



**HEADQUARTERS CIVIL AIR PATROL
UNITED STATES AIR FORCE AUXILIARY
ELMENDORF AFB, Anchorage Alaska**



01 JANUARY 2022

2022 AKWG Crisis Communications Plan

Applicability:

This plan, required to be prepared annually by CAPR 190-1, para 7a(3), applies to the Alaska Wing Headquarters. It is the responsibility of the Wing 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.capmembers.com/cap_national_hq/public_affairs/public_affairs_crisis_policy/)

The purpose of this plan is to:

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

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

The most likely emergencies (Crisis Scenarios) in this Wing will include or arise out of (none has occurred recently):

- a. Participation by CAP members from the Wing in response to a multi-state or national statewide emergency or natural disaster,
- b. A fatal accident to any participant in a CAP-sponsored activity occurring within the Wing,
- c. A fatal accident involving a CAP member from the Wing participating in any CAP activity or emergency response within or outside the Wing,
- d. A serious accident involving an aircraft assigned to the Wing or any subordinate unit,
- e. A member of any unit in the Wing is arrested, incarcerated, or charged with a felony or crime,
- f. An earthquake, tsunami or electromagnetic pulse.

Crisis Scenarios Talking Points:

- Discuss CAP's recent successes in and show examples of saving lives, responding quickly, having appropriate resources available, etc.;
- Talk about the specific professional accomplishments of some of its members;
- Describe CAP's support, both monetary and logistical, from the State of Alaska, State Troopers, USAF, DOD, etc.

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, <https://akwg.cap.gov/>, 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 Response:

Any crisis situation deemed by any member or PA at any echelon to bear the potential for having a major impact on CAP as an organization must be reported to the Crisis Team.

As spokesman for the CCT, the AK Wing PA or PA designee will then convey the information to:

1. Mission Incident Commander, if incident occurs during an approved mission.
The IC will then contact the National Operations Center (NOC).
2. AK Wing Commander or designee.
3. PCR PAO.
4. NHQ/PA.

The AK Wing PAO will determine if an official statement should be prepared and/or released after consulting with the AK Wing Commander.

Basic information to provide the CCT:

- Nature of crisis
- Date
- Time
- Action taken/proposed
- Number/Names of people, injuries or fatalities

- Extent of damage both CAP assets and civilian

Crisis Team Actions:

- Verify all sources of information
- Keep PAO informed of new information or changes
- Establish person nominated to be media contact
- Establish locations for an Incident Command Post or Media Center at
 - Wing HQ at Elmendorf [61.25 N/149.81W], Bldg 16322, 37th St., Elmendorf AFB, AK 99506, 907-551-3147 OR
 - Polaris Squadron at Merrill Field [61.21 N/149.84W], 1910 E 5th Ave., Anchorage, AK 99501, (907) 272-7227

PA Officer actions:

- Brief staff, commanders on crisis information
- Advise person to be media contact
- Clear press releases with Wing Commander before release
- Establish talking points for media contact appropriate to the nature of the crisis
- Log all inquiries and contacts on ICS 214 Mission Log
- Work with media
- Keep CCT and CO informed
- Conduct the debriefing and prepare the after-crisis, Crisis Team and PA report to the Wing Commander and other CCT staff

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:

- Wing Commander
- Chief of Staff

- Assistant to the Vice Commander
- Public Affairs Director (Wing PAO)
- Legal Officer
- Safety Director
- Wing CISM Officer
- Wing Chaplain
- Other staff with experience in working a crisis, or with positions relevant to the details of the crisis
- Expert sources as needed.

It is the Wing Commander's expectation that crisis situations be resolved and worked at the local and Wing Levels.

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 through normal channels and or the National Operations Center.

A roster of the wing'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 annually.

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.

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 Wing 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 wing 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

The Wing Commander and the Wing 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."

Messages regarding injuries or fatalities (confirmed by the proper authorities) should NEVER be made public without verification that family members have been notified.

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 and Wing 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 and wing 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.

Crisis Kit Content List

The Wing PAO and CISM Officer are assigned the task of maintaining materials to assist in the management of a crisis. In addition to this Crisis Communications Plan, Wing CISM and PA Staff will maintain, at a minimum, the following materials (may be electronic), which will be stored in the PAO office of the Wing HQ building at JBER:

- Crisis communications team contact/role list
- Command/media center location list
- Complete crisis media contact list
- Crisis scenarios and action plans for responses
- Pre-printed press releases
- Pre-printed signage for media staging (include "off limits")
- Press Kits
- Complete local unit, wing, region member list
- CD with all documents in electronic form
- Resumes and bios of key players on IC staff
- CAP Fact Sheets
- List of speaking/talking points, including sample bridging phrases
- Copy of CAPP 190-1
- Legal pads and sticky notes
- Binder clips, stapler and staples, pens, pencils, markers, dry erase markers
- Local, state and city maps
- Air charts
- Letterhead
- Two-way radio
- Flashlights
- Laptop computer, printer, extra ink cartridges, paper
- Flash drives
- Cell phone - dedicated for PIO use (Bluetooth headset)
- Distinctive tactical vest labels "PIO"
- Power supply and adapters for peripherals, cables

- Various batteries
- Multi-drive for camera memory sticks, SD and flash memories
- Camera
- First Aid Kit
- Snacks, MREs, power bars
- Bottled water
- Business Cards with your name, rank and contact information

Crisis Scenarios and Action Plans for Response

- Sudden — unpredictable crisis, with either many lives at risk/lost, (examples: large fire, flood, riot, terrorist attack, hostage situation) or individual lives at risk/lost (examples: car accident, aircraft, or other fatal mishap during mission or exercise, murder, small fire, sexual abuse). This type of crisis requires immediate action. If lives are at risk, the first action will be to move swiftly to save lives and prevent injury.
- Smoldering — Ongoing crisis expands as information is revealed. This type of crisis can drag out and result in bad press for weeks, months, or even years. These crises should be resolved as quickly as possible. Responding team members need to try to anticipate future developments and mitigate them. (Examples: fraud disclosures, child abuse, sexual harassment lawsuits.)
- Bizarre — An unusual, unexpected crisis that does not fit into the above categories.

An example of a Sudden crisis that was widely discussed among Wing members and on public and social media was the suicide in December 2015 of a senior member in a CAP plane.

A Smoldering crisis which has not happened but could happen would be one in which a senior member were to have an inappropriate interaction with a cadet.

A Bizarre crisis, were it to become public, might be the fuel reimbursement issue whereby allegations were made that Wing was reselling aviation fuels.

This section 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
- 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

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.

A. 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.

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. Squadron PAOs should always consult with their CC before speaking to the media and in most cases, it is advisable to seek guidance from the Wing before issuing news releases or granting interviews during a crisis.

B. 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 Alaska Wing and on Civil Air Patrol.

The Alaska Wing of the Civil Air Patrol, with 17 squadrons across the state, has more than 700 youth and adult members, various light aircraft and many multi-purpose vehicles. These assets are available when CAP is tasked to support missions that may also involve federal, state and county governments, emergency responders and law enforcement agencies to perform search and rescue, homeland security, disaster relief, humanitarian assistance and counter-drug missions. For more information on the Alaska Wing of CAP visit the wing’s [website](#) and [Facebook page](#).

Civil Air Patrol, the longtime all-volunteer U.S. Air Force auxiliary, is the newest member of the Air Force's Total Force, which consists of regular Air Force, Air National Guard and Air Force Reserve, along with Air Force retired military and civilian employees. CAP, in its Total Force role, operates a fleet of 550 aircraft and performs about 90 percent of continental U.S. inland search and rescue missions as tasked by the Air Force Rescue Coordination Center. CAP is credited by the AFRCC with saving an average of 78 lives annually. Civil Air Patrol's 56,000 members nationwide also perform homeland security, disaster relief and drug interdiction missions at the request of federal, state and local agencies. Its members additionally play a leading role in aerospace education and serve as mentors to more than 24,000 young people currently participating in the CAP cadet program. Performing missions for America for the past 75 years, CAP received the Congressional Gold Medal in 2014 in honor of the heroic efforts of its World War II veterans. CAP also participates in Wreaths Across America, an initiative to remember, honor and teach about the sacrifices of U.S. military veterans. Visit www.capvolunteernow.com for more information.

C. PRE-SCRIPTED CRISIS RESPONSE MEDIA TEMPLATES

1. Injury of a CAP Member

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

The Alaska 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 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 Alaska 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.

2. Death Of A CAP Member

Talking Points

- Member has been killed
- 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

The Alaska 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 Alaska 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.

3. 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

On [DATE] a Civil Air Patrol aircraft of the Alaska Wing was involved in an [INCIDENT/ ACCIDENT/MISHAP] while participating in [ACTIVITY/MISSION]. The crew, including [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)/ NOTIFY THE FAMILY/FAMILIES].

The cause of the [INCIDENT/ACCIDENT/MISHAP] is under investigation and the Alaska Wing is assisting local authorities and the National Transportation Safety Board.

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.

Supplemental Talking Points (Use Only If Asked To Elaborate)

1. Civil Air Patrol aircrews are professionals, highly trained in all aspects of search and rescue, (*add if appropriate*: including mountain flying techniques)
2. 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.
3. Every CAP pilot undergoes an annual flight evaluation certification, and every two years they are evaluated on their ability to fly mission profiles. These CAP evaluations are the same as the requirements of the Federal Aviation Administration.
4. The Civil Air Patrol has a formal safety education program whereby all our members, aircrew and non-aircrew, are briefed on safety issues during mandatory monthly safety meetings as a condition of participation in any Civil Air Patrol activity.
5. The CAP 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 CAP rigorously maintains its fleet of aircraft to standards that meet or exceed FAA standards for similar aircraft in general aviation use. The maintenance conducted on the Civil Air Patrol aircraft fleet is timely, thorough and carried out by FAA-certified mechanics. CAP maintenance policies are in accordance with commercial aircraft maintenance requirements.
7. Every CAP Wing is regularly evaluated by the Air Force on its ability to perform search and rescue missions safely.

4. 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 CAP and its mission
- More information to come
- If injuries or deaths cause, refer to those speaking points

On [DATE] a Civil Air Patrol vehicle of the Alaska 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)/ NOTIFY THE FAMILY/ FAMILIES].

The cause of the accident is under investigation and the Alaska Wing is assisting local authorities.

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.

5. Violations of the Cadet Protection Policy (specifically sexual abuse)

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 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 must be notified and NHQ's public affairs and legal staff will almost certainly be involved.

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

Talking Points

- **[If True]** At present this is an allegation, no official complaint has been filed with CAP or law enforcement organizations
- CAP takes protecting our cadets very seriously
- Background information on the Cadet Protection Program and its training
- All CAP 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
- More information to come as it becomes available

An [ALLEGATION/REPORT] of abuse committed against [A CADET/SEVERAL CADETS] of the Alaska 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 cooperating with local authorities.

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 member(s).

[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, 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, the personal information of both the accused and the [CADET/CADETS] is being withheld.

Further information will be provided as it becomes available.

6. Allegation Of Abuse/Harassment/Discrimination/Hazing by a CAP Member

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 must be notified and NHQ's public affairs and legal staff will almost certainly be involved.

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

Talking Points

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

An allegation of [ABUSE/HARRASSMENT/DISCRIMINATION/HAZING] against [A CADET/SEVERAL CADETS/A SENIOR MEMBER/SEVERAL SENIOR MEMBERS] of the Alaska 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 cooperation with local authorities.

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, 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.

7. Allegations/Charges/Arrest of a CAP Member for Criminal Wrongdoing

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 Alaska Wing and the Civil Air Patrol must also be protected. Any time 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 almost certainly 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 Alaska Wing command and Wing Legal Officer before issuing any media release(s) on this topic.

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

Talking Points

- CAP has no tolerance for any and all types of criminal activity

- CAP is cooperating with local authorities
- The accused is suspended from participating in all CAP activity until the situation is resolved
- FBI background check required for all adult members (18 years of age and up)
- CAP membership is contingent on no evidence of a prior criminal record
- Personal information withheld for privacy reasons and due to the ongoing investigation

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

[Only If True]: [A MEMBER/NUMBER OF MEMBERS] of the Alaska 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 in cooperation with local law enforcement authorities.

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

Further information will be provided as it becomes available.

OTHER TYPES OF POTENTIAL CRISIS SITUATIONS:

Given the multitude of missions conducted by the Alaska 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 Alaska Wing would receive tasking from the AFRCC, CAP National Operations Center, with some requests originating with the Alaska Department of Emergency Management and Military Affairs, and/or law enforcement agencies.

In all situations, when Alaska 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 an AKWG 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

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. 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.

APPROVED:

**Col Kevin McClure, CAP
Commander Alaska Wing**

DISTRIBUTION: 1 Each (Electronic)

PCR Wing Commanders
PCR Staff
PCR/AK Unit PA

APPENDIX A. Crisis Communications Team members and contact information

- Wing Commander, Col Kevin McClure, 907-301-8122 cell, 907-248 3918 home, 105982@akwg.cap.gov
- Vice Commander, Lt Col Brian Porter, 907-717-9184 cell, 341570@akwg.cap.gov
- Chief of Staff, (Vacant)
- Public Affairs Director (Wing PAO), Lt Col Bryan Emerson, 907-795-5586 Bryan.Emerson@AKWG.cap.gov
- Public Affairs Assistant, (Vacant)
- Legal Officer, Lt Col Stuart Goering, 907-333-0141 home, 907-529-4514 cell swgoering@gmail.com
- Wing Chaplain, Maj Kevin Bottjen, 907 738-2735, bottjen@gmail.com
- Safety Director, Capt DJ Burand, (907) 444-5342, 320623@akwg.cap.gov
- CISM, (Vacant)
- Region PAO, Lt Col Scott Maguire, Scott.Maguire@orwgcap.org, (C) 503.516.6908
- NHQ/PA, Steve Cox, Public Affairs Manager, 334-953-9369, scox@capnhq.gov
- Pacific Region Safety Notification System 833-727-7233 (833) PCR-SAFE

Note: //FOR OFFICIAL USE ONLY// (not to be distributed beyond the Crisis Communications team)

APPENDIX B. Pre-identified locations for an Incident Command Post or Media Center

- Wing HQ at Elmendorf [61.25 N/149.81W], Bldg 16322, 37th St., Elmendorf AFB, AK 99506, 907-551-3147 OR
- Polaris Squadron at Merrill Field [61.21 N/149.84W] , 1910 E 5th Ave., Anchorage, AK 99501, (907) 272-7227.

APPENDIX C. CAP, media and primary stakeholder contacts

Emails for Press releases State-Wide:

(Excel spreadsheet contains a complete listing)

**Media
Contacts,
Alaska Wing**

First	Last	Organization	Phone	E-mail
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Allen Young, Corey		Channel 2 Morning Edition - KTUU-TV	(907) 762- 9563	cyoung@schurz.com
Anastasia	Wasem, Capt.			Anastasia.wasem@us.af.mil
Andrew	Jensen	Alaska Journal of Commerce	1(907) 561-4772	andrew.jensen@alaskajournal.com
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Edition - KTUU-TV 762-9222

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Bill	Legere	KTOO-TV	1(907) 586-1670	bill@ktoo.org
Bonney	Bowman	KTVA-TV	1(907) 273-3192	bbowman@ktva.com
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APPENDIX D. Account access details for information distribution methods

Official information to be found at the official Alaska Wing Facebook site:

<https://www.facebook.com/AlaskaCAP/>

APPENDIX E. Wing members' emergency notification protocol

Wing members will be contacted during the course of an emergency by all methods listed in APPENDIX A, most likely by the Wing PAO, IC, chain-of command or other member of the Wing responsible for or overseeing the emergency.

APPENDIX F. Example of crisis scenario and news release template

An example of a crisis scenario is the December 2015 suicide of a member that, without authorization, flew a CAP C172 into a building in Anchorage. The press release of Dec 31 2015 developed by Julie Debardeleben shall serve as the wing's template in the future.

Since there have been no actual crises during the term of the current PAO, below is a mission-related press release.



CAP National Headquarters
Public Affairs
105 S. Hansell St.
Maxwell AFB, AL 36112
Toll free: 877-227-9142, x250

FOR IMMEDIATE RELEASE

Release #01

November 7, 2016 – 10:00 am.

Port Alsworth Missing Aircraft

Anchorage, AK –

On Thursday November 2, 2016 members of the Civil Air Patrol (CAP) Polaris Composite Squadron flew a Search and Rescue mission to help the Alaska Air National Guard search for a missing aircraft in the Alaska Range. The CAP aircraft spent several hours searching Merrill Pass north of Port Alsworth. The initial search began on Friday, October 28th when the Alaska Rescue Coordination Center received an Emergency Locator Transmitter signal from the missing aircraft. Poor weather until today has allowed only limited access to the search area. The missing pilot was found deceased and his family has been notified.

Civil Air Patrol is the longtime auxiliary of the U.S. Air Force and as such is a valued member of its Total Force. In its auxiliary role, CAP operates a fleet of 560 single-engine aircraft and 1,944 small Unmanned Aircraft Systems (sUAS). It performs about 90% of continental U.S. inland search and rescue missions as tasked by the Air Force Rescue Coordination Center and is credited by the AFRCC with saving an average of 82 lives annually. CAP's 60,000 members also perform homeland security, disaster relief and drug interdiction missions at the request of federal, state and local agencies. Operating as a nonprofit organization, CAP also plays a leading role in STEM/aerospace education, and its members serve as mentors to about 25,000 young people participating in CAP's Cadet Programs. Visit www.CAP.News or www.GoCivilAirPatrol.com for more information.

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