

HISTORY OF HEADQUARTERS, SOUTHWEST REGION CIVIL AIR PATROL

AUXILIARY OF THE UNITED STATES AIR FORCE

1 January 1991 – 31 DECEMBER 1991

PREPARED BY:
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VOL. 1 NARRATIVE

REVIEWED BY:



COLONEL FRED C. LATCHAW
SOUTHWEST REGION COMMANDER

SOUTHWEST REGION HEADQUARTERS
DALLAS, TEXAS

FRONTISPIECE



Colonel Fred C. Latchaw
Commander
Southwest Region
Civil Air Patrol

P R E F A C E

In 1991 Southwest Region Headquarters continued to direct its actions toward fulfillment of Civil Air Patrol's three missions:

1. Cadet Mission - To motivate and provide meaning for cadets to become dynamic Americans and aerospace leaders.
2. Emergency Service Mission - To provide search and rescue, disaster relief service and civil defense preparedness.
3. Aerospace Education Mission - To provide knowledge, skills and attitudes leading to understanding of the total impact of air and space vehicles upon our society.

Contained in this report are highlights of many activities and achievements by the Southwest Region Headquarters in the year 1991. This is the third detailed annual history for this Headquarters.

Realized is that some pertinent data may have been omitted mistakenly while striving for accuracy.

However, an effort has been made to record an historical account of the Southwest Region's activity in a manner similar to efforts throughout the organization. Anticipated is that the information may be significant in the future.

(more)

Preface (Cont.)

Appreciation is expressed to Lt Col Lee Ragan, Texas Wing Staff Historian, for the preparation of some art work submitted and to Lt Col Charlie Leath and Lt Col Jerry Leath, Southwest Region Staff members, for their dilligence in providing data for this report.



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CHRONOLOGY

1991

January

- 4 - 6- Texas Wing SLS, Ellington Field, TX
- 12- Arkansas Wing Change of Command
- 14- Southwest Region Staff Meeting, NAS, Dallas, TX
- 18 - 20- Arizona Wing SAR Competition
- 26 - 27- Oklahoma Wing Corporate Learning Course, Shawnee, OK
- 25 - 27- Texas Wing SAR Competition, Uvalde, TX

February

- 4- Southwest Region Staff Meeting, NAS, Dallas, TX
- 9 - 10- Southwest Region Commander's Call, New Orleans, LA
- 15 - 16- Arizona Wing Practice SAR, Deer Valley, AZ
- 16 - 17- Oklahoma Wing Practice SAR
- 22 - 23- National Executive Committee Meeting, Maxwell AFB
- 22 - 24- Louisiana Wing Conference, Lafayette, LA

March

- 9 - 10- AFRCC Mission Coordinator School
- 9 - 10- Arkansas Wing SLS
- 9 - 10- Louisiana Wing Practice SAR
- 9 - 10- New Mexico Wing SLS, Farmington, NM
- 11- Southwest Region Staff Meeting, NAS, Dallas, TX
- 16 - 17- Arkansas Wing Practice SAR
- 16 - 17- New Mexico Wing CLC, Albuquerque, NM
- 22 - 24- Arizona Wing Practice SAR, Deer Valley, AZ
- 22 - 24- Oklahoma Wing Cadet Conference
- 22 - 24- Oklahoma Wing Practice SAR
- 22 - 24- Texas Wing SLS/CLC, University of Texas at Arlington, TX
- 30 - 31- Oklahoma Wing SLS, Shawnee, OK

April

- 4 - 6- National Congress on Aviation and Space Education, New Orleans, LA
- 6 - 7- New Mexico Wing Cadet Competition, Albuquerque, NM
- 12 - 14- Middle East Region Conference, Charlotte, NC
- 13- Arkansas Wing Flight Clinic
- 13 - 14- Louisiana Wing Observer School
- 13 - 14- Louisiana Wing Cadet SAR Exercise
- 13 - 14- New Mexico Wing Conference, Albuquerque, NM
- 20- Oklahoma Wing Flight Clinic
- 20 - 21- Louisiana Wing Flight Clinic
- 20 - 21- New Mexico Wing Flight Clinic, Albuquerque/Las Cruces, NM
- 22- Southwest Region Staff Meeting, NAS, Dallas, TX
- 26 - 28- Arizona Wing Evaluation SAR, Deer Valley, AZ
- 26 - 28- Texas Wing Mountain SAR, Alpine/Van Horn, TX
- 27 - 28- New Mexico Wing Practice SAR

(more)

Chronology (Cont.)

May

- 3 - 5- Great Lakes Region Conference
- 4 - 5- Louisiana Wing SLS/CLC, Lafayette, LA
- 5- Texas Wing Check Pilot Standardization Clinic, Houston, TX
- 17 - 18- National Executive Committee Meeting, Maxwell AFB
- 18 - 19- Arkansas Wing Practice SAR
- 18 - 19- Louisiana Wing Practice SAR
- 18 - 19- Texas Wing Cadet Competition, Bergstrom AFB
- 18 - 19- New Mexico Wing SAR/DR Evaluation, Albuquerque, NM
- 18 - 19- Texas Wing Flight Clinic, Spinks/Ft. Worth, TX
- 20- Southwest Region Staff Meeting, NAS, Dallas, TX
- 25 - 26- Louisiana Wing Observer School
- 25 - 26- Oklahoma Wing Practice SAR

June

- 1 - 2- Arizona Wing Conference, Tempe Embassy Suites
- 1 - 2- New Mexico Wing Practice SAR, Santa Fe, NM
- 7 - 8- Southeast Region Conference, Knoxville, TN
- 7 - 8- Oklahoma Wing Cadet Competition
- 7 - 9- Texas Wing SAR Evaluation, Georgetown, TX
- 7 - 14- Texas Wing Cadet Solo Encampment
- 11 - 13- Southwest Region Chaplain Staff College, Carswell AFB
- 16 - 22- National Air Force Computer Orientation Program, Maxwell AFB
- 16 - 23- Oklahoma Wing Flight Encampment
- 17- Southwest Region Staff Meeting, NAS, Dallas, TX
- 21 - 30- National Cadet Officer School, Maxwell AFB
- 22 - 29- National Advanced PJOC, Kirtland AFB
- 22 - 23- Oklahoma Wing Practice SAR
- 23 - 29- National Staff College, Maxwell AFB

July

- 6 - 7- Louisiana Wing Practice SAR
- 7 - 17- AE Leadership Development Course, Wright-Patterson AFB
- 13 - 14- Rocky Mountain Region Conference, Jackson, WY
- 13 - 20- Texas Wing Solo Encampment, Bergstrom AFB, TX
- 20 - 21- Arkansas Wing Practice SAR
- 20 - 27- National PJOC, Kirtland AFB
- 22- Southwest Region Staff Meeting, NAS, Dallas, TX
- 26 - # Aug- Southwest Region Staff College, Barksdale AFB, LA

August

- 2 - 10- Southwest Region Cadet Leadership School, Bergstrom AFB
- 9 - 10- National Board Meeting, Washington, DC
- 17 - 18- Southwest Region Cadet Competition, Carswell AFB
- 17 - 18- Louisiana Wing Flight Clinic
- 19- Southwest Region Staff Meeting, NAS, Dallas, TX
- 23 - 25- Texas Wing Practice SAR
- 24 - 25- Louisiana Wing Cadet Olympiad

September

- 6 - 7- Oklahoma Wing SAR/DR Evaluation, Oklahoma City, OK
- 13 - 15- Texas Wing Conference, San Antonio, TX
- 14 - 15- New Mexico Wing Practice SAR, Farmington, NM
- 20 - 21- Arkansas Wing Evaluation SAR/DR
- 21 - 22- Louisiana Wing Practice SAR

(more)

Chronology (Cont.)

September (Cont.)

- 21 - 22- Oklahoma Wing Cadet Leadership College
- 23- Southwest Region Staff Meeting, NAS, Dallas, TX
- 28 - 29- New Mexico Wing SLS, Albuquerque, NM

October

- 4 - 6- Louisiana Wing SAR Evaluation, Jennings, LA
- 5- Arkansas Wing On Air Communication Exercise
- 5 - 6- Texas Wing SAR Evaluation, Georgetown, TX
- 12 - 13- New Mexico Wing Flight Clinic, Farmington, NM
- 19 - 20- New Mexico Wing Chief Check Pilot School, Albuquerque, NM
- 19 - 20- Oklahoma Wing Practice SAR
- 21- Southwest Region Staff Meeting, NAS, Dallas, TX
- 25 - 27- Northeast Region Conference
- 25 - 27- Texas Wing Chief Check Pilot School, Spinks Airport, Fort Worth
- 26- Arkansas Wing Flight Clinic
- 26 - 27- New Mexico Wing Practice SAR, Las Cruces, NM

November

- 2- Southwest Region Staff Work Day, NAS, Dallas, TX
- 2 - 3- Arizona Wing Cadet Learning Course (CLC)
- 7 - 8- National Executive Committee Meeting, Maxwell AFB
- 8 - 9- Arkansas Wing Conference
- 9 - 10- Texas Wing SLS/CLC, Bergstrom AFB, TX
- 16 - 17- Oklahoma Wing Practice SAR
- 18- Southwest Region Staff Meeting, NAS, Dallas, TX
- 22 - 24- International Aerospace Program, Fort Worth, TX
- 23 - 24- Louisiana Wing Flight Clinic

December

- 7- Oklahoma Wing CAP Birthday Bash/Dance
- 7 - 8- New Mexico Wing AEPSM
- 8- New Mexico Wing Christmas Party, Albuquerque, NM
- 9- Southwest Region Staff Meeting and Christmas Party, NAS, Dallas, TX
- 14- Louisiana Wing Christmas Party
- 14- Texas Wing Christmas Party and CC Call
- 21- Southwest Region Staff Work Day, NAS, Dallas, TX (Optional)
- 27 - 28- National Cadet Competition, Maxwell AFB

NATIONAL BOARD

The National Board is the principal governing body of the Civil Air Patrol. The Board meets at least once annually at the call of the National Commander, who presides as chairman. (Current members as of 31 December 1991)

CIVIL AIR PATROL NATIONAL BOARD MEMBERS

National Commander
 Executive Director
 National Vice Commander
 The 52 Wing Commanders

National Finance Officer
 National Legal Officer
 The 8 Region Commanders



NATIONAL COMMANDER
 Brig. Gen. Warren J. Barry, CAP



NATIONAL VICE COMMANDER
 Col. Richard Anderson, CAP



EXECUTIVE DIRECTOR
 Col. Joseph M. Nall, USAF



NATIONAL FINANCE OFFICER
 Brig. Gen. Johnnie Boyd, CAP



NATIONAL LEGAL OFFICER
 Col. Maurice E. Cook, CAP



**COMMANDER
 NORTHEAST REGION**
 Col. David J. Braun, CAP



**COMMANDER
 MIDDLE EAST REGION**
 Col. John P. Ratcliff, CAP



**COMMANDER
 GREAT LAKES REGION**
 Col. Paul M. Bergman, CAP



**COMMANDER
 SOUTHEAST REGION**
 Col. William C. Tallent, CAP



**COMMANDER
 NORTH CENTRAL REGION**
 Col. Nicholas J. Knutz, CAP



**COMMANDER
 SOUTHWEST REGION**
 Col. Fred L. Latchaw, CAP



**COMMANDER
 ROCKY MOUNTAIN REGION**
 Col. Virginia E. Smith, CAP



**COMMANDER
 PACIFIC REGION**
 Col. Edwin W. Lewis, Jr., CAP

Narrative

The year 1991 was special to Civil Air Patrol and Southwest Region. That year the organization celebrated 50 years of service (on December 1). Members throughout the Region successfully joined others nationwide to gather favorable publicity as a means of building better public understanding and stimulating people's interest in becoming members.

Also very noteworthy was the change in command at Southwest Region Headquarters. Colonel Fred C. Latchaw, CAP, was appointed commander, replacing Colonel Robert C. Bess, CAP. Colonel Bess resigned the position to devote more time to personal matters and to his position as a pilot for Delta Airlines.

Colonel Latchaw previously was Deputy Chief of Staff for Cadets at the Region level. Prior to that he had been Oklahoma Wing Commander. A native of Enid, OK, he joined Civil Air Patrol as a cadet in the Oklahoma Wing in December 1957 and progressed to cadet major before becoming a Senior Member. As a cadet he attended several cadet encampments and special activities around the Nation. He was so impressed as a cadet with the program he has stayed a member ever since. In the Oklahoma Wing he progressed through numerous positions before becoming Wing Commander with the rank of colonel.

Colonel Latchaw is the recipient of numerous Civil Air Patrol special recognitions including the Distinguished Service, Exceptional Service and Meritorious Service Awards, Commander's Commendation and the Gill Robb Wilson Award.

He was graduated from Enid, OK, High School and received Bachelor and Master Degrees in Business Administration from Phillips University and Indiana University, respectively. He enjoys coin collecting and is a General Class Amateur Radio Operator.

Narrative

NATIONAL HEADQUARTERS
CIVIL AIR PATROL
-USAF AUXILIARY-
Maxwell Air Force Base, Alabama 36112-5572

PERSONNEL ACTIONS)
NUMBER NHQ 36)

5 August 1991

Announcement is made of the appointment of COLONEL FRED C. LATCHAW, CAP, CAPSN 441422143, as COMMANDER, SOUTHWEST REGION, CIVIL AIR PATROL, vice COLONEL ROBERT C. BESS, CAP, CAPSN 453602343, effective 10 August 1991. AUTHORITY: Article IV, Sections 2 and 10, Bylaws.

FOR THE EXECUTIVE DIRECTOR


RENOVA W. WILLIAMS
DCS, CAP Personnel

DISTRIBUTION:

- 1 - Ea Individual Concerned
- 1 - Ea NEC Member
- 1 - Ea Wing
- 1 - Ea Region
- 1 - Ea USAF-CAP-LO
- 1 - Ea USAF-CAP-LR
- 2 - Editor, CAP News
- 1 - Ea Staff Section, Nat Hqs

Narrative

Colonel Latchaw is a ground school instructor for American Airlines at the Dallas-Fort Worth International Airport. A pilot, he has 3,500 flying hours.

He and his wife, Lizabeth Jean, reside in Arlington, TX. They have Daughters Ramona and Tanya and sons Jason and Patrick.

In assuming command of the Region, Colonel Latchaw recognized that he and his predecessor, Colonel Bess, have different command styles and different ways of running the "organization." In the typical areas he did not see much difference. These were membership, equipment money, cadets and logistics.

But, one of the most dramatic areas, Colonel Latchaw believes, is at Region Headquarters. Colonel Bess was very active and very much a leader in the National Executive Committee (of which as a Region Commander he was a member). He was involved in numerous functions which the typical NEC member would not do. Consequently, he did not have much time to spend at the Region Headquarters, Colonel Latchaw observed.

Colonel Latchaw has tried to put more emphasis on such activities as training and the recruiting of members for the Region Headquarters. And although numbers not yet in 1991 had changed significantly as far as head count was concerned, he had going projects which strived at bringing in people with new ideas to provide assistance to present staff members.

He believes that 1991 and 1992 are and will be times of change. A big issue associated with Air Force reorganization is the pressure being pushed on CAP to reorganize itself. This matter will get considerable attention. CAP-USAF personnel are beginning to put together a presentation as to what they would like to see the ultimate organization (CAP) be. And, there have been many different opinions. CAP will determine whether it will accept the Air Force proposal, modify it, or reject it. The ultimate decision will go before the Secretary of the Air Force.

Narrative

Upon reviewing Southwest Region Headquarters Staff personnel, Colonel Latchaw believed the Staff positions were filled pretty well. He said that the two Vice-Commanders, Colonel Dorothy Warren and Colonel Thomas Todd, had been in their positions for some time and were doing an excellent job in backing up their commander. Their experience really counts, he added.

These vice-Commanders, he said, have acted as a sounding board for ideas he had. They would check into the subject, provide background on what happened before or say, "We never tried this before; have you thought about this, or considered that?"

In support of the Region Commander, Colonel Warren attended nearly all Region Staff meetings, presiding when needed, and a Region Commander's Call in New Orleans. Also she attended three separate National Executive Committee Meetings at Maxwell AFB, Alabama; a National Board Meeting in Washington, D.C.; an Arizona Wing Conference, Tepe, Arizona; Texas Wing Conference, San Antonio, Texas; and Texas Wing Change of Command, Bergstrom AFB, Austin, Texas.

Colonel Warren also attended a Drug Inforcement Agency/Customs meeting, Naval Air Station, Dallas; CAP Advisory Meeting to U. S. Space Foundation, Colorado Springs, CO.; the National Aviation and Space Education Congress, New Orleans, LA.; and was a CAP guest at the STS 40 Launch, Cape Kennedy, FL.

Additionally, she participated in Southwest Region's Staff College, Barksdale AFB, LA.; and Cadet Competition, Carswell AFB, TX; International Aerospace Education Seminar--- Soviet Space Exhibit, Fort Worth, TX.; a Civil Air Patrol Presentation to the Rotary Club at Clifton, TX.; and served as a staff member at the Pacific Region Staff College Oahu, Wheeler Army Airfield, Honolulu, HI.

Narrative

When commentating about Colonel Todd, who filled in on numerous occasions, Colonel Latchaw said it makes it a lot easier when, "I can request him to ask Wing Commanders for a particular report or gather specific information and he takes care of it." Then, Colonel Latchaw reported, he didn't have to concern himself and could work on something else, adding, "He's good at going out and getting reports properly handled. He is the Region nag."

LIAISON STAFF

In 1991 there was quite a turnover in the USAF-CAP Liaison Staff headquartered downstairs in the building which houses CAP's Southwest Region Headquarters. Colonel James Fleming, USAF, came aboard, replacing Colonel Richard Baskett, USAF, who retired (See separate page).

Two members of the Liaison Staff who also retired late in 1991 included Lieutenant Colonels David Hall and Raymond Walbridge, USAF. Both men soon joined CAP's Southwest Region Staff. Colonel Hall, formerly Liaison DCS for Training, came on board as Region Chief of Staff. Colonel Walbridge, formerly Liaison Director of Operations, came on board to be DCS for Logistics and to work in Flight Operations.

Since both men were quite familiar with CAP, each should boost the program, claimed Colonel Latchaw. He added that they know everybody and know how things are meant to be run. They are among those few people who don't require training. All that was needed was to make them qualified.

Considerable time is and could be spent on Civil Air Patrol, particularly when National and Regional issues are at stake, Colonel Latchaw believes. Typically, he said, when we are talking about Region issues and activities, whether it be Cadet Matters, Senior Training, Logistics or Operations, Staff members directly concerned will take care of it, making a complete package, and then submit it to me. "I may make a few suggestions, but usually it is a matter of a sign-off," he added.

Narrative

GRIEVANCES

When it comes to complaints and grievances, Colonel William Cramer, the Region's Inspector General, will inspect and/or investigate. He will present his findings to Colonel Latchaw who then will spend a little time writing a letter and so close out the matter.

As a rule Region level activities are not as strenuous for Colonel Latchaw as with National issues. When he, and others, are dealing with the latter, however, much time is spent on the telephone and many "fax" messages are sent in just trying to resolve these National matters.

The involvement required to perform well as Region Commander probably does affect his personal life, Colonel Latchaw stated. It is accepted in the family and is not a conflict. He said his wife also is a member of CAP and participates in many matters. They do things together, he added.

The Region in 1991 had a Corporate aircraft that was being leased to the USAF-CAP Liaison Office. CAP had a fine maintenance program for this aircraft with Lt. Colonel Randy Loveless in charge. Colonel Latchaw extended kudos in saying Colonel Loveless was doing an outstanding job in keeping the aircraft clean, operable and in good maintenance. This has given Civil Air Patrol a positive image, particularly at the Grand Prairie, Texas, Airport where the aircraft was kept. The Southwest Region expected to receive another airplane in early 1992.

Meshing in with CAP's providing service to the general public is the Counter Narcotics function. The Southwest Region flew some 60 per cent of all the missions in the entire country. That's a lot of flying time and considerable involvement by the CAP membership, observed Colonel Latchaw (See separate report).

Narrative

SEARCH AND RESCUE

However, this did not affect Search and Rescue Operations which are getting to be more sophisticated for CAP, Colonel Latchaw continued. There now is better equipment to track aircraft, better equipment aboard the aircraft and people are smarter than they used to be, he claimed. There are not as many airplanes as there used to be, he added, because of the difficult insurance matters. None-the-less, he said, CAP still has been able to meet its requirements..... to answer the call whenever there is a missing aircraft.

CADET PROGRAM

Because he headed the Region's Cadet Program prior to becoming Region Commander, Colonel Latchaw continued to watch closely allied activities. The 1991 Region Cadet Leadership School was held at Lackland Air Force Base in San Antonio, Texas. Some 48 cadets attended the July activity. About 15 staff members, Air Force personnel and Reservists participated.

All cadets had very positive comments about the Leadership School. A number of those who attended were making plans to return in 1992.

In the Cadet Competition at Carswell AFB, Fort Worth, Texas, Louisiana Wing was the overall winner. (See separate pages.)

FUTURE OUTLOOK

Colonel Latchaw addressed the future by saying the Southwest Region is going to have a big challenge ahead, particularly in that money will not be as available as it has been in the past. The economic situation is down which will affect membership, state support which any of the Wings might get and the Federal support that CAP gets.

Narrative

There will be pressure on the units to recruit good people..... people who will support the organization with whatever their talents are..... people who will go out and recruit more good people, he said.

"Besides that," the Region Commander added, "there will be the three basic missions we always have had: the Cadet Program, Aerospace Program and Search and Rescue Program. We will have to be able to do these things as we have done them in the past, but do it more sophisticatedly, more economically and just all-around better than before.

"The cadets are just one aspect of all this, but many influences are out there tugging on our teenagers nowadays. Some are not as positive as others, but CAP is a positive influence that has a part to play. We need to get it out in front of these youngsters so they will make the choice to participate," Colonel Latchaw stated.

WHERE TO EMPHASIZE

The Colonel stated that the Southwest Region, in his opinion, needs to emphasize work on more issues or more problems that confront members. It is just general, all-around professionalism to do so, he said.

Southwest Region needs to provide leadership and opportunities for the Wings to do their respective jobs, whatever they might be, Colonel Latchaw believes. But, he added, "I think that when you get down to the basic unit level, whether it is Region Headquarters or the local squadron, people who are managing these functions need to be able to recruit good people and to be able to use them such that they do their mission, whatever it is, and the membership feels good about being a part of the organization," he said.

Narrative

The Colonel added that he believes that when people feel good about the organization they will bring more people in and the effort will snowball. Problems of membership, economics and equipment will all come in line.

SUMMARY

In summary, Colonel Latchaw stated that the world is changing. The Communist threat has decreased and the military has been changing its appearance, organization and mission. Civil Air Patrol, to some extent, has been adjusting to those actions.

"I think we will see that the future for CAP will be a little different from what was thought it would be a year or two ago. I do think it will continue to be the same basics with which we are familiar: the three basic missions of Emergency Services, Cadets and Aerospace Education," he concluded.



Narrative

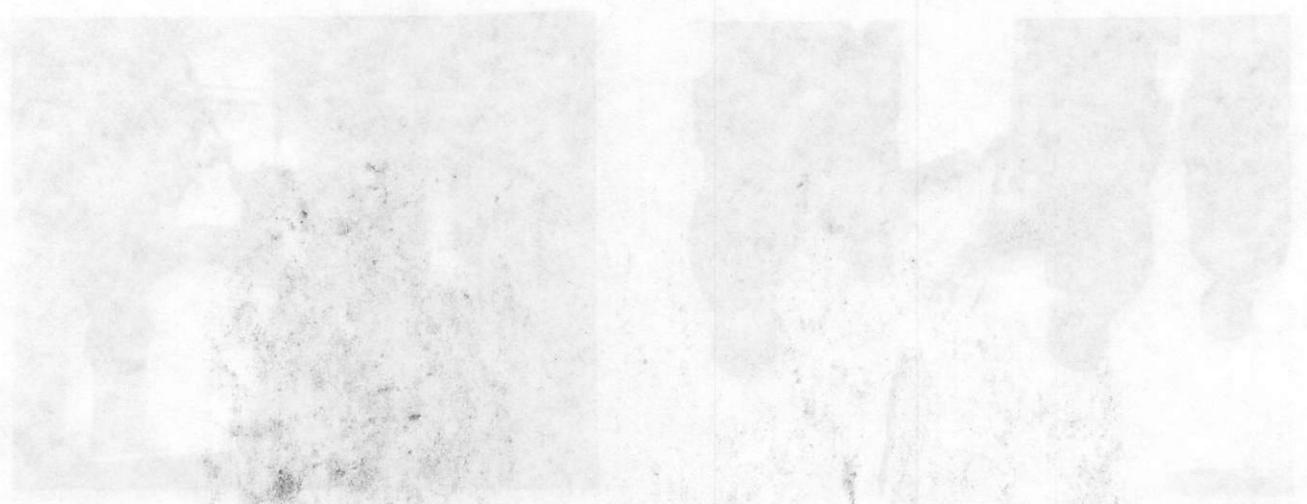
CHANGE OF COMMAND
SOUTHWEST REGION, CAP
Southwest Region Headquarters
19 August 1991

On the above date and place Col Robert C. Bess, CAP, turned over his command of Southwest Region, Civil Air Patrol, to Col Fred C. Latchaw, CAP. Officiating was Brig Gen Warren J. Barry, CAP, National Commander. Assisting was Col William L. Cramer, CAP, of the Southwest Region Staff. A reception was held after the ceremony and special presentations.



Left to right in above photo(left) are Brigadier General Barry, Colonel Cramer, Colonel Bess and Colonel Latchaw.





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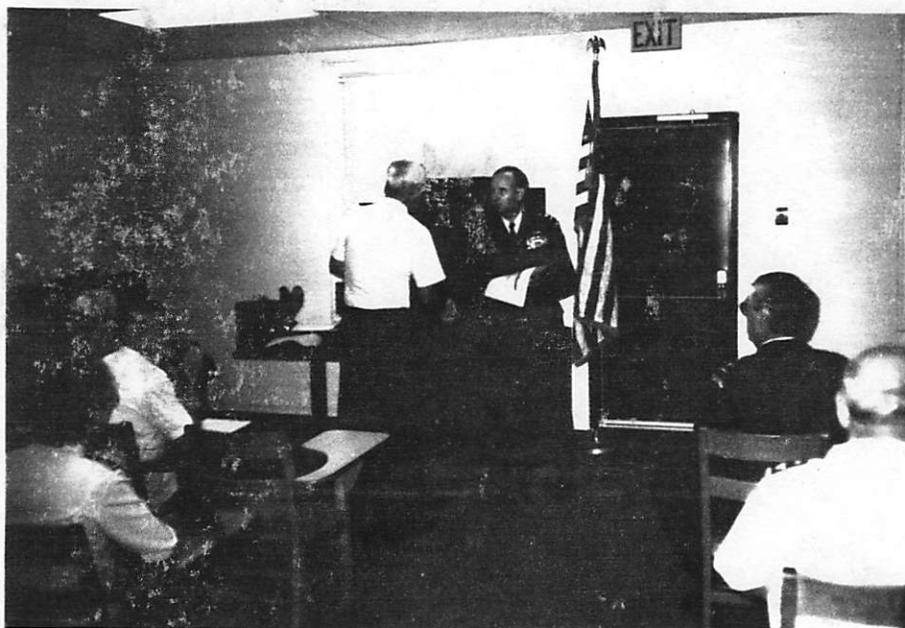
CHANGE OF COMMAND
(Cont.)



Brigadier General Barry



Colonel Latchaw



Colonel Bess presents awards.

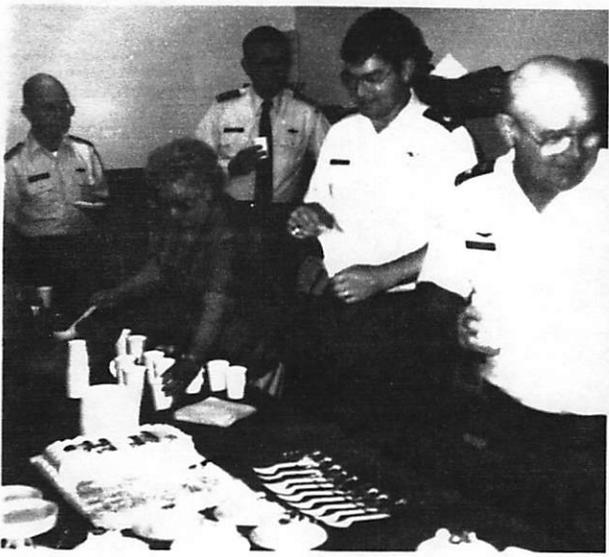
Narrative

CHANGE OF COMMAND
(Cont.)

Social Gathering



Colonel and Mrs. Bess



Amarillo Sunday News-Globe

★ Sunday, December 1, 1991 - Amarillo, Texas

Civil Air Patrol celebrates 50 years of service

The Civil Air Patrol is an all-volunteer auxiliary of the U.S. Air Force, which marks its 50th anniversary today. To all members of units located in the Texas-Oklahoma Panhandle, South Plains and Eastern New Mexico, as well as throughout the nation, we should extend our heartiest congratulations and say, "Happy birthday, Civil Air Patrol."

For some 50 years, our area has been extremely fortunate to have in its midst a band of dedicated citizens who maintain a constant vigil of readiness to help their fellow citizens by participating in emergency service missions throughout the nation, cooperating with civil defense and emergency management agencies at all levels of government in national emergency training, and flying mercy missions to relieve people and communities stricken by floods, hurricanes, tornadoes, snowstorms and other natural and man-made disasters.

CAP was organized during the dark days of World War II. CAP's principal purpose was to provide private pilots and aviation enthusiasts a means of using their light aircraft and skills in civil defense efforts. Missions during those times included anti-submarine patrol missions along the Atlantic and Gulf coasts; patrol mis-



**GUEST
COLUMN**
*O.G. "Pete"
Minden*

sions along the Mexican border, watching for enemy agents trying to sneak into the country; airlifting of small lots of vitally needed war supplies and aircraft parts; and towing of aerial targets for gunners to use in practice. These World War II operations claimed the lives of 64 CAP members.

CAP has not rested on its splendid record. During the early days, CAP also began a program to introduce teen-agers and potential aviation cadets to aircraft and flying, as well as a program to place aviation courses into public schools. Today's CAP is heavily involved with aerospace education programs and a special cadet program designed to inspire the country's youth to become leaders and good

(more)

Fiftieth Anniversary

Guest Column (Cont.)

citizens through their interest in aerospace. CAP's aerospace education programs provide its membership, and the educational community information about aviation and space activities. Each year CAP supports some 200 aerospace education workshops for teachers at 150 colleges and universities around the country.

Also, during the intervening years, it has grown and developed into a highly organized, professional, efficient and potent force. Today, its trained and competent pilots, observers and ground personnel stand ready to fly instant search and rescue missions or to provide ground search. CAP's emergency services provide 80 percent of the resources for missions assigned to the Air Force Aerospace Rescue Recovery Service (Rescue Coordination Center, Scott AFB, Ill.).

CAP also has national agreements with the American Red Cross, Salvation Army, United States Coast Guard Auxiliary, Federal Emergency Management Agency, Defense Civil Preparedness Agency, Department of Transportation Federal Aviation Administration and local and state emergency management agencies to provide assistance in time of need.

These missions have expanded over the years and now include assisting the U.S. Customs Service in its counter-narcotics efforts by flying air reconnaissance missions along U.S. borders. Similar missions are being flown for the Drug Enforcement Administration and the U.S. Forest Service. Of course, CAP participation involves aerial patrol missions only.

National Headquarters for Civil Air Patrol is located at Maxwell AFB, Ala., with units throughout the United States and Puerto Rico. CAP membership consists of approximately 28,000 cadets and 41,000 adult volunteers. The Texas Panhandle houses the only other national facility, located at Amarillo International Airport. That is the CAP Supply Depot, which employs some 15 people. This organization was established in the mid-'60s by a group of CAP members to support all CAP aircraft in its fleet. Over a period of time, this operation became a successful and full-time activity with National CAP taking over its operation in November 1971. The depot not only supports CAP-owned aircraft, but also member-owned aircraft as a self-sustaining facility.

Since its opening, the depot has expanded its operation in providing communications (air

and ground) equipment, aerospace education material, ranger team and field equipment, pilot supplies, survival equipment and aviation novelties.

Our local CAP organization has been very fortunate to have the assistance from a number of businesses and civic clubs which has helped to lead to its success. The local members wish to thank the following: Hanson Post of the American Legion, Greater Amarillo Chapter of the American Red Cross, Hi-Plains Kiwanis Club and Rotary Club of Amarillo-East.

The members would also like to thank Tradewind Airport, Tradewind Turbines, the city of Amarillo, Amarillo International Airport, Potter and Randall county offices of emergency management, Laureate Delta Upsilon Chapter of Beta Sigma Phi, Cellular One of Amarillo, The Donut Shop and the Olive Garden Italian Restaurant.

As Civil Air Patrol enters its 51st year of valuable service to humanity, its members look forward to continued service to the communities in which they live, and to the nation.

O.G. "Pete" Minden is an Amarillo businessman and director of emergency services for the southwest region of the Civil Air Patrol.

"Pete" Minden holds
the rank of Lieutenant
Colonel in CAP

Fiftieth Anniversary

Amarillo, Texas
Dec. 1, 1991

News-Globe

CAP: *Aviation group known best
for search missions
celebrates 50th anniversary*

**CAP purpose is aviation's
best-kept secret at age of 50**

By **TOM ALLSTON**
Globe-News Staff Writer

It's a pipeline for aviation careerists and saves dozens of lives each year, but to most Americans, the Civil Air Patrol might be the "best-kept secret" in the country.

Today marks the 50th anniversary of the founding of the CAP, which now numbers more than 60,000 volunteer members with almost 6,000 member-owned and more than 500 corporate-owned aircraft flying thousands of missions a year.

"Sometimes we feel that it's even a secret well-kept within the CAP," Lt. Col. O.G. "Pete" Minden of Amarillo, deputy chief of staff for emergency services, Southwest Region of the CAP, said.

Minden said that to oversee and assist the 60,000-plus volunteers, the CAP has only 40 paid employees — about 25 at the headquarters at Maxwell Air Force Base, Montgomery, Ala., and the rest at the CAP's supply and repair depot here in Amarillo.

Minden's responsibilities cover the six states of Arizona, Arkansas, Louisiana,

New Mexico, Oklahoma and Texas. The local CAP's Tiger Shark Composite Squadron is headed by CAP Capt. Eddie Wood.

The CAP has several functions, Minden explained, but only one, the group's role in emergency and rescue situations, is visible to persons outside the organization.

"There actually is a three-fold mission," he said: "Emergency services, the cadet program and aerospace education. CAP further fosters general aviation and aerospace interests in our nation."

Minden said the CAP was formed just prior to World War II by "a group of aviation enthusiasts who saw a need for coastal patrol border patrol, which were beyond the manpower capability of the Air Corps at that time."

"They handled anti-submarine patrol along the Atlantic and Gulf coasts, patrol along the Mexican border and airlift of small lots of vitally needed supplies and aircraft parts within the United States," he said.

"And they towed targets for gunnery practice," Minden said. "How'd you like

(more)

Fiftieth Anniversary

Tom Allston Article (Cont.)



Henry Bargas / Globe-News

Civil Air Patrol depot manager Fred Chesser, left, and employee Bob Exner look over salvage aircraft.

to be flying a light aircraft, towing a sock, and have a B-26 come screaming by and shoot at it?"

Minden said the U.S. Air Force is charged by law "with the safety of the people of the United States, through search and rescue" activities. In 1943 the CAP was put under control and direction of the Army Air Forces, and in the summer of 1946 became a permanent, non-profit peacetime institution. In 1948, the CAP

became an auxiliary of the Air Force.

By the late 1940s, Minden said, the CAP was already flying 70 to 75 percent of the country's search and rescue missions. "Now, the figure is 80 to 90 percent," he said, "because the Air Force does not have the resources to fly search missions," partly because today's jet-powered line aircraft are too fast to be effective.

Please see **CAP** on Page 2A

From Page 1A

tively used in this way.

According to figures from CAP headquarters, the organization is credited with saving nearly 3,000 lives during its half-century of existence. Last year, CAP pilots flew 2,475 missions and logged more than 12,700 hours.

In the Texas Panhandle and nearby areas, the CAP has been an important addition to a number of search efforts, especially for downed or overdue small civilian aircraft.

In 1984, CAP units joined the search for two Amarillo men whose plane crashed into Lake Meredith. And last year, searches were mounted in two separate incidents when European fliers disappeared during trips in the area.

The most recent search was in September, when a single-engine aircraft carrying two Italian nationals en route from Albuquerque, N.M., to Fort Worth disappeared in the mountains of New Mexico. The plane and the bodies of the two men were found

in a canyon at 11,000 feet, near Truchas Peak northeast of Santa Fe, N.M.

All rescue, aerospace education and repair supplies for the CAP nationwide are handled through the organization's only supply depot, managed by Fred Chesser, and located at the airport here, he added.

"This is the only national function of the CAP outside the headquarters," Minden said. It was established on a volunteer basis so we'd have spare parts available to support the Department of Defense excess air-

craft" that were turned over to the CAP. "It supports all CAP aircraft and member-owned aircraft. It also handles aerospace education materials, avionics and two-way communications equipment, pilot supplies, Rescue Ranger equipment and aviation novelties."

The CAP also assists in non-aviation emergencies, Minden said. "Today we get involved with hurricane and tornado situations. A few years ago we helped in a search for a missing 18-wheeler."

The CAP has led to Air Force ca-

reers for many cadets, he said. According to the organization's records, each year thousands of former CAP cadets join the Air Force at all levels, and in 1990, former cadets made up more than 9 percent of the freshman class at the Air Force Academy.

"But participation in the CAP does not obligate anyone to military service," Minden said, "nor does it exempt anyone from service."

He said the CAP has jobs for volunteers in many areas besides piloting or assisting in the flying end of search and other missions.

"We have people who aren't even interested in aviation," Minden said. "The local organization needs people interested in working with young people in the cadet program, plus those interested in communications, logistics or aerospace education."

The Tiger Shark Composite Squadron meets the first and third Thursdays of each month at the squad's trailer headquarters at Tradewind Airport. The unit has a Cessna 172XP aircraft for flying its missions, Minden said.

Narrative

SOUTHWEST REGION CADET COMPETITION
 PANEL QUIZ TOURNAMENT
 4 Wings, each wing plays every other wing once.

Round 1

OK vs AR WINNER: OK
 1A 2A

LA vs TX WINNER: LA
 3A 4A

Round 2

OK vs LA WINNER: OK
 1B 3B

AR vs TX WINNER: TX
 2B 4B

Round 3

OK vs TX WINNER: OK
 1C 4C

AR vs LA WINNER: AR
 2C 3C

EVENT	1ST	2ND	3RD	4TH
WRITTEN EXAM	<u>TX</u>	<u>OK *</u>	<u>AR *</u>	<u>LA *</u>
PANEL QUIZ	<u>OK</u>	<u>LA</u>	<u>TX</u>	<u>AR</u>
INDIVIDUAL HIGH SCORE	RICHARD OPERHALL - AR			

* TIE FOR SECOND PLACE

Narrative

SOUTHWEST REGION CAP
 NAS DALLAS, TX 75211-9505
 1 July 1991

SWR OPS PLAN 91-16
 ANNEX C
 Appendix 1: Scoring
 TAB A

MASTER SCORE SHEET

1991

Cadet Competition

EVENT	1ST	2ND	3RD	4TH
PHYSICAL FITNESS:				
MILE RUN	___ AR ___	___ LA ___	___ OK ___	___ TX ___
VOLLEYBALL	___ AR ___	___ LA ___	___ TX ___	___ OK ___
CADET BOWL:				
WRITTEN EXAM	___ TX ___	___ OK ___	___ AR ___	___ LA ___
PANEL QUIZ	___ OK ___	___ LA* ___	___ TX* ___	___ AR* ___
DRILL:				
IN-RANKS INSP.	___ TX ___	___ LA* ___	___ AR* ___	___ OK ___
STANDARD DRILL	___ TX ___	___ LA* ___	___ AR* ___	___ OK ___
INNOVATIVE	___ LA ___	___ AR ___	___ TX ___	___ OK ___

OVERALL WINNER: ___ LOUISIANA ___

TEAM SPIRIT WINNER: ___ OKLAHOMA ___

FLEET FOOT AWARD (MALE): Justin Jobe - OK - 5:19

FLEET FOOT AWARD (FEMALE): Malinda Gray - LA - 6:58

WRITTEN EXAM HIGH SCORE AWARD: Richard Operhall - AR

Narrative

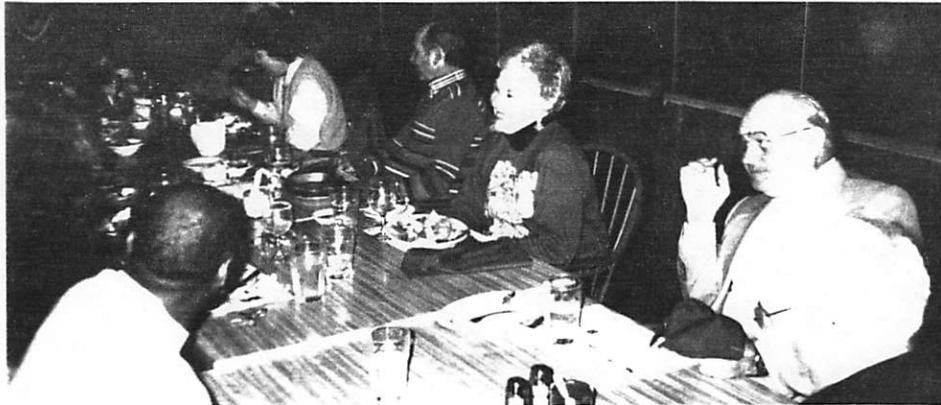
Commander's Call
Social

New Orleans, LA
February 1991



Narrative

Commander's Call
Social
New Orleans, LA
February 1991



Narrative

SPECIAL RECOGNITION

As part of the Southwest Region's continuing program of recognizing special achievements and contributions by various members, several awards were made to Region-wide personnel in 1991.

Both Southwest Region Commanders who served in 1991, Wing Commanders and National Headquarters participated in the program. Although all recipients involved had been recognized, some certificates and/or plaques had not been delivered by the year-end.

Life Saving

	<u>Unit</u>
Cadet Michael T. Probus	AR
1Lt John DeNoyelles	TX
Capt Jeffrey Langley	OK

Bronze Medal of Valor

Cadet Heather Horton	OK
Cadet John Cook	TX

Cadet Leadership School

Meritorious Service

Capt Celia McCrea	TX
1 Lt John Wuensch	TX
David Ellis (Reservist)	TX
Cadet Richard Operhall	AR

Commander's Commendation

Cadet Matthew Anderson	OK
Cadet Sherri Bernal	TX
2 Lt Alex Bolter	TX
1 Lt David Hicks	TX
Cadet Robert Hogan	TX
S/M Walid Nasr	TX
Lt Col Robert Sholl	TX
Cadet Christopher Guldi	TX
Cadet Chris Travis	TX
1 Lt George Evans	TX
Maj Evo Marini	TX
Capt J. Hal Basham (Reservist)	TX

Region Staff College

Exceptional Service

Major Connie Hacker	TX
---------------------	----

(more)

Narrative

<u>Region Staff College (Cont.)</u>	<u>Unit</u>
Meritorious Service	
Major Colin Fake	LA
Maj James Mooney	AR
Maj Lawrence Weber	LA
Commander's Commendation	
Lt Col Eileen Anderson	LA
Lt Col Marshall Bardlemeir	LA
Lt Col Henry Bowling	AZ
Maj Dewey Burchett	LA
Capt Ronald Chandler	TX
Maj Douglas Dohmen	AR
Lt Col David Floyd	SWR
Lt Col Bailey Duncan	TX
Capt Mark Floyd	TX
Lt Col Ben Frizzell	NCR
Maj Dale Frizzell	SWR
Capt Lynn Forsythe	AZ
Lt Col Walter Hays	TX
Capt Horace Jacks	TX
Capt James Lane	TX
Capt Carol Radabaugh	OK
1 Lt Ronnie Sheffield	TX
<u>National Staff College</u>	
Exceptional Service	
Col Lester Wilson	Natl
Meritorious Service	
Col George Way	Natl
Lt Col Jacquelyn Floyd	SWR
Lt Col Marion Holland	SWR
Lt Col Ed Jones	Natl
Lt Col Dennis Manzanares	SWR
Lt Col Frank Thornburg	SER
<u>Texas Wing Type A Encampment</u>	
Meritorious Service	
Lt Col James Brown	TX
Capt Steven Haney	TX
1 Lt John Carr	TX
2 Lt Edward Ouelette	TX
Capt Mark Floyd	TX
Lt Col Robert Sholl	TX
1 Lt John Wuensche	TX
Lt Col Roy Boller	TX

Narrative

Oklahoma Wing Type A EncampmentUnit

Meritorious Service

Capt Beth White

OK

Commander's Commendation

Cadet Chris Way

TX

Cadet Paul Lambert

AZ

1 Lt Pete Baltas

LA

Chaplain Staff College

Commander's Commendation

Lt Col Harry Senn

SWR

Southwest Region Staff Awards

Commander's Commendation

Lt Col Martha Armstrong

Lt Col Patricia Barnes

Lt Col Harley Burton

Maj Dale Frizzell

Maj Theresa Holworth

Lt Col O.G. (Pete) Minden

Maj Kirby Perry

Lt Col Orlan Scott

Col Marcus Barnes

Maj John Boyd

Capt Jack Ferguson

Lt Col Jacquelyn Floyd

Lt Col Harrison Hamer

Lt Col Dennis Manzanares

Lt Col C.E. Neal

Lt Col Lea Reynolds

Lt. Col Harry Senn

Lt Col David Floyd

Lt Col David Clyde

Lt Col Marion Holland

Meritorious Service

Lt Col David Northcutt

Capt Dennis Snedegar

Col Ronald Raney

1 Lt William Twa

Narrative

Southwest Region Staff Awards (Cont.)Unit

Exceptional Service

Col Maxine Biggers (Two separate awards)
 Col Donald Bailey
 Col William Cramer
 Col Fred Latchaw
 Lt Col Jerry Leath
 Col Walter Sanford
 Col Dorothy Warren
 Col Ben Davis
 Lt Col Charlie Leath
 Lt. Col Elizabeth Melby
 Col Thomas Todd

Special Recognition

Col George Way
 Lt Col Dennis Manzanares
 Maj John Boyd
 Maj Dale Frizzell
 Lt Col O. G. Minden

Other Awards

Exceptional Service

Lt Col Robert McCord	AZ
Capt James Gary	NM
Lt Col Danny Stivers	OK
Lt Col Colin Ward	AR
Maj James Mooney	AZ

Meritorious Service

Lt Col Don Cooper	NM
Lt Col Roberta Himebrook	NM
Lt Col Donald Jakusk	NM
Lt Col Darrell Kimbrell	AZ
Maj Dennis Mettlen	AZ
Lt Col Helen Crawford	AZ
Lt Col William Darby	AZ
Capt Carolyn Wrobleski	OK
Maj Jack Garlit	TX
Maj Henry Jackson	TX
Maj Charles Farrey	TX
1 Lt David Beck	TX
1 Lt Marvin Meek	TX
Capt Richard Ryder	TX
S/M Patricia McGuire	TX

Retirement

Col David Eisenberg	AZ
Lt Col Elvin Varnado	TX

Narrative

SPECIAL RECOGNITION (Cont)

Of special interest is that in 1991 Christer Odegaard, a Norwegian citizen attending Oklahoma State University at Stillwater, OK, as an international student advisor, was granted a membership waver and was serving in CAP's Oklahoma Wing.





Southwest Region Headquarters Staff
17 June 1991

Seated, from left: Col. William L. Cramer, Inspector General; Col Ben W. Davis, Director of Finance; Col. Maxine Biggers, Chief of Staff; Col. Robert C. Bess, Southwest Region Commander; Col. Dorothy P. Warren, Vice Commander; Col. Thomas L. Todd, Vice Commander; Col. Marcus R. Barnes, Deputy Chief of Staff, Operations. Standing, from left: Col. Walter M. Sanford, Historian; Lt. Col. Orlan D. Scott, Director, CNC; Col Fred C. Latchaw, Deputy Chief of Staff, Cadets; Lt. Col. David L. Floyd, Assistant DCS, Operations; Capt. Dennis Snedegar, Deputy Chief of Staff, Logistics; Lt. Col. Jacquelyn L. Floyd, Deputy Chief of Staff, Training; Capt. William R. Twa, Maintenance Officer; Major Martha Armstrong, Deputy Chief of Staff, Aerospace Education; Capt. Jack Ferguson, Assistant Finance Officer; Lt. Col. Jerry F. Leath, Director, Personnel; Lt. Col. E. Hugh Hank, Assistant Director of Data Systems; Lt. Col. Charlie J. Leath, Director of Administration; Lt. Col. Harrison Hamer, Standard Evaluation Check Pilot; and Lt. Col. Walter E. P. Jones, Communications Advisor and Chairman, National Communications Committee.

Narrative

USAF LIAISON PERSONNEL
USAF-CAP SOUTHWEST LIAISON REGION

The USAF-CAP Southwest Liaison Region underwent another change of command in 1991. Colonel Richard M. Baskett, USAF, commander, retired in mid-year. He was replaced 1 August by Congressional Medal of Honor Recipient Colonel James P. Fleming, USAF.

A helicopter pilot, Colonel Fleming was cited for his heroic actions during the Vietnam conflict. He unhesitatingly flew through a barrage of hostile fire to the aid of a seven-man Special Forces Long Range Reconnaissance patrol in danger of being overrun by a large superior enemy force.

Immediately prior to his new assignment Colonel Fleming had a similar assignment as Commander, USAF-CAP Northeast Liaison Region, McGuire Air Force Base, New Jersey.

Under Colonel Fleming's command the personnel of the USAF-CAP Southwest Liaison Region are continuing their work with and support of the Southwest Region of Civil Air Patrol. Both units are headquartered in Building 1239, US Naval Air Station, Dallas, Texas.

In 1991 all members of the USAF-CAP Southwest Liaison Region were U.S. Air Force personnel or civilians hired by the Air Force. Early in the year the assigned staff included:

Commander: Colonel Richard M. Baskett
Secretary: Ms Kay Brewer, GS-6
Director of Operations: Lt Colonel Raymond D. Walbridge
Director of Training: Lt Colonel David A. Hall
Director of Aerospace Education: C. E. Neal, GS-12
Director of Information Management: TSgt Terry L. Tookolo
Director of Logistics: SMSgt Dennis J. Giroir

During 1991 several staff retirements occurred so that by the end of the year the following personnel were in place:

Commander: Colonel James P. Fleming
Secretary: Ms Kay Brewer, GS-6
Director of Operations: Lt Colonel Douglas J. Miller

(more)

Narrative

USAF LIAISON PERSONNEL
USAF-CAP SOUTHWEST LIAISON REGION

(Continued)

Director of Training: Lt Colonel John R. Carpenter
 Director of Aerospace Education: C. E. Neal, GS-12
 Director of Information Management: TSgt Terry L. Tookolo
 Director of Logistics: MSgt Louis Anderson (to report January 1992)

Additional USAF personnel were assigned in 1991 to assist each Wing within the Civil Air Patrol's Southwest Region. These persons reported to the USAF-CAP Southwest Liaison Commander and were officed near respective Wing Headquarters. They were:

Arizona: Lt Colonel John Hurry and MSgt John D. Myers
 Arkansas: Lt Colonel Michael F. Seibel and TSgt Kenneth E. Skelton
 Louisiana: Lt Colonel Leroy Titus and TSgt Hugh R. Campbell
 New Mexico: Lt Colonel Steven A. Saunders and MSgt James K. Bokish
 Oklahoma: Lt Colonel William J. B. Slater and TSgt Michael J. Robertus
 Texas: Lt. Colonel Fred M. Ayoub and MSgt Miguel Martinez

As with Liaison Region Headquarters, the Liaison Staff had several retirements and transfers during the course of the year so that by December the following personnel were in place.

Arizona: Lt Colonel Martin A. Nickerson and TSgt Harold D. Scobee
 Arkansas: Lt Colonel Stephens F. McCauley and TSgt Kenneth E. Skelton
 Louisiana: Lt. Colonel Leroy Titus and TSgt Tammie L. McGee
 New Mexico: Lt Colonel Gary R. Spivey and TSgt Vincent J. Bonino
 Oklahoma: Lt Colonel William J. B. Slater and TSgt Rosa L. Davis
 Texas: Lt Colonel Fred M. Ayoub and MSgt Miguel Martinez

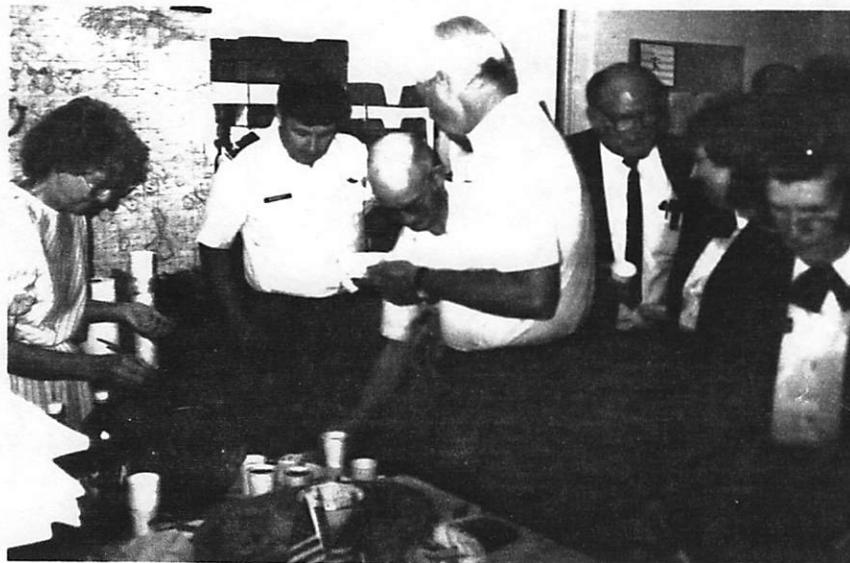
Region Reserve Commander for the Southwest Liaison Region remained Lt Colonel Edward F. Bergeron.

The Southwest Region had 55 Air Force reservists assigned to the Reserve Assistance Program (RAP). They had a two-fold mission: First, to provide CAP unit commanders with professional advice and assistance in the execution of CAP missions and in the conduct of special programs. Second, to provide reservists with the opportunity to remain proficient in the Air Force specialties wherever possible.

Narrative

RETIREMENT PARTY

Party and plaques were given 22 July honoring USAF-CAP Southwest Liaison Region personnel retiring in the near future. Feted following CAP Southwest Region Staff Meeting at NAS, Dallas, were Air Force Col Richard Baskett, Lt Col Ray Walbridge, Lt Col D. A. Hall, and SMSgt Dennis Giroir.



Narrative

RETIREMENT PARTY
for
USAF Personnel
(Cont.)



Communications Highlights- 1991

I. SHARES

SHARES is an interagency program wherein an agency can enlist the resources of other agencies to facilitate communications when necessary. Although there are many cooperating agencies, Civil Air Patrol is one of the stronger "players", since CAP has more stations than most, and Civil Air Patrol conducts regular nets, thus encouraging participation and proficiency. Southwest Region stations participated in two SHARES practice exercises in 1991. CAP participation is sufficiently valuable that the SHARES program has authorized 75 additional CAP stations for next year. The Southwest Region currently has 20 stations listed officially as SHARES stations, and will add additional stations in 1992.

II. Frequency Changes.

Through negotiation with Air Force MARS, the Civil Air Patrol and AFMARS now share VHF FM frequencies to the mutual benefit of both agencies. The immediate advantage to CAP is a second repeater pair which is not in conflict with the satellite services, and thus may be used more widely. An anticipated benefit will be a simplex frequency for packet radio networking.

III. Repeater equipment.

Additional new repeater equipment was received and distributed throughout the region to replace marginal equipment and, in some cases, to add repeaters in key areas. Cooperation among the wings in the region allows some repeater installations to overlap into adjacent wings, and thus to serve more than one wing. Records show 80 repeaters in the region as of years end.

IV. Digital Communications.

A nationwide packet network is planned wherein administrative traffic can be sent, in hard copy, to any unit in the entire CAP structure. An extensive network exists along both the eastern and western coasts of the continental United States, with HF connection between them. It is now possible for a station on the east coast to address traffic to the National Commander which will reach him, in hard copy, the following day (or sooner). Several of the wings in this region are actively pursuing the installation of digipeater stations to serve this goal. Arizona has an established structure which serves well in mission situations, and is now forming network nodes which should be able to communicate with California and Nevada networks, thus linking Arizona into the existing neophyte nationwide structure.

V. Highlights

- A. With the aid of amateur radio operators, units in Texas provided real-time airborne video coverage of the December floods for use by some county Emergency Management Offices. Once the problem areas were identified, crews flew daily airborne reconnaissance missions, taping the conditions for analysis by the EOC personnel.
- B. Participation in the region HF net has improved markedly in the past year. Most wings are represented on one or more nets each week, making the net a viable means of disseminating administrative traffic. When VHF relays are included, the total checkins have exceeded 100 on several occasions, reaching 125 or more on a couple of nets.
- C. Although Texas, and perhaps other wings, have used airborne repeaters to extend communications during some mission situations, such use is rare. Arkansas demonstrated the viability of this communications technique by successfully coordinating resources during a statewide earthquake drill, operating an airborne repeater from a USAFR C-130 during the exercise.

Narrative

Southwest Region plans college

DALLAS -- "91 in '91" is the student attendance goal Maj. Connie Hacker has set for Southwest Region's 1991 Staff College. As director for this year's college, Major Hacker, according to Maj. Dale Frizell, Southwest Region Public Affairs officer, knows she has set an ambitious objective for herself and her staff, but is confident this college will be "tops."

Since basic curriculum for a region staff college is dictated by Civil Air Patrol Manual 50-17, Civil Air Patrol Senior Member Training Program, Major Hacker feels that people and special programs will set Southwest Region's 1991 Staff College apart.

Major Hacker, according to Major Frizell, is conducting an active recruiting program

for staff positions. "I am looking for staffers who have had positive experiences with region staff college, and who would like to share those experiences with others," said Major Hacker.

Major Hacker intends to build on successes of previous staff colleges to guarantee her students' time is well spent and interesting. "We have always tried to include unique activities within Southwest Region Staff College's program," said Major Hacker. "Last year, students were given an orientation flight aboard an Air Force KC-10 Extender to observe mid-air refueling. This was one of the highlights of the week."

A sense of continuity will be enhanced by the college's return to Barksdale AFB, La.,

for a second consecutive year. A number of staffers are repeats from last year and are familiar with facilities at Barksdale. This fact, says Major Frizell, will eliminate surprises that occur when people come to a new site.

Additionally, Major Hacker sees timeliness as a major issue in terms of Civil Air Patrol's mission.

Southwest Region's 1991 Staff College will be held at Barksdale AFB, La., July 27 - Aug. 3. If interested in serving on staff, or applying as a student, contact:

**Maj. Connie Hacker,
3411 Concord
Amarillo, TX 79109.**

Prospective applicants may also call her at (806) 353-6016.

Civil Air Patrol News
April 1991

Narrative

Southwest RegionCommanders

Col D. Harold Byrd	April 1952 to February 1953
Col Emmett C. Rushing	February 1953 to February 1957
Col James L. Camp	February 1957 to February 1961
Col George J. Race	February 1961 to February 1962
Col Forrest L. Cannon	February 1962 to October 1962
Col James L. Camp	16 October 1962 to 13 January 1963
Col Walter M. Sanford	21 March 1963 to 12 August 1968
Col Claude L. Chambers	12 August 1968 to 8 November 1970
Col Luther Bogard	8 November 1970 to 31 December 1974
Col Marcus R. Barnes	1 January 1975 to 29 March 1976
Col Johnnie Boyd	29 March 1976 to 10 September 1978
Col John P. Sopher	10 September 1978 to 1 December 1979
Col Sammie V. Pierce	1 December 1979 to 8 January 1983
Col George R. Way	8 January 1983 to 14 August 1987
Col Harold W. Bowden	14 August 1987 to 31 March 1989
Col Robert C. Bess	31 March 1989 to 10 August 1991
Col Fred C. Latchaw	10 August 1991 to current

Narrative

1991
SOUTHWEST REGION
WING COMMANDERS

<u>WING</u>	<u>COMMANDER</u>
Arizona	Colonel Gilbert Day
Arkansas	Colonel A. G. Melson Succeeded by Colonel Thommie Herndon
Louisiana	Colonel Wallace P. Ansardi
New Mexico	Colonel Robert B. Haulenbeek Succeeded by Colonel Donald G. Jakusk
Oklahoma	Colonel Ramon L. Busick Succeeded by Colonel S. T. Ayers
Texas	Colonel Hal Parker Succeeded by Colonel Cherry A. Barr



CHANGE OF COMMAND — Col. Robert B. Haulenbeek Jr., left, passes the flag of command of New Mexico Wing to Southwest Region Deputy Commander, Col. Thomas L. Todd, right, prior to Colonel Todd presenting command to New Mexico Wing's newest Commander, Col. Donald G. Jakusz, center. This formal Change of Command ceremony took place during New Mexico Wing's recent annual conference in Albuquerque, N.M. (Civil Air Patrol Photo courtesy New Mexico Wing)

Command changes during annual wing conference

Narrative

CIVIL AIR PATROL PIONEERS

A nation-wide search was activated in 1991 to locate and identify Civil Air Patrol's "Pioneers." These Pioneers include both Charter Members and Founding Members.

By definition, as explained in the June 1991 issue of Civil Air Patrol News, Charter Members are those who were in Civil Air Patrol on the date of its founding, 1 December 1941.

Founding Members are those who joined anytime between 2 December 1941 and 1 December 1942.

Initial efforts have produced several names of CAP Pioneers. Special recognition was given during CAP's National Board Meeting in Washington, D. C., in 1991. Search for more names continues.

Numerous pioneers from the Southwest Region were identified. A list of them follows.

Narrative

FOUNDING MEMBERS
SOUTHWEST REGION

ARIZONA

Capt. Thomas J. Laird
1008 Ironwood Drive
Sun City, AZ 85351
602-933-2020

Joined CAP: Dec. 41, Asbury Park, NJ Squadron. Intelligence officer. Coastal Patrol observer.

Fern Shewbrook Ueckect (FOUNDER)

7530 Dead Man's Gulch (From April until Nov)
Florence, AZ 85232
602-868-4231

Address Nov to April:

P O Box 55
Edgewood, NM 87015
505-281-2210

Joined CAP: Fall of 42 in Phoenix, AZ. Private Pilot License dated 1942, No. 106414. Her flying group was at Sky Harbor Airport in Phoenix.

ARKANSAS

Garland Anthony, Jr.
304 Valley Club Circle
Little Rock, Arkansas 72212
501-224-4407

Joined CAP: 1942 in Grand Isle. Flew Coastal Patrol.

Quenton DeClerk

Little Rock, Ark.

Joined CAP: 1942. Flew Coastal Patrol, Grand Isle, LA.

William L. Heim

112 Brandt Pt.
Hot Springs, Ark. 71913
501-525-8990

Joined CAP: Aug 1942. Rejoined several years ago.

Lt Col David T. Herndon

9201 Herndon Road
Little Rock, Ark. 72204
501-565-5136

Joined CAP: 1 Dec 42. Rejoined several years ago.

Sr. Mem. Flossie D. Herndon

9201 Herndon Road
Little Rock, Ark. 72204
501-565-5136

Joined CAP: 1 Dec 1942. Rejoined. Current wing nurse.

Narrative

CHARTER/FOUNDING MEMBERS
SOUTHWEST REGION

Cont. page 2
ARKANSAS

John McRae
1115 Cottonwood Ln.
Scott, Ark. 72142
501-961-9755
Joined CAP: 1942. Coastal Patrol, Grand Isle, LA.

LOUISIANA

Gerland Anthony, Jr.
No info.

Louis M. Bertucci (FOUNDER)
Original pilot, Grand Isle

Maurice A. Brown (FOUNDER)
Original pilot, Grand Isle

Annelle Henderson Bulecheck
242 Bruce Avenue
Shreveport, LA 71105
318-865-3823
Joined CAP: March 1942. Lake Charles Squadron.

Nancy Stone Crowe
2035 23rd Street
Lake Charles, LA 70601
318-477-9820
Joined CAP: March 1942. Lake Charles Squadron.

Earl A. Dimitry (FOUNDER)
Original Pilot, Grand Isle

Lawrence G. Englert
No info.

William L. Heim
No info.

Raymond B. McClain
No info.

Lt Col Pat D. McHenry
2104 Emerson Street
Monroe, LA 71201-2617
318-322-5571
Joined CAP: April 1942. Ser. No. 48288. Squadron commander.
Continuous membership except while in service.

Narrative

CHARTER/FOUNDING MEMBERS
SOUTHWEST REGION

Cont. page 3

LOUISIANA

John B. McRae
No info.

TEXAS

Braden E. Clough
Rt 2, Box 1190
Dickerson, Texas 77539
Non-current member. In November 1942 was in Galveston News about Squadron 814, Group 4.

Louis DiCarlo
Rt 1, Box 340
Anahuac, Texas 77514
409-267-3621
Joined CAP: March 1942. Lake Charles Squadron. Coastal Patrol, Grand Isle, August 1942

Larry Fletcher (FOUNDER)
Fletcher Aviation Inc.
Houston, TX 77061
Joined CAP: May 42. Non-current member. Pilot with Coastal Patrol from 18 May 1942 to 31 August 1943.

Alvin H. Gautrauz (FOUNDER)
Grand Isle

Lt Col Robert L. Gilbert, Sr. (FOUNDER)
4258 Dody St.
Corpus Christi, TX 78411
Joined CAP: June 1942. Current member of Group 3, Unit #42358.

Josephine D. Gilbert
Conn Wg Founding member 1941-50
Per LO Office Lt Col Fred Ayoub TX WG

William G. Lum (FOUNDER)
Original Pilot, Grand Isle

Grenes M. Meisner

Nat P. Pedro

James F. Reagan
6200 Hurds Lane
Galveston, TX 77551 Non-current member. In November 1942 was in Galveston News about Squadron 814, Group 4.

SENIOR TRAINING REPORT**1 JANUARY - 31 DECEMBER 1991****SUBMITTED BY LT COLONEL JACQUELYN L. FLOYD**

Per CAP-MAP Report dated 31 December 1991:

1. ARIZONA

- a. National Staff College - 3 Students
- b. Region Staff College - 11 Students
- c. Corporate Learning Course - 1 Course
- d. Squadron Leadership School - 1 Course

Total - 250 points

2. ARKANSAS

- a. National Staff College - 1 Student
- b. Region Staff College - 8 Students
- c. Corporate Learning Course - 1 Course
- d. Squadron Leadership School - 1 Course

Total - 250 points

3. LOUISIANA

- a. National Staff College - 4 Students
- b. Region Staff College - 8 Students
- c. Corporate Learning Course - 1 Course
- d. Squadron Leadership School - 1 Course

Total 250 points

4. NEW MEXICO

- a. National Staff College - 2 Students
- b. Region Staff College - 0 Students
- c. Corporate Learning Course - 1 Course
- d. Squadron Leadership School - 1 Course

Total 185 points

5. OKLAHOMA

- a. National Staff College - 2 Students
- b. Region Staff College - 4 Students
- c. Corporate Learning Course - 1 Course
- d. Squadron Leadership School - 1 Course

Total 206.7 points

Narrative

6. TEXAS

- a. National Staff College - 5 Students
- b. Region Staff College - 4 Students
- c. Corporate Learning Course - 4 Courses
- d. Squadron Leadership School - 4 Courses

Total 192.6 points

SOUTHWEST REGION STAFF COLLEGE was held from 27 July thru 3 August 1991 at Barksdale Air Force Base, Bossier City, Louisiana. There was a total of 36 students and 21 staff. The main problem of this college was that the air conditioning went out from the 25th of July thru the 30th of July. Only one student because of his health had to go back home.

Attached is the Director's Report for a summary of the college.

DIRECTOR'S REPORT

This is the Director's Report for the 1991 Southwest Region Staff College (SWRSC) held 27 July - 3 August 1991 at Barksdale Air Force Base, Bossier City, Louisiana. This report is being compiled in both the long and short form. The long form includes attachments and will be distributed to next year's SWRSC Director, SWR-CAP Hq. and CAP/USAF Hq. The short form will not have attachments and will be distributed to staff and students of the 1991 SWRSC.

The day after the close of the 1990 SWRSC, the Southwest Region Commander, Col. Bob Bess, appointed me Director and chose Barksdale Air Force Base Bossier City, Louisiana, as the site for the College. SMSGT Lawrence Dale Weber, USAF, was called and advised of these decisions as he serves as the BAFB liaison to the CAP. SMSGT Weber also holds the rank of Major, CAP and was a student at the 1990 SWRSC.

The Southwest Region Air Force Liaison Office was contacted and asked to secure a date for the 1991 SWRSC.

At the conclusion of the 1990 SWRSC, staff and students were given forms to be returned to the Director expressing their interest in serving on staff in 1991. From these forms, some staff selection was made in early September. Selections continued into early 1991. The first selection of staff was the the positions that would require the most time to prepare for the College. These included Curriculum Coordinator, Public Affairs Officer, Administrative Officer, Evaluation, and Protocol. The Deputy Director and Commandant of Students were also selected at this time. Each of these individuals had served on staff previously and had proven abilities.

Selection of personnel to fill the above positions as early as possible was essential to the success of the College. The Public Affairs Officer and the Administrative Officer had both filled the same positions in 1990; therefore very little guidance from me was necessary. Both did outline plans for me, so I was kept informed. Regulatory materials and suggestions were sent to the Curriculum Coordinator and the Protocol Officer.

The Public Affairs Officer sent recruitment letters to all senior members in the Southwest Region who had not previously attended a staff college. This effort generated several student applications as did the CAP News announcement of the College in January. The CAP News also carried an article about the College in the April, 1991 issue. A second bulk mailing was sent to each squadron in the Region.

The first recruiting efforts were made at the Texas Wing Conference in Austin, Texas on September 7, 8 and 9. A staff college reunion and hospitality room at the Southwest Region Conference in Dallas on October 4, 5 and 6, furthered this cause. In addition, a skit was performed at the General Assembly to promote interest in the College. I had meetings in Dallas with the 1989 and 1990 Directors, Col. Dottie Warren of Southwest Region, Lt. Col. Lee Titus, Louisiana Wing Liaison Officer, and Lt. Col. Dave Hall and Col. Richard Baskett of the Southwest Region Liaison Office.

In addition to recruiting staff and students by mail, the Public Affairs Officer and the Southwest Region Senior Programs Officer, attended several conferences, Squadron Leadership Schools, and Corporate Learning Courses, giving attendees information about the College. The Deputy Director wrote an article about the College and had it published in his Wing newsletter. The individual staff members put forth a lot of effort

to recruit staff members and students for the College; however, we received very little, if any, assistance from the individual Senior Training Programs Officers at the Wing level.

Because we had just finished a College at Barksdale AFB and were very familiar with the facilities and staff, I anticipated just one visit to the site to finalize plans for the 1991 College. The Southwest Region LO's office, in coordination with the Louisiana Wing LO, was to handle most of the details concerning the facilities. I did request the Curriculum Coordinator to plan a visit to Barksdale AFB to meet with the instructors at the NCO Academy.

Many things were to change during the year...renovations to the facility, a war, a new Curriculum Coordinator, a new Senior Programs Officer at Region, personnel changes in the Southwest Region Liaison Office, etc. After he returned from his war duties, SMSGT. Dale Weber, and I visited many times by telephone, and his help was invaluable in planning the College. The Curriculum Coordinator did visit Barksdale in person to establish the curriculum with the NCOs.

Initial deadline for student applications was set at 15 May 1991 and was later extended to 1 July 1991. At one time, sixty-four applications had been received. Forty-seven sent deposits in advance. Seven refunds were made as the students cancelled prior to the deadline. On registration day, twelve students failed to show. Eight of those had made deposits. We had thirty-seven students registered. One withdrew after the College started, leaving the College with thirty-six students.

The 1991 SWRSC graduated thirty-six students. The thirty-six were divided into six seminars. There were students from each state in the Region with the exception of New Mexico. There were twenty-one full time (resident) staff, and two USAF Reservists assigned to the College. The NCO Academy provided instructors. Attached is a list of the students, staff, instructors, and winners of the various categories of competition.

The CAPM 50-17 requirement for the Region Staff College was supported by the subjects covered in the College. Specific projects for which awards were made were: Military Letter, Newsletter, Speech, Video, and Guidon.

A limited Bookstore was available for staff and students. Yearbooks and SWRSC tee shirts were also sold.

I arrived on site on Thursday, 25 July 1991, before the College began on Saturday. Other early arrivals included the Deputy Director, Administrative Officer, Public Affairs Officer, Bookstore Manager, and two USAF reservists assigned to the College. The remainder of the staff, with the exception of the Commandant of Students, arrived on Friday. A staff meeting was held each day. After the first general staff meeting, the Seminar Advisors and assistants were not required to attend the meetings. The Curriculum Coordinator had been assigned the task of disseminating information to them. There were no staff no-shows.

The College began with registration on Saturday, 27 July. Each student received a registration packet which included a schedule of daily events and other information. Rooms and seminars were assigned at this time. A social mixer was held at the NCO Club Annex. This was to be a semi-formal affair; however, due to the lack of air conditioning at the facility, staff and students were allowed to dress casually.

Upon arrival at Barksdale AFB, I was informed that the air conditioning on the entire east side of the base was out. Further, there was no hot water. I later discovered the clothes dryers did not work in some of the buildings. Personnel at the Academy thought the problems would be remedied by Sunday. The NCO Academy Headquarters was being remodeled and was not available for use. It was, therefore, necessary that we use seminar rooms in several different buildings. We spent a lot of time trying to work around these inconveniences rather than being able to devote ourselves totally to the mission at hand. Room and seminar assignments had to be reworked at the last minute due to the twelve no-show students.

I had requested that the Administrative Officer, the Protocol Officer, the Curriculum Coordinator, and the instructors prepare and copy all their material prior to arriving at the College as I was aware we would have a copier problem. Two of the staff members in Shreveport had attempted to locate a copier for us at a reasonable cost, but the rental costs quoted were prohibitive. I felt our only further need for a copier would be the nightly RSC Rag and the student and staff lists, along with any schedule changes. It did not work quite that way! We found a facility off base where we could make copies twenty-four hours a day at a reasonable cost. It was an inconvenience to the staff members, but the cost was much less than the rental and paper would have been.

A twenty-four telephone was set up for the Administrative Office for incoming calls to students and staff. The Administrative Officer and his assistant took care of it during the day, and members of the Shreveport Senior Squadron manned it at night. They also kept the master key to the rooms in case anyone got locked out.

At the opening assembly on Sunday morning, announcements were made, the schedule was discussed, and students were told the purpose of the College. Projects were discussed, and students began getting acquainted and working together.

We were advised today that the part that came in for the air conditioner did not work. It will be a few more days. Bad news as some of the staff and students are getting stressed a little early in the game.

The Base Commander welcomed us to Barksdale AFB on Monday morning. Thanks to Major Weber's call to Civil Engineering, we now had a portable aircraft air conditioning unit in the auditorium. It was not like regular air conditioning and was a little noisy, but it did make the room bearable. The NCO instructors were, as usual, outstanding, and I think the students reacted favorably to them. The KC-10 orientation flight, arranged by Major Dale Weber, took place Monday night. All staff and students who wanted to go were taken on a four hour flight in which they were able to witness an actual in-flight refueling operation. Fifty staff and students participated in the flights in three KC-10 aircraft. The evaluations reflected this was one of the high points of the week. The three to four hours in the air conditioning was a welcome relief also.

By Tuesday, students were hard at work on their projects and beginning to come together as groups. This was the day of the dreaded two minute impromptu speech. The evaluations reflect this was one of the low points of the week. I cannot help but think that the total lack of air conditioning in the dorms, classrooms, and the dining hall had an adverse effect on the speeches. Conversely, the topic "Preparing and Giving a Speech" received a very high rating. Maybe the students just wanted to hear about giving a speech and not give one.

Wednesday brought a pleasant surprise to us. We finally had air conditioning, hot water, clothes dryers, etc. With a long auditorium day scheduled, this was quite timely. A picnic, complete with hamburgers, hot dogs and all the trimmings, was held at a park on the base. Each seminar was asked to prepare a short skit on the theme of CAP's 50th Anniversary. The picnic and skits provided some much needed relaxation and humor. As usual, the mid week break provides a new perspective from yesterday's activities which reflected beginnings of frustration and stress levels which are an integral part of the learning process at the College.

On Thursday, some schedule changes were necessary to facilitate filming of the video projects. The group problem solving and the seminar Tinker Toy exercise were not as well received as Col. Frizzell's talk on squadron meetings. Surprisingly, the students were excited about the five minute speeches...quite a turnaround from the two minute impromptu speeches. Evaluations reflected that students have very little tolerance for schedule changes. Flexibility is not a part of their plan. I would guess this comes from the pressure of having deadlines on projects and their expectation that proper planning would prevent any change. Even a change for the better is not acceptable. Despite the complaints about the changes, the students were accomplishing their tasks showing that the group efforts were working. Students now know that they cannot accomplish a task on their own and must resort to a group effort. The plan is working.

Friday was a real "down" day. The "One Minute Manager" was not terribly well received by some. Others felt it was quite helpful. A planned thirty minute video broke and could not be shown. A substituted "Ethics" film was just so-so among the students. Graduation practice had a few false starts. The layout of the auditorium, some physical limitations among staff and students, and the limited space necessitated changing the original plan. Here again, the change appeared to the students and staff as inefficiency and poor planning. Students spent the remainder of the day working on their projects.'

Many guests arrived on Saturday to witness the guidon presentations, the ten minute speeches, and the graduation exercise. The final decision for awards to be presented was made after the speeches and guidon presentations. By planning ahead and having the awards partially prepared in advance, we were able to have them completed and presented at the Dining Out. The identity of the recipients was not known to anyone beyond the selection committee prior to the presentation at the Dining Out. This gave an added excitement to the evening.

The Dining Out was well done by the NCO Club. The facility was very good, the food was great. The Protocol Officer and the Assistant Protocol Officer spent many hours making the decorations reflecting a theme of CAP's 50th Anniversary in red, white, and blue. Mr. President and Mr. Vice controlled the evening in a very proper and humorous way. For most students, this was their first experience at a Dining Out, and the comments were very favorable. Most seemed to also enjoy their roles as escorts and greeters. There were twenty-one guests at the Dining Out..

1991 SOUTHWEST REGION STAFF COLLEGE
ATTENDANCE, AWARDS, AND HONORS SUMMARY

	STUDENTS	STAFF
ARKANSAS	8	1
ARIZONA	8	3
LOUISIANA	10	5
OKLAHOMA	4	3
TEXAS	6	9
NEW MEXICO	0	0
	36	21

AWARDS

BEST MILITARY LETTER	Robert Penton
BEST NEWSLETTER	Marguerite Hatok
BEST SPEECH	Bohn Wanamaker
OUTSTANDING STUDENT	Peter Shull
BEST GUIDON	Seminar 4
BEST VIDEO	Seminar 3
OUTSTANDING SEMINAR	Seminar 4
SPECIAL CATEGORY:	
Director's Challenge	Terrance Johnson
BEST PERFORMANCE IN A	
SUPPORTING ROLE	Dale Weber

SEMINAR

1
2
3
4
5
6
*Selected

MESS PRESIDENT

Maurice Kneeland
Gino Mondini
Robert Murphy
Ken Weis
* Peter Shull
Richard Worthington

VICE

Marguerite Hatok
Evelyn Denison
Robert Penton
Norma Williams
Felino Valiente
* Bill Baley

Candidates for Mess President and Vice were nominated within the respective seminars and elected by the seminars. Final selections were made by staff.

INSTRUCTORS

ACADEMY

TSgt. Susan Atlas
TSgt. Larry Woods
MSgt. Rick Wolf
TSgt. Carol Thornton
MSgt. Gene Evans

CAP

LTC Ben Frizzell
Major Colin Fake

Overall, I feel the College was very effective, and we accomplished the original objectives. I do believe the days the staff and students spent without air conditioning and hot water had a negative effect on the College. The fact that we were in many different buildings also detracted from the effectiveness of the College. Despite the adversities, the staff and students were real "troopers".

The NCO Academy staff instructors, who were on leave and gave of their own free time, were excellent.

During the early days of the College, I dealt with many complaints about the facilities, the lack of air-conditioning, our policy of not allowing married students to room together, uniform problems, and friends wanting to be in the same seminar. A few threatened to leave the College, but in the end, we had lost only one student and that was due to a medical problem.

At the end of the day, I spent time with the Evaluation Officer reviewing comments of the previous day from the student evaluations. Comments indicative of problems were discussed with the appropriate staff member for action. The daily comments indicated the progress of the seminars. A scale of 1 to 5 was used with 1 being poor and 5 being excellent. The daily Program Evaluation Summary averaged the daily activities over the week at 4.16. The question of "How's staff college so far?" went from a low of 3.61 to a high of 4.44. The more favored activities of the week were the CAP MAP presentation (4.63), the KC-10 flight (4.87), Preparing and Giving a Speech (4.54), and the Picnic (4.66). The least favored were the One Minute Manager Film (3.91), Ethics (3.26), and the two minute impromptu speech (3.71).

Student observations reflected the main topic of conversation and concern in the first four days of the college was the lack of air conditioning. The Evaluator felt that while this was a very unpleasant experience, it did tend to bring the majority of the students together and that teamwork prevailed in spite of the heat. Morale soared on Wednesday when the air conditioning was turned on. Evaluations went down some on Thursday and Friday, though not drastically. The stress of completing projects was reflected. Graduation was given a rating of 4.7. Staff performance at the college was given an overall rating of 4.25, and the Dining Out was rated 4.67. The overall SWRSC rating of 4.06 indicates students did have a positive experience.

The staff and students were appreciative of the efforts of Barksdale AFB and support personnel to make this a good learning experience for them as well as a memorable personal experience.

Many months of planning for this College did not prevent our having problems and realizing that many things could have been done differently on site. Many last minute changes had to be made, and some handled this better than others.

Based on my experiences at staff colleges, I would make the following recommendations for future colleges:

1. Rent a copy machine.
2. Eliminate the yearbooks.

3. Work with individual Wing Senior Training/Programs Officers to internally publicize the College.
4. Revise the Student Information Guide to include such categories as "proper civilian wear".
5. Eliminate the middle-man and have all pre-school correspondence done by the Director.
6. A system of receiving Form 17s needs to be established. Many of them were sent directly to the Director, some sent to Wings and some to Region. Some were received by me in a few days, and some were delayed at the Wings/Region for months.
7. Reduce the number of Air Force and Region observers at the College. Reduce the number of USAF reservists. One would be sufficient. Obtain the services of a CAP/USAF Liaison NCO at the base and solicit support from the Wing LO Office.
8. Have a Communications Officer.
9. Have an unassigned staff member.

The Region Commander has designated as Director of the 1992 Southwest Region Staff College Major James Mooney, 2440 E. Hale St., Mesa, Arizona 85213, Telephone AC602-835-6545. All correspondence relating to the 1992 SWRSC should be directed to him.

*Submitted by,
etc. [Signature]*

Narrative

SOUTHWEST REGION STAFF COLLEGE

BARKSDALE AFB

26 July-3 August 1991

Mixer (Get Acquainted Program)



Narrative

SOUTHWEST REGION STAFF COLLEGE

BARKSDALE AFB

26 July-3 August 1991
KC 10 Orientation Ride



Narrative

SOUTHWEST REGION STAFF COLLEGE
BARKSDALE AFB
26 July-3 August 1991



Col James P. Fleming, USAF, Commander,
USAF-CAP Southwest Liaison Region,
addresses the College Assembled Group.



Head Table at Formal Dining Out Banquet at College.



96001

HEADQUARTERS, SOUTHWEST REGION
CIVIL AIR PATROL
AUXILIARY OF THE UNITED STATES AIR FORCE
P.O. BOX 31, BLDG. 1239
DALLAS NAS, TX 75211-9505



96001

Reply to
attn of: CC

20 MAY 1992

Subject: Policy Letter 92-07, Mission Uniform Policy

To: All Southwest Region Personnel

1. This letter establishes a Region-wide Uniform policy for the following types of mission flying:

(1). Appropriate civilian clothing may be worn when flying Customs or DEA missions when requested by the agency being flown.

(2) Dress for all other missions will be IAW CAPM 39-1, Ch.9 Sect. B-5 and CAPR 60-1, Ch. 5 Para. 8. (At no time is civilian attire authorized for CAP members in Corporate Aircraft except in the case 1. (1).

2. This policy will remain in effect until rescinded by this Headquarters in writing.

FOR THE COMMANDER

Chuck Leath

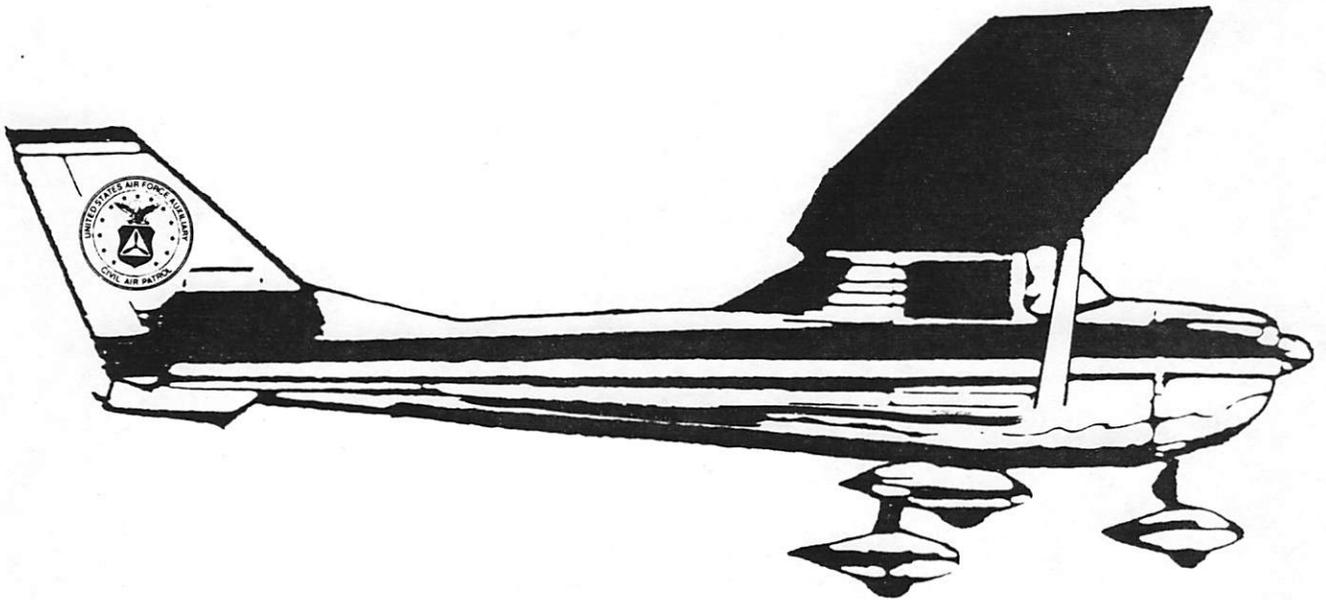
Chuck Leath, LTC, CAP
Director of Administration

cc. RCN
DSC/OPS
DSC/ES

Narrative



1941-1991
Civil Air Patrol
FIFTY YEARS OF SERVICE



Narrative

MANAGEMENT ANALYSIS PROGRAM

The primary way Civil Air Patrol had in 1991 of judging its various units as to preparedness toward meeting established missions centered around Cadets, Emergency Services and Aerospace Education was the Management Analysis Program.

Results, or standings, for 1991 were most disappointing for the Southwest Region, particularly when a little more effort would have made a considerable difference in final standings. The Region was in eighth or last place.

Following is a list of Region standings shown in the 1 January to 31 December 1991 CAP-MAP Report:

<u>Region</u>	<u>Average Score</u>	<u>Place</u>
Middle East	2887.0	1
Great Lakes	2710.0	2
Southeast	2709.7	3
North Central	2685.0	4
Pacific	2642.1	5
Northeast	2537.0	6
Rocky Mountain	2495.6	7
Southwest	2459.8	8

(more)

Narrative

Management Analysis Program

(Cont.)

Points accumulated toward Region standings were earned by the Wings within each Region. Standings, as noted by National Headquarters were very close in several cases. The standings of all Wings follow, with those from Southwest Region note by an asterisk:

***** STATE STANDING *****		
STATE	SCORE	PLACE
CT	3246.2	1
SC	3188.1	2
MA	3151.1	3
HI	3150.7	4
NV	3082.4	5
ND	3050.5	6
IN	3050.0	7
DE	3002.1	8
IA	2959.9	9
TN	2913.7	10
NC	2908.4	11
DC	2894.5	12
UT	2871.2	13
AL	2864.1	14
MN	2805.8	15
KS	2778.4	16
KY	2764.7	17
MD	2761.6	18
WY	2755.4	19
GA	2754.1	20
VT	2732.8	21
SD	2730.7	22
VA	2729.4	23
WV	2724.6	24
IL	2712.8	25
X LA	2709.9	26
PR	2705.4	27
OH	2619.3	28
X AZ	2610.0	29
MI	2601.3	30
RI	2595.3	31
FL	2572.0	32
WA	2569.4	33
PA	2516.3	34
WI	2511.9	35
X TX	2509.7	36
CO	2509.4	37
MT	2494.2	38
X AR	2476.4	39
MS	2449.1	40
OR	2448.4	41
X OK	2437.8	42
NY	2354.1	43
AK	2323.3	44
CA	2278.7	45
NJ	2255.0	46
NE	2239.2	47
MO	2230.5	48
NH	2131.9	49
X NM	2015.1	50
ME	1850.4	51
ID	1847.8	52

(more)

Narrative

Management Analysis Program
(Cont.)

What were some of the areas in which substantial numbers of points were lost by the Southwest Region in 1991?

In Cadet Growth, of the possible 1200 points none was earned for a loss of 1200 points. In senior Growth, 1054 points were lost out of a possible 1200.

Only 94.2 points were earned out of a possible 1200 in Aerospace Education Officers attending Aerospace Education Seminars. Chaplain Effectiveness was another loser with only 775.5 points earned out of a possible 1200 for a loss of 424.5 points.

The loss of points is of great concern to the Southwest Region Commander and his Staff. Even more effort will be extended to Wings to assist in improving this CAP-MAP scoring in the future.

Narrative

OPERATIONS

Several Staff changes occurred in the Operations Section in 1991. Lt Colonel David L. Floyd replaced Colonel Marcus R. Barnes as Deputy Chief of Staff for Operations. This change also affected the Southwest Region membership on the National Operations Committee. Lt Col Floyd succeeded Col Barnes as Primary Representative from the Region. Lt Colonel Raymond Walbridge became Alternate and Lt Colonel Harrison Hamer second Alternate.

Lt Col Walbridge in late 1991 was named assistant Deputy Chief of Staff for Operations. He shortly before had retired from the U S Air Force and joined the Civil Air Patrol. His last Air Force assignment had been Director of Operations on the USAF-CAP Southwest Region Liaison Staff at Dallas. Lt Col Hamer also serves as the Region Standard Evaluation and Chief Check Pilot.

Operational plans are that Emergency Services will become a part of the Operations function, thus placing all such services and flying under one office. Additionally, changes in CAP Regulations (CAPR 60-1, CAPR 50-15 and CAPP 2) were expected to be released in early 1992. These changes are expected to provide major adjustments in how the Civil Air Patrol Mission is to be carried out in the future. Active members have been encouraged to obtain copies when available and become familiar with all changes.

Counter Narcotics

Lt Colonel Orlan D. Scott, Southwest Region Counter Narcotics Director, reported that Region activity in assisting the Federal Government in stemming the flow of narcotics and of allied activities in 1991 was very impressive, as noted in the following data:

(more)

Narrative

Counter Narcotics
(Cont)

<u>Wing</u>	<u>Missions</u>	<u>Sorties</u>	<u>Hours Flown</u>
Arizona	219	221	1150.9
Arkansas	211	323	820.4
Louisiana	30	171	151.5
New Mexico	148	780	2063.1
Oklahoma	21	50	113.7
Texas	<u>851</u>	<u>1468</u>	<u>7455.8</u>
Total	1480	3013	7755.4

-0-

Narrative

Emergency Services

Emergency Services functions are vital to the Civil Air Patrol's meeting parts of its mission objectives. The U.S. Air Force Rescue Coordinating Center reported that in 1991 it conducted 2,758 missions which were developed from 1,993 incidents and 5,788 emergency locating transmitter emissions. Following is a list of Emergency Services activities in the Southwest Region as reported by the Air Force Rescue Coordinating Center:

<u>Wing</u>	<u>Number of Missions Assigned by USAFRCC</u>	<u>Total Flying Time (Hours)</u>
AR	25	50.1
AZ	68	1,278.7
LA	83	132.1
NM	65	715.7
OK	39	146.3
TX	148	806.9
<u>Total</u>	<u>428</u>	<u>3,129.8</u>

Southwest Region participated in about 15.5 per cent of the total missions.

Deputy Chief of Staff Lieutenant Colonel O. G. (Pete) Minded expressed a need throughout the Region to be more involved in Emergency Services activities. He will work toward the establishment of an Annual Southwest Region Mission Coordinator Management Seminar..... a function badly needed, he said.

Staff Meeting & Christmas Party (NAS, Dallas)
December 9, 1991



Staff Meeting & Christmas Party
(Cont.)





96001

HEADQUARTERS, SOUTHWEST REGION
CIVIL AIR PATROL
AUXILIARY OF THE UNITED STATES AIR FORCE
P.O. BOX 31, BLDG. 1239
DALLAS NAS, TX 75211-9505



96001

Reply to
attn of: CC

26 June 1992

Subject: Policy Letter 92-08, Staff Member Reimbursement Procedures

To: All Region Headquarters Personnel

1. This policy letter establishes a uniform procedure for reimbursing members for expenditures in the following categories:

(1). Long distance telephone calls. If the volume warrants, with the approval of the Commander, a dedicated line will be installed and maintained by Region Headquarters. Other telephone expenses will be repaid on a call by call basis upon the approval of the D/Fin. and Commander. Those staff members with sufficient need will be issued a Corporate Telephone Credit Card. See the Commander about your particular needs.

(2). Per diem. Per diem will be paid in accordance with the current policy and only in support of National Committees and Region activities such as: National Board, Region Conferences, Wing Conferences with prior approval (or where member will function for Region Hdq.), and other activities with prior approval of the Commander.

(3). Mileage and Corporate Vehicle expense. These will be reimbursed in accordance with current policy and only in the support of National Board, National Committees, Region Conferences, Region Staff Colleges, Region Cadet Activities, Wing Conferences with prior approval or where member will function for Region Hdq.

Any expense associated with the operation and maintenance of any Corporate Vehicle assigned to Region Hdq. must include vehicle number and expense category. The categories are: routine maintenance, such as oil change with filters, wash and lubrication, anti-freeze and brake fluid. Periodic maintenance, such as tune-up, tires, batteries, brake jobs, etc. All periodic maintenance must have prior approval of the Commander except in emergencies.

(4). Credit cards. Those staff members issued Corporate Credit Cards will be responsible for filing an expenditure report for each purchase and reconciling each monthly statement. Purchases with the credit cards will be for official purposes only.

Narrative

(5). Tail number accounting. All expenditures associated with Region Headquarters aircraft will be documented for the purpose of account tracking. This will be part of the Check Request, credit card expenditure report or activities finance report.

Categories of the accounts: See details under Para. 440.

2. Check request preparation and processing. Requests for reimbursement will be prepared by requester and forwarded to the Director of Finance for approval and processing. Check requests will be made on Region Check Request Form and will include receipts to validate expenses. Completed requests should be mailed to the finance officer in advance of the meeting date for distribution at the meeting. Requests made at the meeting will be processed after the meeting or at a later date.

Expenses incurred by staff members will be coded or explained directly on the receipt, as to what the expenses were for. This information will also be transferred, by the member, to the check request form and entered in the PURPOSE section. A listing of expense account numbers and descriptions is included to aid in the proper distribution.

Holders of SWR Credit Cards will receive a copy of their monthly statement to code the expenses for that month. The copy, properly coded with receipts attached, will be returned to the SWR Director of Finance without delay for subsequent payment. Card holders should use the same expense account distribution list below as a guide.

EXPENSE DISTRIBUTION: Account number and description.

- 400 Office Supplies: Amounts expended for all supply items necessary for operation of the office.
- 405 Materials and Supplies: Amounts expended for educational and training materials.
- 406 Materials and Supplies from Supply Depot: Purchases made from CAP Supply Depot.
- 407 Materials and Supplies from Bookstore: Purchases from CAP Bookstore.
- 415 Facility Expense: Amounts expended for the region facility, such as rent, utilities, telephone, maintenance, etc.

Narrative

- 420 Cadet Activities: Cadet summer encampments, drill training and competition, flight orientations, and other cadet activities.
- 425 Senior Activities: Amounts expended on flight training, education, and other activities and projects.
- 430 Fund Raising Activities: Funds expended for fund raising projects.
- 435 Miscellaneous Expense: Amounts not in any other area.
- 440 Aircraft Maintenance and Operation:
- A. Tail Number
 - B. Date and Vendor
 - C. Expense Category
 - 1. Operating Expense (Related to flying hours)
 - a. Fuel
 - b. Oil
 - c. Other expendables
 - d. Maintenance
 - 1). Airframe
 - 2). Engine
 - 3). Avionics
 - 4). 100 Hr. insp. and related exp.
 - 5). Oil change
 - 6). Other repairs
 - 2. Overhead Expenses (flying or not)
 - a. Hangar rent/tie-down
 - b. Insurance-HSI and Liability
 - c. Annual Inspection
 - d. Certification of AC Equipment (IFR Certification, ETC.)
 - e. Preventive maintenance-washing, cleaning
 - f. Survival Equipment on Board Aircraft
 - D. Income:
 - 1. Mission Reimbursement (SAR-CN-DEA)
 - 2. Non-mission Reimbursed
- 445 Communication Operation and Maintenance: Amounts expended for repairs, maintenance, supplies, etc. for communications equipment.
- 450 Vehicle Operation and Maintenance: Gas, oil, lubrication, repairs, tires, etc. on vehicles (do not include mission related expenses).
- 460 Other Equipment Operation and Maintenance: Amounts for the operation and maintenance of other equipment such as generators.

Narrative

- 470 Mission Expenses: Amounts expended in Search and Rescue, CD, and other missions.
- 477 Travel Expenses: Amounts expended for CAP members when performing authorized travel include mileage, hotel, meals. and miscellaneous charges.
- 479 Awards: Amounts expended for awards presented by the unit.
- 492 Public Relations and Publicity: Amounts expended for public relations and publicity by the region.

FOR THE COMMANDER

Chuck Leath
Chuck Leath, LtC, CAP
Director of Administration

cc. file