



**HEADQUARTERS
HAWAII WING, CIVIL AIR PATROL
UNITED STATES AIR FORCE AUXILIARY
PO Box 29417
Honolulu, HI 96820-1817**



CRISIS COMMUNICATIONS PLAN

15 July 2008

INTRODUCTION

This Crisis Communication Plan (CCP), required to be prepared and updated annually by CAPR 190-1, applies to the Hawaii Wing (HIWG) Headquarters. This plan supports the National Civil Air Patrol Public Affairs Crisis Policy and the CAPR 190-1. This plan does not override normal command functions and decisions of incident command staff or wing command staff. This plan is not intended to change the way emergencies are initially reported. All applicable CAP regulations will be followed in the initial and subsequent reports. The plan is designed to be used in conjunction with the normal decision-making process of Wing Command Staff. Command staff should be familiar with the contents of this plan and use it as a guide when responding to a crisis.

PURPOSE

The purpose of this Crisis Communication Plan is to:

- Establish guidelines for dealing with a variety of crisis situations.
- Educate HIWG leaders and spokespersons with procedures and their roles in the event of a crisis.
- Ensure the flow of accurate and timely information to Wing leadership and staff, the media, and the public during a crisis involving HIWG.
- Assist Wing Public Affairs Staff in developing unified messages during a crisis.
- Provide the media with appropriate access per CAP regulations and policy.
- Provide accurate and honest information to the media and the public to counteract inaccurate criticism.
- Minimize damage to the reputation of HIWG and CAP.

DEFINITION

For the purpose of this plan, a crisis is as any situation deemed by Wing staff as having a significant impact (or threat thereof) on HIWG, CAP as an organization, or on its members. Examples include: incidents at CAP activities involving serious injury or death of a CAP member, or serious injury or death of a member of the public (where CAP is, or is believed to be, the cause, or is involved). A crisis may also include police investigations or other situations that require a public response. Each crisis or emergency will require a unique public information response.

ASSUMPTIONS

Often, the only information the public receives about an emergency is through the media. Therefore, media relations are an essential component of any crisis communications plan. Timing is critical, and a response must be issued as soon as possible, with follow-up bulletins as required.

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It is usually the wrong decision to withhold comment during a crisis. Doing this allows other entities to portray CAP 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 regardless of the specific crisis.

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 (i.e., the wing website, e-mail distribution lists, news releases to local media, squadron level briefings, and etc.) and informally.

CRISIS COMMUNICATIONS TEAM

The HIWG Crisis Communications Team (HIWG/CCT) exists to advise the commander and to develop appropriate internal and external messages during a crisis. The Wing Commander makes final decisions on message content.

National Headquarters (NHQ) will be advised when HIWG/CCT is activated, through normal channels, and/or via the National Operations Center (NOC). Regular status updates of the crisis management process will be provided by HIWG/CCT to NHQ.

Members of the standing HIWG/CCT will be involved and consulted during all crisis responses. Additional HIWG/CCT members may be appointed as required by the specific crisis.

HIWG Standing CCT

Role	Name	Primary Phone	Alt Phone
Spokesperson	Col Earl G. Greenia Wing Commander	808-557-6587	808-322-4433
Asst Spokesperson	Col James F. Knight Chief of Staff	912-492-1990	808-206-7412
Command Center Coordinator	Mrs. Tonya Murray Wing Administrator	808-721-9985	
Government/Military Liaison	Mr. Douglas Miller State Director	808-389-0015	808-263-1174

The Wing Commander and Chief of Staff are designated as spokespeople for the HIWG and will work with local media. Other members may give information about the crisis to the media only when authorized by the Wing Commander or Chief of Staff. Otherwise, members must refer media representatives to the crisis center or designated spokesperson for information.

When the crisis primarily affects a subordinate unit, the Wing Commander and Chief of Staff are available to assist subordinate units and can serve as a local spokesperson as needed.

Should a crisis have a high severity, or affect a large geographic area, CCTs may be activated at the squadron level. Squadron Commanders will coordinate with Wing HQ when a CCT has been activated. When the determination is made as to which level of the organization is the primary source for media information and contact, all other CCTs will provide support and reinforce the same messages if contacted by the media.

CRISIS COMMUNICATIONS CENTER

It is expected that the HIWG/CCT will work virtually through e-mail, telephone, and conference calls. In the event a physical crisis communications/media center needs to be established, HIWG/CCT is expected to use their best judgment as to its location, size, and staffing. The Wing Commander will be consulted prior to activating a crisis communications center (virtual or physical).

Center	Location	Phone
Primary Center	HIWG Headquarters 419 Lele Street Honolulu, HI 96819	808-836-3417 808-836-4023
Alternate	Wheeler Composite Squadron Building 102 Wheeler AAF, HI 96786	808-386-1374

In the event these facilities are not available or suitable for the specific crisis, the HIWG/CCT will identify an alternate facility. Preference should be given to using real property under the control of, and identified as part of, HIWG. HIWG/CCT shall consider subordinate Squadron Headquarters facilities for the alternate location of the Crisis Communications Center. HIWG/CCT shall consult with the local/host command staff to determine availability, access procedures, available telecommunications infrastructure, or any other special needs prior to activating the alternate location. HIWG/CCT will consider the need to provide and control media access when choosing an alternate location.

CRISIS COMMUNICATIONS RESOURCES

The Wing Public Affairs Section (HIWG/PA) staff is assigned the task of maintaining reference materials to assist in the management of a crisis. Method of collection, assembly, and distribution is assigned to HIWG/PA. Reference materials may be maintained in electronic format for ease of revision and distribution. As a minimum, the HIWG/PA will maintain the following reference materials:

- HIWG Crisis Communications Plan,
- Contact information for all relevant Wing staff *,
- Contact information for CAP National HQ and PA staff,
- Media contact list (may substitute/use currently available online sources),
- CAP fact sheets,
- Statistics about CAP (obtained from CAP Watch, E-services, and NHQ,

* Use of CAWG published command staff directories, online WMU system, and e-Services meets this requirement

External information provided to the media should be placed on the HIWG website (and appropriate subordinate unit websites as required) concurrently with its release to the media.

HIWG/CCT will provide internal information to members of the HIWG about the crisis using email and other internal communications channels as appropriate. The Wing Commander or designee will approve all internal communications before being released.

CRISIS RESPONSE PHASES

Immediate Response Phase

- The Wing Commander and Chief of Staff will determine if an official statement should be prepared and released. If warranted, the HIWG/CCT will develop answers to specific questions that may be asked by the media and the media release statement.
- 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 about an event or occurrence, CAP should make a prompt response.
- Talking points should be developed by the HIWG/CCT. Talking points are short simple messages that tell our story, emphasizing positive points. The Wing Commander shall approve all talking points prior to dissemination to CAP members authorized to speak to the media.
- It is often more effective for CAP if multiple authorized spokespeople are available to speak with the media using the same talking points and message, as opposed to a single member being the only person to grant media interviews. As such, in a major crisis generating broad media attention, there should be authorized spokespeople at the Wing and Squadron levels. These additional spokespersons will be designated and approved by Wing Commander.

Ongoing Management Phase

In an ongoing crisis, the HIWG/CCT 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) the membership with basic information about the crisis.
- Ensure that updates are concurrently sent to NHQ PA staff.
- Instruct the public on how to obtain further advice or information.

Recovery Phase

- HIWG/CCT will issue media updates for as long as necessary, then scale back activities as warranted. Media updates should be posted online.
- Upon termination of the crisis, HIWG/PA will schedule a meeting of all HIWG/CCT members to review actions taken and lessons learned. These will be included in an after-action report forwarded to the Wing Commander and other appropriate Command Staff, and higher headquarters Public Affairs.

Common HIWG/CCT Tasks

- Obtain basic information (type of crisis/emergency, time of crisis/emergency, initial actions taken, areas, and number of people involved, injuries, or fatalities, extent of damage, etc.) and prepare an official news release.
- The HIWG/PA will brief staff and other area commanders who may have to answer questions from local media.
- Verify and log all sources of information.
- Clear news releases with the Wing Commander (or designee) before releasing these to the media.
- Log and document all media inquiries.
- Log and document all outgoing internal and external information products.

PLAN MAINTENANCE

This plan will be reviewed and updated each July. Additional mid-cycle updates or revisions may be made at any point.

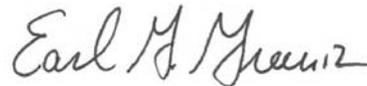
POINT OF CONTACT

Wing Public Affairs Officer, Audrey Keesing.

ACCOUNTABILITY

Responsibility for monitoring plan execution is delegated to Wing Chief of Staff, Col James Knight.

OFFICIAL:



Colonel Earl G Greenia, CAP
Commander

Approved 29 July 2008.