



COLORADO WING, CIVIL AIR PATROL PUBLIC AFFAIRS CRISIS COMMUNICATIONS PLAN 1 JAN 15

Applicability:

This plan applies to the Colorado Wing. It is the responsibility of the commander and staff to be familiar with this plan. This policy does not apply to Emergency Services Mission Operations. This plan will be subject to any Region or National requirements.

The purpose of this plan is to:

- Comply with CAPR 190-1
- 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
- Develop and provide unified messages in a crisis
- Minimize unnecessary damage to the integrity and reputation of the squadron & CAP
- Counteract and prevent inaccurate criticism by providing accurate and honest information

A crisis situation is defined as any situation deemed by the squadron leadership as having a major impact on the squadron as a CAP 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's death, natural disasters, major crimes or major disruptions of operations. Crisis situations may include police investigations, media reporting 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 squadron (and higher headquarters as applicable) and does not supplant that decision-making process. Each crisis or emergency will require a unique public information response. The extent of the response will depend on the nature of the crisis.

Assumptions:

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.

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. A crisis situation could be big news and is likely to result in more public exposure for the squadron than dozens of “good news” stories.

Crisis Communications Team:

A Crisis Communications Team (CCT) is established that consists of the following members if present in the Wing:

Commander:

COWG Commander, Col. Bill Aceves: (303) 916-3517 Cell, (303) 805-3611 Hm
cc@cowg.cap.gov

Vice Commander:

COWG Vice Commander, Lt. Col. David Hurtado, (303) 883-2710 Cell,
dhurtado@cbu.edu

Chief of Staff:

COWG Chief of Staff, Lt. Col. Henry Wearsch (440) 725-3214 Cell or
303 284-6493 Hm, hwearsch@gmail.com

Public Affairs Officer :

The COWG PAO is Lt. Col. Mike Daniels, mdaniels.cocap@gmail.com ,
(303) 674-7070 Hm, (720) 261-3880 Cell.

Legal Officer

COWG Legal Officer is Col David Simmons, 303 871-9368 or 720 480-3528 Cell
dnsimmons@davidnsimmons.com

Director of Cadet Programs (if crisis involves a cadet)

COWG Director of Cadet Programs is Lt. Col. Gary Falls, 303 427-9601
glfalls@gmail.com

CISM Officer

COWG CISM Officer is Lt. Col. Sid Altum, 720 297-7063 Cell,
captSid97@msn.com

The team may also call on:

Wing Chaplain :

COWG Chaplain is Lt. Col. Ch. Jeff Williams, 719 486-6295 or 720 234-9980 Cell
jwilliams@hc.cap.gov

Those with experience in working a crisis
Expert sources as needed

The CCT exists to advise the commander and craft the message during a crisis. It will be chaired by the senior ranking member present for the CCT and there is no minimum size. The commander will make the ultimate decision after advice from the CCT. If the

commander wants to update the composition of the CCT, he or she must provide that in writing to the PAO and eventually this crisis plan will be amended.

Crisis Center: It is expected that crisis teams will work virtually thru e-mail, phones and conference calls. If the need exists to set up a crisis center, commanders are expected to use their best judgment as to location, size and scope of activities. The Wing PAO will be consulted prior to setting up a crisis center. **The designated COWG Crisis Center Location will be the South Metro Fire Rescue Headquarters Building located at 9195 East Mineral Avenue, Centennial, CO 80112 PH: 720 989-2000.**

Crisis Materials: The PAO is assigned the task of maintaining materials to assist in the management of a crisis. As a minimum the PAO will maintain the following materials (may be electronic):

- This Plan

- Wing Recall Roster

- Contact information for all area commanders and relevant wing staff members

- Appendix A – Crisis Comm Scenarios & News Release Templates & Scripts

- Appendix B – Crisis Comm Kit Contents List

- Appendix C – Crisis Media Contact List

Spokesman: The Commander and PAO are the spokespeople for the Wing and will be expected to work with local media. When possible, a trained expert on the subject will be on scene at a crisis, the Mission Public Information Officer (PIO). Many times, the PIO will be the PAO, but the CC can appoint a different PIO who will coordinate statements with the CCT. The Wing PAO is the spokesman for CAP in the state and will work with statewide/regional media. The Wing PAO is available to assist units and can serve as a local spokesman 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 and the 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. The PAO will draft written responses to give to the media and other parties and will receive approval from the Wing Commander before releasing the information. CAP is not afraid to tell the truth and it is essential to provide accurate information in a quick manner. The PAO will brief staff who may have to answer questions from local media. 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.

Key PAO Tasks

- The PA staff will verify all sources of information.
- The PAO will clear news releases with the Commander as quickly as possible before releasing to the media.
- The PAO will log and document all media inquiries.

Ongoing Period: In an ongoing crisis, the PAO (with the help of the CCT) as appropriate will:

- Provide, via the news media and on the web, the public and constituents with basic information about a 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
- Instruct the public on how to obtain further advice or information
- The PAO will communicate status to the Region and the Region will determine if they need to contact National Headquarters

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 if possible and copies will be maintained until 60 days after the crisis is completed. 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 within 60 days of the termination of the crisis.

Updates: This plan will be reviewed and updated annually. The PAO will send an updated plan electronically to the commander for approval. The CCT should be assembled in January and July to discuss the plan and any updates. At this time the PAO will brief the members on their responsibilities. This will serve as bi-annual training. 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.

Dissemination: This plan shall be maintained on the Wing website and in paper copy within the Wing Headquarters office for all Wing members and higher headquarters officials to view. This plan is authorized for public release.

//SIGNED//

MIKE DANIELS, Lt. Col., CAP
COWG Director of Public Affairs

//SIGNED//

WILLIAM E. ACEVES, Col., CAP
COWG Commander

APPENDIX A – Crisis Plan News Release Templates & Scripts

Pre-scripted Press Releases

Overview

The following press releases are designed for use when a member of the Crisis Communication Team is unavailable. Please be sure to attempt to contact the CCT through the call down list prior to using these releases. Also, be sure to thoroughly edit the releases to make sure that all blank fields are filled and information updated.

Also, each release has a set of talking points. These are to be used during interviews with the press or for informing fellow members. The talking points and press releases are designed around basic scenarios. Though rapidly getting information to the press may be the key to preventing or mitigating a public affairs crisis, it is important to be truthful and accurate. Good judgment must still be applied even when using pre scripted messages.

Basic Template

The following is the basic template for any press release. The paragraph in the basic template will be used at the end of every press release as it gives background information on the organization and the Wing.

Civil Air Patrol FOR IMMEDIATE RELEASE

WING HEADQUARTERS NEWS RELEASE

1 September 2014 POC: 1 Lt John Doe, CAP, Position

Phone/Fax: 555-555-5555

Cell: 555-555-5555

Email: John.Doe@youremail.com

Civil Air Patrol, the official auxiliary of the U.S. Air Force, is a nonprofit organization with 60,000 members nationwide, operating a fleet of 550 aircraft. CAP, in its Air Force auxiliary role, performs about 85 percent 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 71 lives annually. Its unpaid professionals also perform homeland security, disaster relief and drug interdiction missions at the request of federal, state and local agencies. The members play a leading role in aerospace education and serve as mentors to more than 25,000 young people currently participating in the CAP cadet programs. CAP received the World Peace Prize in 2011 and has been performing missions for America for 72 years. CAP also participates in Wreaths Across America, an initiative to remember, honor and teach about the sacrifices of U.S. military veterans. Visit www.gocivilairpatrol.com or www.capvolunteernow.com for more information.

There are approximately [NUMBER OF MEMBERS] members of CAP in the wing. Last fiscal year wing members flew [NUMBER OF MISSIONS] search and rescue missions and were credited with [NUMBER OF FINDS] finds. For more information, visit [WING WEBSITE URL].

JOHN DOE, 1st Lt, CAP
Wing Public Affairs Officer
Contact Information
Office: 555-555-5555
Home: 555-555-5555
Cell: 555-555-5555
Fax: 555-555-5555
E-mail John.Doe@youremail.com

Death of a Member

Talking Points

- Member has been killed
- The activity that the member was involved in when the death occurred (meeting, mission, encampment, etc.)
- Number of people killed/injured
- Cause is under investigation
- Names and personal information withheld to respect the member's privacy and/or to notify the family
- CAP is assisting local authorities
- Schedule of next release or assurance that more information is coming
- Background information on CAP and its missions

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1 September 2014 POC: 1 Lt John Doe, CAP, Position

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Cell: 555-555-5555

Email: John.Doe@youremail.com

Civil Air Patrol has suffered the loss of **[NUMBER OF DECEASED] [CADET AND/OR SENIOR MEMBERS]** during **[MISSION/ACTIVITY]**. Civil Air Patrol is assisting local authorities and the investigation into the cause is ongoing. The information on the deceased is being withheld to maintain the **[PRIVACY OF THE VICTIMS/NOTIFY THE FAMILIES]**. Our sympathies go out to the families of our fallen **[OFFICER(S)/CADET(S)]**. Further information will be released as it becomes available.

Loss or Aircraft Incident

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 or deaths caused, refer to these speaking points

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WING HEADQUARTERS NEWS RELEASE

1 September 2014 POC: 1 Lt John Doe, CAP, Position

Phone/Fax: 555-555-5555

Cell: 555-555-5555

Email: John.Doe@youremail.com

On **[DATE]** a Civil Air Patrol aircraft was involved in an accident while participating in **[ACTIVITY/MISSION]**. The crew, including **[NUMBER OF SENIOR MEMBERS AND CADETS]**, **[WERE NOT INJURED/WERE INJURED AND TREATED/WERE KILLED]** in the incident. The cause of the accident is under investigation and CAP will continue to assist local authorities and the National Transportation Safety Board. **[IF INJURED/DECEASED]** Information about the members **[INJURED AND/OR KILLED]** is being withheld **[DUE TO PRIVACY CONCERNS AND/OR FAMILY NOTIFICATION]**. 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 released as soon as it is available.

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

Civil Air Patrol FOR IMMEDIATE RELEASE

WING HEADQUARTERS NEWS RELEASE

1 September 2014 POC: 1 Lt John Doe, CAP, Position

Phone/Fax: 555-555-5555

Cell: 555-555-5555

Email: John.Doe@youremail.com

On **[DATE]** a Civil Air Patrol vehicle was involved in an accident while participating in **[ACTIVITY/MISSION]**. The passengers, including **[NUMBER OF SENIOR MEMBERS AND CADETS]**, **[WERE NOT INJURED/WERE INJURED AND TREATED/WERE KILLED]** in the accident. The cause of the accident is under investigation and CAP will continue to assist local authorities. **[IF INJURED/DECEASED]** Information about the members **[INJURED AND/OR KILLED]** is being withheld **[DUE TO PRIVACY CONCERNS AND/OR FAMILY NOTIFICATION]**. 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 released as soon as it is available.

Member Injury

Talking Points

- Number of people injured
- What happened to preserve life and mitigate injuries (1st aid, cancelled further events, etc.)
- Number of people sent to a hospital
- Mission/activity where incident occurred
- Background information on event and its safety protocols/equipment
- Information about CAP and its missions
- More information to come
- Personal information withheld for privacy reasons
- Cause under investigation and CAP is cooperating with local authorities

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WING HEADQUARTERS NEWS RELEASE

1 September 2014 POC: 1 Lt John Doe, CAP, Position

Phone/Fax: 555-555-5555

Cell: 555-555-5555

Email: John.Doe@youremail.com

On **[DATE]** an accident occurred that caused the injury of **[NUMBER OF INJURED]** of our **[CADET AND/OR SENIOR]** members. The incident occurred during **[ACTIVITY/MISSION]**. The **[CADETS AND/OR SENIOR MEMBERS]** were **[PROVIDED FIRST AID AND/OR SENT TO THE HOSPITAL]**. Information on the injured members is being withheld due to privacy concerns. The cause of the accident is under investigation and 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 come as it is available.

Cadet Protection Policy Violation

Talking Points

- CAP takes protecting our cadets very seriously
- Background information on the Cadet Protection Policy and its training
- Information on Required Staff Training, if it applies
- All CAP senior members have a background check through the FBI before being allowed to join
- Parents notified
- CAP cooperating with local authorities as well as investigating internally through the IG
- To protect both the excused and the cadet(s) involved, the officer is suspended from activity until the investigation is complete
- Personal details withheld for privacy reasons and due to the ongoing investigation
- Background information on CAP and its missions, particularly the cadet program
- More information to come as it becomes available

Civil Air Patrol FOR IMMEDIATE RELEASE

WING HEADQUARTERS NEWS RELEASE

1 September 2014 POC: 1 Lt John Doe, CAP, Position

Phone/Fax: 555-555-5555

Cell: 555-555-5555

Email: John.Doe@youremail.com

A report of abuse against one of our cadets has been made. Civil Air Patrol takes accusations of abuse seriously and we are investigating the matter internally, through our Inspector General, as well as cooperating with local authorities. The **[PARENTS/GUARDIANS]** of the **[CADET/CADETS]** have been notified of the accusation. As a matter of policy, the accused member has been suspended from CAP activities pending the results of the investigation. This is

to protect both the accused member as well as the cadet membership. **[ALSO ADD ANY OTHER MITIGATIVE ACTION (E.G. ACTIVITY CANCELLATION)]**

Prior to serving in Civil Air Patrol, each adult member receives a background check through the Federal Bureau of Investigation. Prior to participating in activities, all adult members must complete the Cadet Protection Policy Training which includes an explanation of CAP's zero 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 this incident and the ongoing investigation, the personal information of both the accused and the **[CADET/CADETS]** is being withheld. Further information will come as it is available.

Abuse/Harassment/Discrimination

Talking Points

- CAP has no tolerance with abuse/harassment/discrimination
- CAP cooperating with local authorities
- CAP also investigating through our IG process
- To protect accused and victim, accused suspended until end of investigation
- Personal information withheld for privacy reasons and due to the ongoing investigation
- Information on required FB I background check for all adult members
- Information on the Cadet Protection Policy and its training and how it applies
- Information on Required Staff Training, if it applies
- Background information on CAP and its mission

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Phone/Fax: 555-555-5555

Cell: 555-555-5555

Email: John.Doe@youremail.com

A report of abuse against one of our senior members has been made. Civil Air Patrol takes accusations of abuse seriously and we are investigating the matter internally, through our Inspector General, as well as cooperating with local authorities. As a matter of policy, the accused member has been suspended from CAP activities pending the results of the investigation. This is to protect both the accused member as well as other members. **[ALSO ADD ANY OTHER MITIGATIVE ACTION (E.G. ACTIVITY CANCELLATION)]**

Prior to serving in Civil Air Patrol, each adult member receives a background check through the Federal Bureau of Investigation. Prior to participating in activities, all adult members must complete the Cadet Protection Policy Training which includes an explanation of CAP's zero policy of abuse of any kind, to include verbal, physical, emotional and psychological, as well as hazing against any member. Each adult member is also taught the procedures to follow in the case of an accusation. Before any activity that lasts overnight for four nights or more, 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 this incident and the ongoing investigation, the personal information of both the accused and the **[SENIOR MEMBER/MEMBERS]** is being withheld. Further information will come as it is available.

APPENDIX B – CAP Crisis Communications Plan Kit Contents List

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

COWG Media Contact List Denver Area Television Stations

KMGH 7 News (ABC)

Assignment Desk Phone: 303 832-0200

Email: newstips@thedenverchannel.com

KUSA 9 News (NBC)

Assignment Desk 303 871-1491

Email: desk@9news.com

KCNC 4 News (CBS)

Assignment Desk Phone: 303 830-6464

Email: kcncnews@cbs.com

KDVR 31 News (Fox)

Assignment Desk Phone: 303 566-7600

Email: tips@kdvr.com

Colorado Springs Area Television Stations

KRDO 13News (ABC)

Assignment Desk Phone: 719 575-6285

Email: krdonews@krdo.com

Address: 399 S. 8th Street, Colorado Springs, CO 80905

Main PH# 719 632-1515 www.KRDO.com

KKTV 11 News (CBS)

Assignment Desk Phone: 719 578-0000

Email: news@kktv.com

Address: 520 E. Colorado, Colorado Springs, CO 80903

Main PH# 719 634-2844 www.kktv.com

KOAA 5 News (NBC)

Assignment Desk Phone: 719 630-3930

Email: news@koaa.com

Address: 5520 Tech center Drive, Colorado Springs, CO 80919

Main PH# 719 632-5030 www.koaa.com

KXRM FOX21 News (FOX)

Assignment Desk Phone: 719 955-3021

Email: news@fox21news.com

Address: 560 Wooten Road, Colorado Springs, CO 80915

Main PH# 719 596-2100 www.fox21news.com

Colorado Newspapers

Website for all newspaper's in Colorado:

<http://www.usnpl.com/conews.php>

The Denver Post

101 W. Colfax Ave.

Denver, CO 80202-5177

Toll Free: 1-800-336-7678

All Departments: 303 954-1010

newsroom@denverpost.com

Phone: 303 954-1201

Fax: 303 954-1369

Denver Post Online

dpo@denverpost.com

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Grand Junction Sentinel

GJSENTINEL.COM

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Phone: (970) 879-1502

Fax: (970) 879-2888

Reporter Blythe Terrell

Call Blythe at 970-871-4234.

Contact Blythe via e-mail bterrell@steamboatpilot.com

Boulder Daily Camera:

1048 Pearl Street

Boulder, CO 80302

News (303) 473-1365

News Fax (303) 449-9358

Reporter Heath Urie:

dailycamera.com/staff/heath-urie/contact/

Call Heath at 303-473-1328.

Fort Collins Coloradoan

www.coloradoan.com

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Fort Collins, CO 80524
(970) 493-6397
Ask for Newsroom

Loveland Reporter Herald

<http://www.reporterherald.com/>

Reporter-Herald
201 E. Fifth Street
Loveland, CO 80537
Phone:
General: 970-669-5050
Ask for Newsroom

Greeley Tribune

P.O. Box 1690
Greeley, CO 80632
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Reporter
Phone Number: (970) 392-4433
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218 N. Wisconsin

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