INDIVIDUAL/INDIVIDUALS]** **[HAS/HAVE]** been suspended from all Civil Air Patrol activities until the situation is resolved. This is to protect the rights and privacy of the accused **[MEMBER/MEMBERS]**.

Due to the sensitive nature the ongoing investigation, and to protect the rights and privacy of the accused **[HIS/HER/THEIR]** personal information is being withheld.

## **Appendix N - Relief of Command**

**THIS TEMPLATE IS TO BE USED ONLY IF THE MEDIA CONTACTS CAP FOR COMMENT ABOUT AN INCIDENT**

### **Talking Points**

- It is non-standard to proactively release information on removal from command for individuals unless there are unusual circumstances.
- This is a personnel issue – coordinate with legal.
- UNIT is working diligently to prevent any impact or effect on the mission.
- We hold our leaders to the highest standard because that is what our members deserve.
- UNIT is committed to ensuring the highest levels of pride, precision and professionalism within the unit.

### **Press Release Content**

COMMANDER, UNIT, relieved RANK/NAME of command of UNIT due to a loss of confidence in his/her ability to lead.

COMMANDER determined that new leadership was necessary to ensure the highest levels of pride, precision and professionalism within the unit.

"This was an incredibly difficult decision to make, but one that is ultimately in the best interests of the unit...QUOTE," COMMANDER said.

**RANK/NAME, PREVIOUS JOB TITLE, has temporarily assumed responsibility of the unit until a new commander is selected.**

## Appendix O - Weather Preparation

### Talking Points

- When called upon, we stand ready to support relief operations in support of state and local authorities, and international partners.
- The safety of our people remains our primary focus.
- We are committed to keeping our local community informed and will provide updates as we have them.

**Press Release Content (if applicable). This may be released through incident command channels and may not necessarily be considered crisis. If a mission, coordinate through IC and information below only if actually occurred.**

On [DATE], the Wyoming Wing activated its Virtual Incident Command Post. Commanders and the Incident Management Team are meeting regularly to discuss preparation for [WEATHER].

In advance of the storm's arrival, Aircraft were relocated on to hangars or locations outside of the forecasted track of the storm. The wing has also increased its readiness posture to reduce response time if called upon to support disaster relief or damage assessment missions. All members have been asked to check their personal preparedness and report their readiness to respond if needed.

Yesterday the wing flew [#] sorties providing [description, location, customer].

Wyoming Wing is anticipating supporting additional missions immediately after [WEATHER] passes to conduct airborne and ground-based damage assessments, flooding surveys, and aerial photography.

### Appendix P - Other potential situations warranting a CCT Response

Given the multitude of missions conducted by the Wyoming Wing and by Civil Air Patrol in general it is not possible to envision every type of crisis situation that might arise, or to pre-script a media release template for each and every situation.

These potential crisis situations are the types of things that a light aircraft, with trained crews, and coordinated with a mission staff and ground teams can do well, quickly, and cost effectively for the requesting agency.

In all likelihood these missions would be at the request of, and in support of external agencies, organizations or groups. Generally, Wyoming Wing would receive tasking from the AFRCC, CAP National Operations Center, the Wyoming Department of Emergency Management, and/or law enforcement agencies.

In all situations, when Wyoming Wing is working in conjunction with another agency, such as a county sheriff's office, ***all news releases must be coordinated with that agency prior to being released to the media.***

The following list provides some examples of mission types that may require a WYWG public affairs response:

- Missing civilian aircraft/person
- Natural disaster (wildfire, flooding, dam breach, tornado, severe storm, earthquake)
- Major localized disruption of service (primarily utilities and communications)
- Train derailment/crash (involving casualties and/or hazardous cargo/toxic chemicals)
- Industrial accident
- Local environmental contamination (not requiring EPA or FEMA intervention)
- Security/terrorism event
- Use or suspected use of a weapon of mass destruction
- Pandemic
- Mass evacuation of civilians or casualties

#### **Appendix Q - Potential Questions and Responses for Crisis Events**

Q: So what happened?

R: The Civil Air Patrol expresses heartfelt sympathy to the **[CADETS AND/OR SENIOR MEMBERS]** and their families. They were injured during **[ACTIVITY/MISSION]** on **[DATE]**. Our thoughts and prayers are with them during this troubling time and we pray for a full and speedy recovery.

Q: So why was / were **[CADETS AND/OR SENIOR MEMBERS]** there anyway? R: **[CADETS AND/OR SENIOR MEMBERS]** were **[brief OPSEC compliant summary of activity or mission]**.

Q: What was Civil Air Patrol doing there?

R: **[CADETS AND/OR SENIOR MEMBERS]** were **[brief OPSEC compliant summary of activity or mission]**. Q: What are you doing to help the families?

R: Our concern is with **[CADETS AND/OR SENIOR MEMBERS]** recovery and their families. All levels of our organization, including our National Headquarters Staff [and Chaplain Corps / Critical Incident Response Team] are working continuously to assist **[our member(s) and/or their families]** during this troubling time and provide them with support.

Q: Who is fault and is there an investigation?

R: I am unable to tell you who is at fault. What I can tell you is that we are currently investigating the cause of the accident to see if there is anything we can do to prevent this from happening again.

Q: Is **[CADETS AND/OR SENIOR MEMBERS]** going to die?

R: Right now medical personnel are providing them with the best medical care available and we are hopeful that they will fully recover.

Q: Since **[CADETS AND/OR SENIOR MEMBERS]** is going to die what type of compensation will their families be entitled to?



R: **[CADETS AND/OR SENIOR MEMBERS]** are receiving the best medical care from highly trained medical professionals. CAP members are covered by either our corporate insurance or are covered by provisions of the Federal Employees Compensation Act depending on the type of mission they were operating under.

Q: Is there anything else you would like to add?

R: Our concern is with the recovery of **[CADETS AND/OR SENIOR MEMBERS]**. Our people are our most important asset.

Q: Do your members have the equipment needed to perform their mission and how safe is that equipment?

R: Our members are well equipped and they know how to use their equipment due to extensive training. Each piece of equipment goes through testing and must be approved before its use.

Q: Why are you restricting the media's access?

R: Certain situations require that restrictions be put in place to protect the safety or privacy of our personnel and/or operations. CAP is committed to providing as much information and detail as operational security and privacy allows.

## **Appendix R - Command Messages**

### **Safety**

- The Civil Air Patrol is committed to providing the safest working environment for its people. The safety of our people and the surrounding communities is our foremost concern. I can assure you the Civil Air Patrol will conduct a thorough investigation in the hope that something like this will never happen again.
- Safety is paramount. No one is more concerned with our people than we are. We achieve safety through professional training conducted in a quality environment. We are proud of our safety record and will continue to strive for an accident-free environment during a time of increased operational tempo.
- People are our most important resource and the Civil Air Patrol is committed to protecting them. No one is more concerned with our people than we are.

### **Sympathy**

- We are a close-knit family and when a tragedy like this occurs, every member feels it. We share in the sorrow felt by his/her loved ones, and wish his/her a speedy recovery.
- Today we lost a member of our family. We share in the sorrow felt by his loved ones, and we must not forget the valuable contribution he made to his country and the impact he has left on our organization.
- We express our deepest sympathies to the families and friends of the airmen who lost their lives in service to their country. Our thoughts and prayers are with them, and we are providing every comfort and assistance that we can to them.

### **Accident/Investigation**

- We are currently conducting an investigation to reveal the causes and ways to prevent such occurrences in the future. It is extremely important to us to fully understand what has happened. Any speculation at this point without having all the details could affect the outcome of the investigation.

### **Sexual Abuse**

- The Civil Air Patrol does not tolerate sexual abuse. We are proactive in limiting harassment through periodic training and awareness sessions. When problems do occur, we are quick to respond.

### **People**

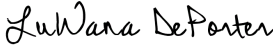
- Our people are our most valuable resource. It is our responsibility to take the necessary actions to protect our people, as well as our assets.
- Our people are responsible for the success of our missions. They are the cornerstone of the Civil Air Patrol.
- In today's Civil Air Patrol, no matter how technical our operations become, our people will continue to be our most treasured resource. By continuing to provide loyal and dedicated service to their communities, state, and nation, they serve as positive role models for society.

### **Policy**


- The Civil Air Patrol abides by practices set forth in established and sound policies. These policies set the standards, whereby we conduct our operations on a fair and consistent basis.

### **Criminal Charges**

- We cannot comment due to an ongoing investigation. Any comment at this point could negatively affect the ability of him/her getting a fair and impartial trial.

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**LuWana DePorter, 1<sup>st</sup> Lt., CAP**  
Public Affairs, Comms. & Marketing Director

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**H. Kenneth Johnston II, Col, CAP**  
Wyoming Wing Commander