

**HISTORY
OF THE
ASHEVILLE COMPOSITE SQUADRON
1 January – 31 December 2015**

Assigned to
North Carolina Wing, Civil Air Patrol

Stationed at
Asheville Regional Airport, North Carolina

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CHRONOLOGY

Asheville Composite Squadron
1 January – 31 December 2015

Date	Event
<u>January</u>	
8	Squadron Meeting - Cancelled
9-11	Special Mountain Fury
15	Squadron Meeting
22	Squadron Meeting
24	Skywarn Training
29	Squadron Meeting
<u>February</u>	
5	Squadron Meeting
12	Squadron Meeting
21	Aerospace Education Day
<u>March</u>	
5	Squadron Meeting
10	Flight Academy Begins
12	Squadron Meeting
15	Certificate of Occupancy Received
19	Squadron Meeting
21	Training Leaders for Cadets
26	Squadron Meeting - Cancelled
<u>April</u>	
2	Squadron Meeting
9	Squadron Meeting
11	Squadron Pancake Breakfast
16	Squadron Meeting
17-19	North Carolina Wing SAREx
23	Squadron Meeting
<u>May</u>	
1-2	Rocketry Weekend
2	Gastonia Composite Squadron Open House
7	Squadron Meeting
9	<i>All Things Google</i> Training
14	Squadron Meeting
21	Squadron Meeting
28	Asheville Airport Authority / Buncombe County Exercise Squadron Meeting

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June

4 Squadron Training
11 Squadron Training
12-14 Visit Air Force Museum at Wright Patterson Air Force Base
18 Squadron Training
20 Landmark Open House
22 Cub Scout Rocketry Demonstration
25 Squadron Training
12 Cub Scout Aerospace Education

July

2 Squadron Meeting
4 Barnardsville Fourth of July Parade
9 Squadron Meeting
16 Squadron Meeting
18-19 Aerospace Education Weekend
23 Squadron Meeting
25-30 North Carolina Wing Summer Encampment
30 Squadron Miniature Golf

August

1-2 North Carolina Wing Summer Encampment
6 Squadron Meeting
11 Shelby Composite Squadron O-Flights
13 Squadron Meeting
14-16 NC Wing Search and Rescue Exercise
Mountain Fury 9.0
15 & 17 YMCA Aerospace Education
20 Squadron Meeting
27 Squadron Meeting

September

3 Squadron Meeting
10 Squadron Meeting
13 First Responder Appreciation Day, Trinity Baptist Church, Asheville
NC
14-16 Mountain Fury
17 Squadron Meeting
Lt Col. X Moore Retirement
24 Squadron Meeting
25-26 Rocketry Weekend

October

1 Squadron Meeting
Senior Change of Command

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1-23 South Carolina Severe Storms and Flooding (DR-4241)
8 Squadron Meeting
15 Squadron Meeting
17 Squadron Yard Sale
Aircraft Wash, Asheville NC
22 Squadron Meeting
24 Emergency Management Exercise, Haywood County NC
28 Asheville Regional Airport Tenant Appreciation Day, Asheville NC
31 Orientation Flights and Aerospace Education Day

November

5 Squadron Meeting
12 Squadron Meeting
19 Squadron Meeting
21 Orientation Flights, Shelby NC

December

3 Squadron Meeting
4-6 North Carolina Wing Conference, Raleigh NC
10 Squadron Meeting
Cadet Change of Command
12 Wreaths Across America
12-13 Joint Training Mission with US Forestry Service
17 Squadron Meeting

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(U) What are the ties that bind us to the past? Within a family unit, historians refer to this connectivity from present to past as a genealogy. Organizations do not have genealogies but do have pedigrees. Historians refer to organizational pedigrees as a lineage. A lineage serves as an organizational fabric to link the present to the past. The squadron's roots provides understanding into organizational customs, courtesies and hallmarks. Civil Air Patrol heredity begins prior to the Second World War. Seeing a lack of military aviators for the upcoming engagement in Europe, influential civil aviators petitioned the United States government to establish a civilian air force. Their persistence and foresight would lead to the Director of the Office of Civil Defense, Fiorello H. LaGuardia, to create the Civil Air Patrol (CAP) on 1 December 1941.¹ Throughout World War II, CAP aviators crossed the skies to provide conduct "air guard" missions.² Born out of a national emergency, "air guard" units worked in harmony with military and civil defense to serve America. The sacrifices of these founding citizen airmen and airwomen facilitated congressional recognition of the CAP as a non-profit auxiliary of the United States Air Force (USAF) in 1948 (10 USC 909 §9441).³ We draw upon their achievements to inspire and build esprit d 'corps and altruism within our organization. With over seventy years of heritage, preservation of historical knowledge is important role of the Squadron historian. Through these activities, current and future members can follow in the footsteps of the founding members.

(U) Since the organization's inception, western North Carolinians have faithfully served with pride in Coastal Patrol and CAP squadrons. This is evident by looking at today's North Carolina Wing Structure. Group 1 represents the five active western North Carolina squadrons (Asheville, Boone, Gastonia, Hickory and Shelby). Of these valuable resources, the Asheville Composite Squadron can trace its roots to 1942. Since its wartime beginning, Buncombe County has had an active CAP squadron for over sixty-nine years. There are very few squadrons within the organization who can claim such honors. We owe the success of the unit's longevity and pedigree from the efforts of prior members. These individuals set a bar that instills a sense of active community engagement. This principle is very much in keeping with the traditions one often associates with mountain culture. Though this chronicle, the Historian's Office hopes to demonstrate how the Asheville Composite Squadron is dedicated to the principles of the Civil Air Patrol while preserving a cultural standard. Annual chronicles, like this one, enable future CAP generations to emulate past leaders while forging their own historical markers. This document should also enable professional historians gain greater insight into the martial history of western North Carolina. It is for these few reasons that the squadron historian works diligently to provide a precise and unbiased account of the unit's chronology.

(U) This narrative seeks to preserve the historical facts for the Asheville Composite Squadron spanning the period of 1 January through 31 December 2015. Information within this history provides an orderly catalog of facts by functional area. The document combines requirements outlined in CAP Pamphlet 5, *Civil Air Patrol Written History Self-Study Guide* and AFI 84-101, *Historical Products, Services and Requirements*. The Asheville Composite Squadron annual

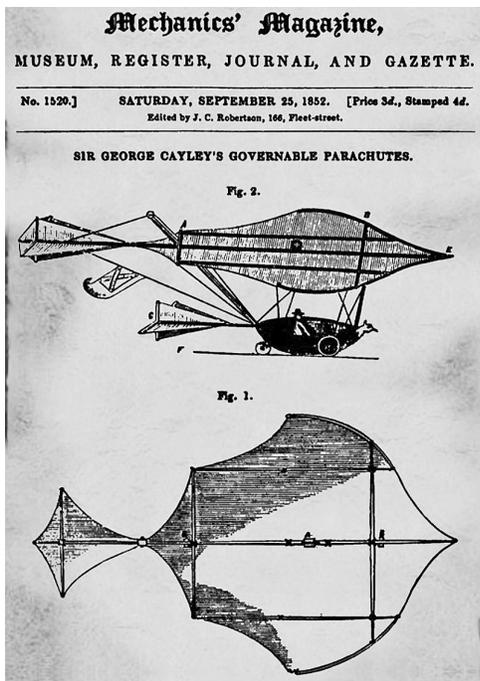
¹ Wikipedia, s.v. "Civil Air Patrol," last modified February 10, 2015: http://en.wikipedia.org/wiki/Civil_Air_Patrol, (accessed on February 26, 2015).

² Kit Benson and Organ Benson, "Lieut Gill Robb Wilson," *Find a Grave*, May 15, 2006, <http://www.findagrave.com/cgi-bin/fg.cgi?page=gr&GRid=14291740>, (accessed on February 10, 2010).

³ Ibid.

history is a two volume enterprise. First, the document contains three distinctive components. These sections include the narrative, supporting information, and references. The narrative explores aerospace education, cadet programs, and operations. Within this element, historians will also recognize the achievements of Squadron personnel, community outreach and resource management. As the researcher delves deeper into the material, they will notice the supporting materials section. These one to two sheet appendices provide support to the content contained within the narrative. Finally, the document concludes with a listing of references and distribution record. The second volume features a collection of emails, photographs and supporting materials in electronic form. These multi-media materials provide further historical value to understand Squadron operation over the calendar year. Squadron historians believe that the chosen format provides a logical exploration of unit accomplishments while allowing ease of understanding.

AEROSPACE EDUCATION



(U) In the history of humankind, aerospace is a relatively new concept in the fields of science. This is not to say that earlier scientists did not study the principles of aeronautics and human flight. Ismail ibn Hammad al-Jawhari, Bladud, Leonardo da Vinci and others hypothesized various principles needed to lift one beyond the “surly bonds of Earth, and danced the skies on laughter-silver wings.”⁴ Our modern founding concepts of aerospace and aeronautics are less than 211 years old. In 1804, George Cayley successfully flew a glider at Brompton-by-Sawdon in the United Kingdom. This was made possible with Cayley’s identification of the four vector forces influencing manned air flight: thrust, lift, drag and gravity.⁵ George Cayley would go on to build various gliders to aid in his understanding of flight mechanics. Prior to 1848, he would design and successfully launch a biplane glider. This aircraft was said to be flown by a ten year old boy.⁶ Understanding these basic principles and successful demonstration them

in flight, George Cayley would become the inspiration for future aerospace explorers and scientist.

(U) Until the mid-twentieth century, aeronautics and scientific discovery was primarily an academic pursuit. Limited government intervention in society meant leaders overlooked scientific breakthroughs unless they could gain an economic or military edge over their rivals. This philosophical mindset would change with the onset of World War II and its aftermath. Axis scientific advancement lead to rocket development, smart bombs, synthetic fuel, and theoretical

⁴ Wikipedia, “John Gillespie Magee, Jr.,” last modified February 7, 2016, https://en.wikipedia.org/wiki/John_Gillespie_Magee,_Jr., (accessed on February 7, 2016).

⁵ Wikipedia, “George Cayley,” last modified January 27, 2016, https://en.wikipedia.org/wiki/George_Cayley, (accessed on February 7, 2016).

⁶ Ibid.

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and mathematical aerodynamics.⁷ These scientific and technological achievements took the allied forces by surprise at the onset of the Second World War. Upon the war's conclusion, distrust between the once allied nations would further the need for leaders to advance science, technology, engineering, and mathematics (STEM) fields. As with any initiative, STEM required increased funding at all levels of education to incentivize students to become future scientists. Between 1950 and the present, governmental leaders allocated millions of dollars to facilitate science enrichment within the high schools and colleges. Through these funding opportunities, the expectations are to have children enter into college with the eventuality that they will become the scientists of tomorrow.

(U) Under Public Law 80-557, President Harry S. Truman established aerospace education as one of Civil Air Patrol's three mission areas.⁸ The CAP aerospace program provides instruction to seniors and cadets while reaching out to community educators to advance understanding the importance of STEM fields. These activities are accomplished by a highly qualified Squadron Aerospace Education (AE) staff. Unit AE teams visit schools, community organizations, and other interested groups to provide instruction on STEM subjects. These lectures may include the evolution of aviation or more detailed subjects regarding aerodynamics of civilian aircraft. Through these activities, the CAP provides highly qualified instructors at little to no cost to the general public. Unlike most professional educators, CAP instructors often have both the practical experience balanced with a formal education experienced through their military and/or civilian aviation careers. Over the next couple of pages, this document's chronicler hopes to demonstrate the Squadron's commitment to its aerospace education charter.

(U) CAP aerospace education seeks to inspire today's youth to seek out opportunities in the science, technology, engineering and mathematics (STEM) professions. The problem is that in a child's eye science just doesn't have the same public relations as singer or professional quarterback. In order to change this perspective, the Civil Air Patrol has several programs designed to inspire tomorrow's leaders into giving math and science a chance. Model rocketry provides one avenue for gaining an appreciation of things outside the humanities and social sciences. Incorporating several aspects of STEM is the CAP rocketry program. Cadets learn the principles of aerodynamics and propulsion with this block of study. The program begins with cadets building hand launched balsa wood gliders. Acquiring the basic understanding of flight, cadets move to building model rockets. During 2015, the Asheville Composite Squadron conducted two rocketry weekends. These activities were held on the property owned by Lt Col Richard Auger and Capt. Rhonda Auger. During the first weekend of May, the Asheville Composite Squadron had seven cadets receive the model rocketry badge honor.⁹ Five months later, ten more cadets would receive their rocketry achievement devices.¹⁰ The September 25th weekend event would be the largest rocketry weekend held for quite some time. A total of twenty-three cadets attended the weekend activity.¹¹ Through these two events, the Asheville

⁷ Wikipedia, "Technology during World War II," last modified February 5, 2016, https://en.wikipedia.org/wiki/Technology_during_World_War_II, (accessed on February 9, 2016).

⁸ Civil Air Patrol, "History of Civil Air Patrol," last modified unknown, <http://www.gocivilairpatrol.com/about/>, (access on 9 February 2016).

⁹ William Wallace, "Re: Meeting Minutes--7 May 2015," message to Squadron, May 8 2015, email.

¹⁰ William Wallace, "Re: Minutes of Meeting--1 October 2015," message to Squadron, October 2, 2015, email.

¹¹ Ibid.

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Composite Squadron cadets are able to build upon their understanding of scientific principles in order to become tomorrow's leaders in science and technology.

(U) Asheville Regional Airport (KAVL) is a vital hub in western North Carolina. Commercial, military and private aircraft all share the airport's facilities. The various aircrews and aircraft flying into Asheville provide unique opportunities to expand the Squadron's aerospace education experiences. Over the past twelve months, unit personnel had two unique occasions to learn from two armed forces aircrews while also touring their aircraft. The first of these teachable moments occurred on the evening of June 25.¹² A



United States Army UH-60 *Black Hawk* touched down. Cadets and seniors were given a tour of the aircraft while the *Black Hawk's* aircrew entertained questions.¹³ The second occasion occurred on Friday July 10th but almost did not happen.¹⁴ Capt. James Matthews was conducting emergency services training when a U.S. Navy T-45 *Goshawk* stopped in Asheville after mountain range training. Participating cadets and seniors were given an impromptu lesson on naval aviation by the flight crew.¹⁵ These two events were successful and enjoyed by all those in attendance. As in years past, the Asheville Composite Squadron will continue to exploit the available local resources to augment lessons learned in the classroom.

(U) Military aviation heritage is an important aspect of aerospace education. Contrary to the opinions of conspiracists, military aviation's importance is largely due to technological advancements rather than fire power. We can see this more clearly by understanding the foundation of instrumentation flying. On 24 September 1924, Army Air Corps Lt James Doolittle became the first to pilot an aircraft using only the aircraft's instrumentation.¹⁶ In today's world, commercial and private pilots along with the military aviators use instrument navigation to fly aircraft. Therefore, understanding the role of the military in aviation heritage is vital to advance aerospace education. During the second weekend in June, Lt Col Robert Bauer and Maj James McNab escorted a party of 20 Squadron personnel to the U.S. Air Force Museum at Wright Patterson Air Force Base.¹⁷ Individuals had the unique opportunity to talk to a World

¹² Asheville Composite Squadron's Facebook page, accessed on January 29, 2016, <http://www.facebook.com/AshevilleCAP>.

¹³ Ibid.

¹⁴ Ibid.

¹⁵ Ibid.

¹⁶ Perry Turner, "10 Milestone Flights," *Air & Space Smithsonian*, March 2003, <http://www.airspacemag.com/history-of-flight/10-milestone-flights-4056259/?no-ist=&page=2>, (accessed on February 3, 2015).

¹⁷ William Wallace, "Re: Minutes of Meeting—11 June j2015 [sic]," message to Squadron, June 12, 2015, email.

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War II 82nd Airborne Division glider pilot. The 93 year old veteran talked about the “very harrowing experience of landing troops in the middle of battle.”¹⁸ Maj McNab served as the tour educator as the Squadron toured the museum’s many exhibits. Lt Donald Briola and C/2 Lt Caleb Freeman provided logistical and command support to further the trip’s success.¹⁹ The weekend event concluded successfully with all participants returning back home to Asheville. Lt Everyone seemed to enjoy themselves while US Air Force Museum staff complimented everyone on their professionalism. In the future, the expectation is that the unit will take a trip out to the US Air Force Academy.²⁰



(U) Aerospace education is not strictly a cadet program. The reality is that Civil Air Patrol desires for all members to appreciate America’s rich aviation heritage. With the traditional focus on cadet programs, it is easy to understand how one may overlook senior aerospace education. To facilitate senior aerospace education, CAP National Headquarters established the Brigadier General Charles E. Yeager Aerospace Education Achievement Award. Seniors earn this distinction by studying various topic related to aerospace heritage, basic principles of avionics, and meteorology. When the senior member feels knowledgeable of the subject matter, they can complete an online examination available through CAP eServices. Upon successful completion of the exam, senior member receives a ribbon signifying the member’s commitment of CAP’s aerospace mission. Over the past twelve months, the Squadron had six seniors achieve the Brigadier Charles E. Yeager Aerospace Education Achievement Award.²¹ Their commitment

¹⁸ William Wallace, “Re: Minutes of Meeting--18 June 2015,” message to Squadron, June 19, 2015, email.

¹⁹ Ibid.

²⁰ Ibid.

²¹ Data compiled from CAP e-Services.

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brought the unit to a 58.02% of the senior membership holding this distinction.²² This is an inspirational benchmark but Squadron aerospace educators hope to increase the senior participation levels to around 60% or greater for the upcoming year. With a higher percentage rate of award, senior members will be setting an example to cadets that speaks to the unit's commitment to aerospace education.

(U) There are many aspects required to have a successful aerospace education program. Rocketry weekends, Yeager Awards, weekly briefings and a host of other activities are actions that could not happen without an enthusiastic and engaging aerospace education staff. The Asheville Composite Squadron's AE Officers provide a health balance of instruction and fun to inspire cadets and seniors to want to learn more. Their hard work is often overlooked. On a weekly basis, these officers research and present the Squadron with an understanding of aerospace achievements. They post news articles and hunt down speakers to provide a more informative instructional program. Within this corps, one educator announced their move out of the area. Squadron Aerospace Education Officer, Maj James R. McNab gave notice transferred to Georgia in October 2015.²³ Over the past many years, he worked closely with the cadet programs officer to provide meaningful instruction and activities. His efforts did not go unappreciated. Cadets and seniors enjoyed having classes where PowerPoint presentations were the exception rather than the rule. Maj McNab's enthusiasm and knowledge will be missed by the Squadron and more importantly the aerospace program as we begin a new year.

CADET PROGRAMS

(U) Too often, people in my generation and older feel today's youth have lost their way. Since the dawn of humankind, this emotional impulse has been shared by elder generations examining their younger contemporaries. Imagine the first conversation held by a teen and their parents about wanting to circumnavigate the globe or becoming the first to go to the moon. There are millions of these examples from which one can draw as examples of insanity when viewed through the prism of historical context. As community elders, we must have trust that our guidance has placed tomorrow's leaders on the right path success. One of the ways a community can mentor youth is through youth activities. According to the latest research, organized youth activities provide an avenue for children to become responsible adults by mitigating external pressures for youth to become detriment to the society.²⁴ The Asheville Composite Squadron cadet activities program is dedicated to shaping individuals into becoming tomorrow's leaders. These young adults acquire the personal skills needed to manage many of life's challenges. With these tools, cadets can excel as an individual and as a team. The Asheville Component Squadron's cadet education team understands the many external challenges faced by today's youth and provides them with a healthy alternative. This section of the unit's historiography will demonstrate that perceptions of today's youth is not a universal truth.

(U) One cornerstone to the senior and cadet program is one's ability to demonstrate their competency through advancement. Civil Air Patrol recognition takes to the form of military-style

²² Ibid.

²³ William Wallace, "Re: Minutes of Meeting—1 October 2015," message to Squadron, October 2, 2015, email.

²⁴ Frank F. Furstenberg, Jr. and Mary Elizabeth Hughes. "Social Capital and Successful Development among At-Risk Youth," *Journal of Marriage and the Family* 57, no. 3 (August, 1995): 581.

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rank. These insignia provide a physical sign that the wearer has a mastery of core program objectives and is committed to the values of the organization. Within the cadet programs, teen members have the ability to progress from Cadet to Colonel. To achieve each rank, cadets must complete a level named for an American pioneer in aviation. At the very beginning of the CAP career, a cadet receives the Airman rank. This signifies that the cadet has a basic understanding of core principles of the program. At the opposite end, the awarding of Cadet Colonel signifies the wearer is highly proficient as a leader of cadets. Very few cadets are able to achieve the General Carl A. Spaatz achievement before aging out of the program. During 2015, Squadron Cadet Programs Commander advanced 100 individuals (see appendix C).²⁵ This figure represents a 44.93% increase in promotions from 2014 and 63.93% in 2013.²⁶ Through these promotions, the cadet corps demonstrate their ability and desire to become active and effective leaders in their communities.

Achievement	2013	2014	2015
General J. F. Curry	7	19	20
General H. H. “Hap” Arnold	4	11	16
Mary Feik	9	9	14
Wright Brothers	7	9	11
Captain Eddie Rickenbacker	6	5	9
Charles A. Lindbergh	5	3	7
General Jimmy Doolittle	6	1	7
Dr. Robert H. Goddard	6	6	6
Neil Armstrong	5	3	5
General Billy Mitchell	5	2	4
Amelia Earhart	1	0	1
General Ira C. Eaker	0	1	0
General Carl A. Spaatz	0	0	0

(U) Table 1: Cadet Achievements 3-Year Review²⁷

(CBU/DECL 20211231) One of the most accessible summer programs available to the cadets are encampments. Cadets from across the state and nation attend one-week programs. Depending on the scope of program, these encampments enable members to hone emergency services, leadership and career development skills. Cadets attending these activities may participate as a trainee or staff member. Senior personnel may also attend but their roles are limited to staff positions. Regardless of age, staff members have the responsibility for facilitating a safe environment for participants to learn and enjoy fellowship. During last summer, 11 cadets

²⁵ Data compiled from CAP e-Services.

²⁶ Joseph A. Myers and Louis Toms, *History of the Asheville Composite Squadron, 1 January-31 December 2013*, Tech, North Carolina Wing (2015): 4, web, last modified unknown, <http://history.cap.gov/files/original/19d60a99d5d98fbfead94cd52f3ef042.pdf> (accessed on February 3, 2016). Joseph A. Myers and Louis V. Toms, *History of the Asheville Composite Squadron, 1 January-31 December 2014*, Tech, North Carolina Wing (2015): 6, print.

²⁷ Joseph A. Myers and Louis Toms, *History of the Asheville Composite Squadron, 1 January-31 December 2013*, Tech, North Carolina Wing (2015): 4, web, last modified unknown, <http://history.cap.gov/files/original/19d60a99d5d98fbfead94cd52f3ef042.pdf> (accessed on February 3, 2016). Joseph A. Myers and Louis V. Toms, *History of the Asheville Composite Squadron, 1 January-31 December 2014*, Tech, North Carolina Wing (2015): 6, print.

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participated in four different summer encampments (see Table 2). These activities took place in North Carolina, Pennsylvania, Puerto Rico and South Carolina. The variety of cadet programming attended insures that cadets unable to attend these activities are able to receive quality peer education. Through these direct and indirect exchanges, the Asheville Composite Squadron is able to have greater effectiveness in meeting the mission of the Civil Air Patrol.

Leadership School Residential Center of Education Opportunities of Mayaguez 11 June 2015 – 20 June 2015
C/SMSGt Jan Dave R. Contreras
Ranger Academy Hawk Mountain State Park 6 July 2013 – 14 July 2013
C/1 Lt Caleb A. Freeman
C/2 Lt Rob G. Reeves
National Blue Beret Academy Residential Center of Education Opportunities of Mayaguez 14 July 2015 – 27 July 2015
C/Capt Jacob B. Davis
North Carolina Wing Encampment Camp Butler National Guard Training Center 25 July 2015 – 2 August 2015
C/1 Lt Caleb A. Freeman
C/2 Lt Josiah D. Bilbrey
C/2 Lt Robert B. Lewis
C/MSgt Ryan T. Santiago
C/Amn Jacob N. Jahant
South Carolina Wing Encampment McCrary National Guard Training Facility 25 July 2015 – 2 August 2015
C/CMSgt Joshua M. McGlinsky
C/CMSgt Matthew R. McGlinsky
C/CMSgt Caleb A. Mcintosh

(CBU/DECL 20211231) Table 2: Encampment Attendance for 2015²⁸

(U) Within the Civil Air Patrol encampment model, there programs that reach beyond the state and region. These national activities seek to promote individual and team responsibilities while preserving physical and psychological safety of the participant. Unlike traditional squadron activities, national summer camps use professional mentors to enhance the educational experience. One such opportunity is the Specialized Undergraduate Pilot Training Familiarization Course (SUPTFC). Held at Air Force bases, cadets attend so they may become more knowledgeable about aviation and aeronautics. SUPTFC sites were Columbus AFB (MS) and Laughlin AFB (TX) during the summer. Air Force student pilots provide mentoring and

²⁸ Data compiled from CAP e-Services.

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instruction during the course while CAP instructors coach the cadets through the lessons.²⁹ Within this year, the Asheville Composite Squadron had the honor of having C/ Capt Jacob B. Davis serve as a cadet staff member at the school.³⁰ This was a major recognition of Cadet Davis' professionalism and leadership. Echo Loud!



(U) The dedication of the Squadron's cadets and program leaders would not go unnoticed. In early September, Civil Air Patrol's National Headquarters announced the units receiving the 2014-2015 Quality Cadet Unit Awards. This announcement included the Asheville Composite Squadron among the other 202 cadet and composite squadrons within the United States and its territories. Focusing in on North Carolina, Asheville was one of ten within the Wing to receive this honor.³¹ Squadrons seeking this achievement must complete six of ten benchmarks. These requirements include but not limited to cadet membership, participation in encampments, Aerospace Excellence Award and

CyberPatriot.³² Except for the 2013-2014 season, the Asheville Composite Squadron received this distinction since 2011.³³ Unlike other Civil Air Patrol programs, this award runs on a school year cycle rather than the traditional fiscal year.³⁴ A certificate recognizing the Squadron's 2014-2015 achievement was presented to the unit by the North Carolina Wing Commander.

(CBU/DECL 20201231) There are times when it seems a bit cliché when discussing youth morale and leadership development. This is especially true with talking about youth programs. Every youth program charter highlights their commitment to morale and leadership building efforts. The problem with many of these postures is that there are no means by which one can measure the outcome. Within organizations like the Civil Air Patrol, recognition of ownership in responsibility to self and others is rewarded. These often come in the form of progression through the ranks and appointment to positions of authority. At the apex of dependability, leadership determines the individual has the characteristics that makes them a leader among

²⁹ Civil Air Patrol, "SUPTFC," last modified unknown, <http://suptfc.com>, (accessed on December 12, 2015).

³⁰ Data compiled from CAP e-Services.

³¹ Civil Air Patrol, "202 Units Tapped for Quality Cadet Unit Awards," last modified September 18, 2015, http://www.capvolunteernow.com/news/%3F202_units_tapped_for_quality_cadet_unit_awards%26show%3Dnews%26newsID%3D20733 (accessed on January 27, 2016).

³² Ibid.

³³ Civil Air Patrol, "List of 2014-2015 Winners," last modified unknown, http://www.capmembers.com/media/cms/2015_QCUA4_85E67A91C8BA6.pdf (accessed on January 27, 2016). & Civil Air Patrol, "List of 2013-2014 Winners," last modified unknown, http://www.capmembers.com/media/cms/2014_Quality_Winners_C4D10DCB05EE8.pdf (accessed on January 27, 2016). & Civil Air Patrol, "List of 2011-2012 Winners," last modified unknown, http://www.capmembers.com/media/cms/20112012_Winners_3D85A16CE3BB3.pdf (accessed on January 27, 2016).

³⁴ Civil Air Patrol, "Quality Cadet Unit Award," last modified unknown, http://www.capmembers.com/cadet_programs/library/quality-cadet-unit-award/ (accessed on January 27, 2016).

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leaders. These seniors and cadets receive an appointment to command. During 2015, the Asheville Composite Squadron experienced a twofer. Change of commands occurred on both the cadet and senior side of the house. Within the cadet ranks, C/Capt. Jacob Davis had served as an effective and respected Cadet Commander for almost a year. On 10 December 2015, Cadet Davis handed over the reins of leadership to C/1Lt Molly Boothe.³⁵ The ceremony was held at the Auger Center. Cadets and senior members stood to recognize the significance of the ceremony. Along with the command changing, the duties and responsibilities of first sergeant transferred from C/2Lt Josiah Bilbrey to C/CMSgt Caleb McIntosh.³⁶ These individuals along with their command staff will be responsible for providing guidance to the cadets. Senior leadership charged the new cadet leadership to become a model for younger cadets in the Squadron.

(CBU/DECL 20211231) Aviation activities form a cornerstone of Civil Air Patrol programs. Concepts of flying to actual flight span lessons learned under aerospace education, emergency services and cadet activities. Fortunately, the Asheville Composite Squadron maintains a deep bench of licensed pilots for two assigned aircraft. This equation enables the Squadron to conduct orientation flights with some regularity. Over the past year, thirty-five percent of the cadets assigned to the Squadron had their first orientation flight.³⁷ Following the cadet's initial flight, Squadron operations leaders present a certificate to each young aviator. During 2015, the unit awarded nineteen orientation flight certificates to cadets.³⁸ Those receiving recognition were C/MSgt Joshua N. Garcia-Billings, C/MSgt Grant C. McDaris, C/TSgt Ashlie L. Mason, C/TSgt Daniel A. Owen, C/TSgt Alyssa M. Paull, C/SSgt Cherie Cheyenne Carson, C/SSgt Brian N. McCall, C/SSgt Jasen A. Sanchez, C/SSgt Dylan R. Sasser, C/SrA Haleigh N. King, C/A1C Aaron A. King, C/Amn Joseph I. Diaz, C/Amn Xavier Hernandez-Pera, C/Amn Jacob N. Jahant, C/Amn Adam P. Lytle, C/Amn Dylan R. Myers, C/Amn Soto Omar Santiago, Cadet Eric A. Bright and Cadet James A. Bright.³⁹ With this milestone achieved, Squadron mentors hope cadets will advance their appreciation of aviation by becoming a licensed pilot.

(U) With interest established in the orientation flight program, cadets can pursue the coveted solo flight badge. This is no simple achievement and requires hours of study. With few exceptions, the education component is held at a flight academy. Asheville Composite Squadron has successfully conducted an annual flight academy since 2008.⁴⁰ The activity invites cadets from around western North Carolina to partake in classroom and hands on flight instruction. The rigorous course and external commitments often collide to impede a cadet's successful completion of all instructional phases. Cadets spend a couple of years working towards the day when they can take over the controls. There are times when the commitment becomes too much and the cadet must drop out of the program. For the few who are able to balance these often competing obligations, successful course completion means receiving the Civil Air Patrol solo flight badge. Over the past twelve months, the Asheville Composite Squadron had five cadets to

³⁵ William Wallace, "Re: Minutes of Meeting--10 December 2015," message to Squadron, December 11, 2015, email.

³⁶ Ibid.

³⁷ Data compiled from CAP e-services.

³⁸ Ibid.

³⁹ Ibid.

⁴⁰ "Asheville area students and staffers earn awards and honors," Asheville Citizen Times, November 10, 2014, <http://www.citizen-times.com/story/life/2014/11/09/asheville-area-students-staffers-earn-awards-honors/18778169/>, (accessed on November 15, 2014).

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achieve this distinction. These cadets include C/Capt Molly Boothe, C/1 Lt Rob Reeves, C/2 Lt Morgan MacDonald, C/CMSgt Nolan Middlemas and C/SSgt Jacob McIntosh.⁴¹ With this recognition, cadets can continue their instruction and go on to receive their civil aviation license from the Federal Aviation Administration.

(U) Over the past couple of pages, readers should acknowledge that this chronicle paints a picture of an active cadet cadre within the Asheville Composite Squadron. As the year came to a close, one of the Squadron's junior leaders had one final accomplishment to receive. In late summer, Civil Air Patrol cadets are eligible to apply for the Spaatz Association's cadets from around the United States are eligible to apply for the Aerospace Leadership Scholarship. This award "is intended to be used primarily to bring a cadet from solo to his/her private pilot's license."⁴² The organization recognized that flight lessons are expensive for most family incomes. Through this program, the Spaatz Association can help cadets achieve their "dream of flight."⁴³ During the 2015 Spaatz Association Mid-Winter Dinner, C/2nd Lt Eli Boothe became the second within the unit to receive this honor since its inception in 1997.⁴⁴ No other North Carolina squadron holds claim to this distinction. The Spaatz Association committee selected Cadet's Boothe's based on CAP career, academic standing and personal statements.⁴⁵ This achievement reflects great credit upon the cadet, family and cadet leadership. Echo Loud!

(U) Just as in years past, the cadet cadre began the year with a laundry list of expectations for growth. As the year wore on, priorities shifted and new adventures took the lead for attention. Those earlier aspirations sometimes fall by the wayside. Through these shifts and expectations, the cadet corps demonstrated a professional dedication to the missions of the Squadron and CAP. Their achievements captured within this document not only inspire but demonstrate the quality of America's youth. Civil Air Patrol does not pay people to participate, young adults must want to be involved. Over the past year, the Squadron's cadet cadre actively engaged in all aspects of the CAP mission. This was demonstrated by promotions, awards and special designations presented to them. These accomplishments reflect great credit upon the leadership and dedication of the cadets to strive to be the best. I mention this as it is important to view cadet achievements as the sum of all its parts. Regardless of status, these young people worked together to meet and overcome challenges. Without this collaborative teamwork, there is little doubt that the Asheville Composite Squadron could survive. Their dedication disproves the perspective that all of today's youth are more self than selflessness. As the year concludes, the Squadron's cadet program will continue to inspire today's and tomorrow's leaders.

OPERATIONS

⁴¹ William Wallace, "Re: Minutes of Meeting--14 May 2015," message to Squadron, May 15, 2015, email. & William Wallace, "Re: Minutes of Meeting--18 June 2015," message to Squadron, June 19, 2015, email. & William Wallace, "Re: Minutes of Meeting--13 August 2015," message to Squadron, August 14, 2015, email. & William Wallace, "Re: Minutes of Meeting--19 November 2015," message to Squadron, November 20, 2015, email.

⁴² The Spaatz Association, "Aerospace Leadership Scholarships," last modified unknown, <https://spaatzassociation.wordpress.com/programs/aviation-scholarships/> (accessed on January 27, 2016).

⁴³ Ibid.

⁴⁴ The Spaatz Association, "Scholarship Recipients," last modified unknown, <https://spaatzassociation.wordpress.com/scholarship-recipients/> (accessed on January 27, 2016).

⁴⁵ The Spaatz Association, "Aerospace Leadership Scholarships," last modified unknown, <https://spaatzassociation.wordpress.com/programs/aviation-scholarships/> (accessed on January 27, 2016).

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“We are not preparing for the world we live in - we are preparing for the world we find ourselves in.”

Michael Mabee

Preparing for a Suburban or Rural

*Community: Building a Civil Defense Plan for a Long-Term Catastrophe*⁴⁶

(U) Civil Air Patrol squadrons prepare their members to respond professionally to a variety of man-made and natural incidents. These activities fall within the organization’s operational mission. When discussing operations, we really are examining two distinctive functions. The first being flight and the second covering emergency services. These features comprise the bulk of the Civil Air Patrol’s mission. To understand the importance of operations, one must understand its foundation. After the First World War, American aviators return to the States with an idea that civil aviation could protect against foreign invaders. This concept was necessary given the U.S. Army’s hesitation to invest in a non-traditional weapon of war. CAPs founding members solicited state and federal officials in order to establish a civilian air force. On the eve of the Japanese attack on Pearl Harbor, Congress approved CAP as a component of civil defense. Civilian pilots took to the skies towing targets for the Army Air Forces, located fires for the Forestry Service, and protected Merchant Marine shipping. The early organization also augmented civil and military flight instruction to grow America’s need for qualified aviators during the Second World War. By the end of the conflict, Civil Air Patrol leaders had earned the respect and admiration of national leaders along with military brass. Gill Robb Wilson’s dream of a fleet of minute men of the skies had become a reality.

(U) Over the decades, Civil Air patrol has undergone various changes but the core values remain intact. The organization continues to prepare tomorrow’s aviators while responding to major incidents. Since World War II, the men and women of the Asheville Composite Squadron has actively promoted their commitment to CAP’s core values. This is especially true when evaluating the Squadron’s commitment to operational readiness and response. Over the past year, unit personnel undertook an aggressive training schedule. Using both CAP and civilian response standards, operations and emergency service officers established a program designed to increase the Squadron’s response capabilities. Collaboratively, they implemented the program in an effort to increase the unit’s effectiveness and integration capabilities during times of great need. This section combines the two primary components of operations under one heading to present the Squadron’s achievements over the past year. Information will cover only those items specific to aviation and emergency services. Information explored within this section will collectively strengthen understanding of how the organization met or exceeded local, state and national response objectives during 2015.

(U) Living in the mountains, one becomes familiar with the shifts in weather. This sentiment is never truer than during the winter months. Snow, hail, sunshine, rain, and sleet are all just as likely to occur as not. Given CAP’s charter, these variables mean that regardless of the weather the show must go on. In the first month of the year, the Asheville Composite Squadron held three important operational events. Excluding 2011, aircrews from around the Middle East Region

⁴⁶ Good Reads, “Quotes about Preparedness,” last modified unknown, <http://www.goodreads.com/quotes/tag/preparedness>, (accessed on February 14, 2015).

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have come to the Asheville Regional Airport to attend the Mountain Fury flying clinic. During 2015, the Asheville Composite Squadron hosted two of these aircrew education events. In the second weekend in January, aircrews from the Maryland Wing came to Auger Center to receive training to become mountain qualified.⁴⁷ Prior to this engagement, Maryland had only one qualified pilot for rugged terrain. Students received 3.5 hours in ground training before taking to the skies under the supervision of our Squadron's qualified experts. Maryland aviators were introduced to takeoffs and landings at the toughest airports in the region. Pilots also practiced grid searches, contour searches, ridge crossing and other operations that are unique to mountain flying. The three graduating pilots are able to provide mountain flying instruction to those within the Maryland Wing.⁴⁸

(U) The final two were specific to emergency services qualifications. On the morning of January 24th, Lt Col Robert Bauer brought in an expert to provide Sky Warn training to interested personnel.⁴⁹ Established in 1970, Sky Warn trains civilians to augment professionals with the observing and reporting of weather in a specific area.⁵⁰ Lt Col Bauer desires greater integration by the Civil Air Patrol and civilian response agencies. By becoming certified, attendees join a national force of 290,000 Sky Warn volunteers.⁵¹ Along with the Sky Warn program, Capt. James Matthews' team held a first aid course and emergency services skill training sessions.⁵² Training included both classroom knowledge and practical application of emergency services principles. By holding both events at the Auger Center, students could efficiently rotate between the programs.

(U) As the saying goes, practice makes perfect. Desktop exercises, field training exercises (FTX) and search and rescue exercises (SAREx) provide opportunities for individuals to apply their classroom knowledge to the test in a safe environment. These events insure that a CAP responder will take the proper action when confronted by a real world incident. During April, the North Carolina conducted a state-wide SAREx. The goal of this exercise was to evaluate the Wing's response and asset deployment to address a hurricane strike in Georgetown.⁵³ Scenario requirements included aerial reconnaissance of damage, establishment of points of distribution sites and search and rescue operations.⁵⁴ Missions for Asheville Composite Squadron focused primarily on its aviation component. Aircrews supported aerial reconnaissance and ground team support operations.⁵⁵ Although not tasked, Squadron emergency services officers established their own scenarios in the Pisgah National Forest to dovetail nicely with the SAREx's

⁴⁷ Scott E. Stevens, "Asheville Composite Squadron conducts Mountain Fury training exercise – three Maryland Wing check pilots certified," last modified January 15, 2015, <https://www.ncwgap.org/index.cfm?fuseaction=article.display&articleID=475>, (accessed on November 10, 2015).

⁴⁸ Ibid.

⁴⁹ William Wallace, "Re: Minutes of Meeting--22 January 2015," message to Squadron, January 23, 2015, email.

⁵⁰ National Sky Warn Homepage, "About," last modified unknown, <http://skywarn.org/about/>, (accessed on February 14, 2015).

⁵¹ Ibid.

⁵² William Wallace, "Re: Minutes of Meeting--22 January 2015," message to Squadron, January 23, 2015, email.

⁵³ Christopher T. Bailey, "Re: [CAPNC] SAREX 20150418," message to NC Wing, April 17, 2015, email.

⁵⁴ Lisa Armour, "CAP conducts statewide hurricane exercise," last modified April 18, 2015, <https://www.ncwgap.org/index.cfm?fuseaction=article.display&articleID=509>, (accessed on November 10, 2015).

⁵⁵ Ibid.

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overarching themes.⁵⁶ Air operations would cease on April 18th while ground crews remained in the field until the nineteenth.⁵⁷

(U) Emergency services organizations rely upon planning and exercises to evaluate how teams will respond to events. The outcomes are then used to modify processes and train new procedures. Agencies do this in order to increase efficiency while decreasing loss of life and property. Every once and a while, professional response entities request the support of the Asheville Composite Squadron to aid in these exercises. On May 28th, seniors and cadets assisted with the mass casualty exercise held at the Asheville Regional Airport (KAVL).⁵⁸ The event simulated an aircraft accident on the airport grounds. Local law enforcement, airport security and emergency medical services participated under the watchful eyes of FAA evaluators. Unit personnel acted as victims of the incident. This event also meant that some victims would receive transport to area hospitals. Evaluators had to understand how local hospital personnel would handle a sudden influx of multi-scenario victims from a central incident. Following the event, Buncombe County Health Department thanked the participants for making the exercise a success.⁵⁹ The FAA requires airport administrators to exercise their emergency plans at least once every three years.⁶⁰

(U) The Asheville Composite Squadron is one of 5 units that comprise North Carolina Wing's Group One. Basically, Group One represents the five most westerly squadrons within North Carolina. Within this close knit Group, Squadron leaders work collaboratively to support the other units within the Group achieve their goals. During May, Gastonia Composite Squadron (MER-NC-024) held an open house at Gastonia Municipal Airport (KAKH). The event was designed to recruit cadets while providing junior members with an opportunity to experience their first flights. Asheville's Lt Col Harry Fiedler and Charlotte's John May provided orientation flights.⁶¹ The event achieved six initial cadet orientation flights and five observational flights. Gastonia leadership also provided demonstrations to the public regarding Civil Air Patrol capabilities. This effort included rides in a 1951 Willys Jeep by Lt Col Jerry Oxendine.⁶² According to 2nd Lt Beutler, "cadets enjoyed spending time together, and some new CAP friends were made."⁶³ This would become the first of several Group 1 orientation flight programs supported by the Asheville Composite Squadron over 2015.

⁵⁶ William Wallace, "Re: Minutes of Meeting--16 April 2015," message to Squadron, April 17, 2015, email.

⁵⁷ Christopher T. Bailey, "Re: [CAPNC] Clarification," message to NC Wing, April 17, 2015, email. & William Wallace, "Re: Minutes of Meeting--16 April 2015," message to Squadron, April 17, 2015, email.

⁵⁸ William Wallace, "Re: Minutes of Meeting--4 June 2015," message to Squadron, June 5, 2015, email.

⁵⁹ Ibid.

⁶⁰ "Airport conducts emergency training," *Hendersonville Times*, May 28, 2015, <http://www.blueridgenow.com/article/20150528/ARTICLES/150529921/0/search>, (accessed on February 3, 2015).

⁶¹ Derk R. Beutler, "Wing Gastonia Squadron Open House – A day to learn about CAP," last modified May 2, 2015, <https://www.ncwgc.org/index.cfm?fuseaction=article.display&articleID=512>, (accessed on June 8, 2015).

⁶² Ibid.

⁶³ Ibid.



(U) The greatest elements of the Asheville Composite Squadron is its senior commitment to cadet programs. More importantly, the professional knowledge of the unit's aviation cadre who insure cadets have a safe and information flight instruction. Within these core aviators, Lt Col Wallace "Wally" Courtney has lead the field in providing orientation flights. Orientation flights provide young adults with experience handling aircraft in flight. The O-Flight program is open to current CAP and JROTC cadets.⁶⁴ On 25 June 2013,

Colonel Courtney achieved a CAP career milestone by reaching 250th O-Flights.⁶⁵ Little could anyone imagine that Lt Col Courtney would continue to be an orientation flight trail blazer? His commitment to the O-Flight program reached a new landmark on July 25 of this year. Colonel Courtney successfully completed his 300th orientation flight upon successfully landing at the Asheville Regional Airport (KAVL).⁶⁶ Maj Clint Parker presented him with a certificate of achievement to recognize this accomplishment. Lt Col Wally Courtney's dedication serves as a credit to the Asheville Composite Squadron and its aerospace mission to inspire tomorrow's leaders.

(U) Traditionally, Asheville Composite Squadron aircrews and instructors host one Mountain Fury event annually. This year was somewhat of an anomaly in that regard. In January, Asheville hosted the first Mountain Fury event for aviators from Maryland. As mid-August arrived, Squadron personnel conducted in its second Mountain Fury engagement of the year. This event hosted aircrews from across the Middle East Region. Just as with the January event, Asheville instructors provided classroom instruction and practical flight experience to visiting teams. The goal of this course being to certify aircrews in how to navigate and conduct search operations in a mountainous terrain. Teams also learned how to land and take off at some of the region's most treacherous airports. Asheville Composite Squadron instructors certified twenty-three pilots using eight aircraft for mountain flying operations.⁶⁷ The professionalism of the ground and aircrews lead to a zero safety violation event. Through these clinics, regional aviators bring true value to the Civil Air Patrol's program and its ability to respond to natural and man-made incidents regardless of location.

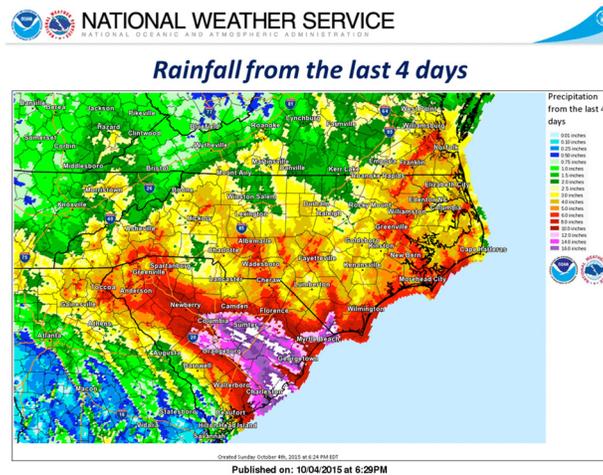
⁶⁴ "Retired Navy captain makes historic flight in service of WNC," last modified August 5, 2015, <http://www.citizen-times.com/story/news/local/2015/08/05/retired-navy-captain-makes-historic-flight-service-wnc/31152011/>, (accessed on October 10, 2015).

⁶⁵ David E. Crawford, "NC Wing Pilot Completes 250 Orientation Flights," Carolina Wingspan (June 2013): 3.

⁶⁶ "Retired Navy captain makes historic flight in service of WNC," last modified August 5, 2015, <http://www.citizen-times.com/story/news/local/2015/08/05/retired-navy-captain-makes-historic-flight-service-wnc/31152011/>, (accessed on October 10, 2015).

⁶⁷ William Wallace, "Re: Minutes of Meeting--20 August 2015," message to Squadron, August 21, 2015, email.

(U) With most emergency response agencies, there is no way to pinpoint when and where an incident will take place. Computer modeling provide our best means but these also rely a little bit on guess work. The events of late September through early October would bear witness to this sentiment. On September 25th, Hurricane Joaquin formed off the coast of Africa. Forecasters tracked the storm across the Atlantic to the Bahamas.⁶⁸ While the storm stayed in the Caribbean, Hurricane Joaquin produced moisture.⁶⁹ This was then carried north into the United States where surface lows combined to create the perfect storm. The southeastern United States would experience rainfall equivalent to a 1-in-1000-year event.⁷⁰ North Carolina would be far enough north to suffer only minor localized flooding. Our neighbors to the south would experience the brunt of the Joaquin's wrath. South Carolinians would suffer an estimated \$12 billion in damage along with nine souls lost.⁷¹ President Barak Obama declared fourteen counties disaster areas which made South Carolinians in those areas eligible for federal aid. Overall, the storm caused cost the lives of 25 individuals along the eastern United States.⁷²



(U) National Weather Service 2015 Storm Complex⁷³

(U) During the recovery operations, Civil Air Patrol squadrons from the eastern United States would support requests from the Federal Emergency Management Agency and South Carolina emergency managers. The federal agency needed real-time photographic data to evaluate current and potential future damage. North Carolina Wing command staff activated 10 members

⁶⁸ Wikipedia, "Hurricane Joaquin," last modified January 21, 2015,

https://en.wikipedia.org/wiki/Hurricane_Joaquin, (accessed on February 15, 2015).

⁶⁹ Wikipedia, "October 2015 North American Storm Complex," last modified January 22, 2016,

https://en.wikipedia.org/wiki/October_2015_North_American_storm_complex, (accessed on February 10, 2015).

⁷⁰ Ibid.

⁷¹ Ibid.

⁷² Ibid.

⁷³ Wikipedia, "October 2015 North American Storm Complex," last modified January 22, 2016,

https://en.wikipedia.org/wiki/October_2015_North_American_storm_complex, (accessed on February 10, 2015).

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including an aircrew from Asheville Composite Squadron.⁷⁴ Col. Francis Smith, South Carolina Wing Commander, stated “the aircrews are tasked with assessing the state’s rivers to help plan for possible search and rescue operations.” The deluge of water had caused several earthen dams to break. Responders feared that several South Carolinians living around these sites could be swept away in the escaping tides of water.⁷⁵ Asheville aircrews took over 200 photographs of South Carolina disaster areas.⁷⁶ Lt Col Harald Fiedler, Lt Col Carlisle Lincoln and 1st Lt James Farrey volunteered to fly several missions.⁷⁷ Their efforts would not go without being recognized. In December, Asheville’s aircrew would receive the Civil Air Patrol’s Disaster Relief Ribbon with V device.⁷⁸ *Echo Loud!*

(U) Cadet orientation flights are a vital component of the Civil Air Patrol aerospace program. These activities provide young adults with real world application of aeronautical principles learned in the classroom. In many respects, the Asheville Composite Squadron cadet program is very lucky. Our organization is overflowing with qualified pilots which facilitated the assignment of two aircraft to the Squadron by the North Carolina Wing. The expectation is that the Asheville Composite Squadron aviators will provide support to those units without aircraft. Earlier in the year, Lt Col Fiedler conducted orientation flights for the Gastonia Composite Squadron. During the months of August and November, aircrews took to the sky to provide orientation flights to the Shelby Composite Squadron.⁷⁹ Posts on the Shelby Squadron’s Facebook site point to a successful cadet weekend. With that stated, the historiographer was unable to acquire the actual number of successful orientation flights conducted for this report. Following both engagements, the Asheville aircrews and aviation assets returned home with no incidents.



⁷⁴ Conrad D’Cruz, “Wing NC Wing Civil Air Patrol assisting with flood damage assessment in South Carolina,” last modified October 9, 2015, <https://www.ncwcap.org/index.cfm?fuseaction=article.display&articleID=552>, (accessed on February 9, 2015).

⁷⁵ Ibid.

⁷⁶ William Wallace, “Re: Minutes of Meeting--8 October 2015,” message to Squadron, October 9, 2015, email.

⁷⁷ William Wallace, “Re: Minutes of Meeting--22 October 2015,” message to Squadron, October 23, 2015, email.

⁷⁸ William Wallace, “Re: Minutes of Meeting--10 December 2015,” message to Squadron, December 11, 2015, email.

⁷⁹ Shelby Composite Squadron’s Facebook page, accessed on January 29, 2016, <http://www.facebook.com/capshelbysquadron/>. & William Wallace, “Re: Minutes of Meeting--19 November 2015,” message to Squadron, November 20, 2015, email.

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(U) As the calendar was winding down, the Asheville Composite Squadron held one last major event of the year. During the second weekend in December, thirty-one members participated in a joint training exercise with the US Forestry Service Schenck Advanced Fire Management Training Program.⁸⁰ The Schenck Job Corps Civilian Conservation Center provides youth with opportunities to gain their GED while also learning a trade.⁸¹ Over the fall, Center students receive 80 hours of National Wildlife Coordinating Group training along with physical fitness and field training.⁸² With 28 forestry Job Corps Centers in the nation, Schenck supports 307 students annually.⁸³ In 2015, the two organizations began to collaborate to promote both programs. Through these engagements, an opportunity arose for the two organizations to pool assets into a wildfire training event. Asheville deployed aviation and ground team resources while Job Corps students employed wildfire teams. The joint effort enabled both groups to learn from one another on wildfire fighting tactics. Sam Lewis, Center Assistant Superintendent, stated: "Working with the Civil Air Patrol was an excellent cross training experience, it allowed both agencies to become more familiar with one another, and to have a better understanding of each other's capabilities and limitations. I look forward to continuing our relationship."⁸⁴ Squadron leadership expressed the same sentiment and look forward to future engagements.

(U) Operationally, fiscal year 2015 was an impressive year for Squadron flight operations. This is reflected in the end of year reporting. Between 1 October 2014 and 30 September 2015, Asheville aircrews flew 592 hours. This is the most ever in the Squadron's history. The number of sorties reflected 20% of all flight hours flown by North Carolina Wing aircraft.⁸⁵ In comparison, the number two squadron flew 350 hours. The Asheville Composite Squadron's flight academy, one of the very few squadron level academies, accounted for almost 100 hours.⁸⁶ While the hours are impressive, the item of real importance is our aircrew safety record. Over the same period, Asheville aircrews had no safety violations or incidents. This achievement is not lost on the parents of our cadets. They don't care about hours flown or qualifications of aircrews. Their focus is on the safety of their child in the hands of our aviators. This is a concept embraced by all seniors within the organization. Conducting operations while bringing everyone home safe is something we can all appreciate. *Semper Vigilans!*

(U) In recent years, the Civil Air Patrol program has undergone an operational transformation. These changes are reflected under the Operations heading. Statistically, there are less downed civil aircraft or traditional Civil Air Patrol related response activities.⁸⁷ Organizational mission priorities have shifted into the field of disaster preparedness and response. The transition seems to indicate that it is due to many external and internal variables. Regardless of the factors, the

⁸⁰ Arnie Andresen, "Re: Joint Training with U.S. Forestry Service," message to Squadron, December 17, 2015, email.

⁸¹ US Forestry Service, "Schenck," last modified unknown, http://www.fs.usda.gov/Internet/FSE_DOCUMENTS/stelprdb5386256.pdf, (accessed on February 9, 2015).

⁸² Carly Allen, "The Fire Crews at Schenck Job Corps Civilian Conservation Center," *Fire Management Today* 71.4 (2011): 11, web, last modified unknown, http://www.fs.fed.us/fire/fmt/fmt_pdfs/FMT71-4.pdf.

⁸³ US Forestry Service, "Schenck," last modified unknown, http://www.fs.usda.gov/Internet/FSE_DOCUMENTS/stelprdb5386256.pdf, (accessed on February 9, 2015).

⁸⁴ Arnie Andresen, "Re: Joint Training with U.S. Forestry Service," message to Squadron, December 17, 2015, email.

⁸⁵ William Wallace, "Re: Minutes of Meeting--1 October 2015," message to Squadron, October 2, 2015, email.

⁸⁶ Ibid.

⁸⁷ Kristi Car, "Statistics Indicate a Shifting SAR Landscape," *Civil Air Patrol Volunteer* (January-March, 2013): 11.

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future of operational activities is changing. Over the past twelve months, Asheville Composite Squadron personnel have embraced these shifts in organizational focus. Members pursued traditional CAP activities while seeking new opportunities to be able to align with their civilian counterparts in the professional response community. Unit personnel embraced programs like aerial photography, points of distribution, incident management and weather watcher. With these skill sets, Asheville Composite Squadron personnel can continue being a valued resource for local and state-wide emergency managers. As the year concludes, Squadron personnel will remain ever vigilant and ready to jump to first in line when the need arises in 2016.

PERSONNEL

(U) Cadet activities and operations would not exist without willing commitment of its adult volunteers. Membership composition within a particular Civil Air Patrol element varies based on that element's function. Without examining command hierarchy, there are three foundational categorizations within the Civil Air Patrol organization. Our first element focuses on cadet activities while holding a small supervisory contingent of seniors. Secondly, there are a couple of squadrons where the membership is comprised solely of adults. Then we have the composite elements. These are units where cadets and seniors simultaneously conduct activities for both membership classes. No one format better or worse than the other except when attempting to provide a holistic understanding of all unit achievements within a history. Unlike a cadet or senior only squadron, composite unit historians must develop a formula that recognizes the achievements of both cadets and seniors. Asheville Composite Squadron chroniclers are able to accomplish this feat dividing out cadet activities while focusing on seniors within this section. Readers seeking to understand the unit's cadet programs and successes should review the chapter entitled Cadet Activities.

Canst thou, O partial sleep, give thy repose
To the wet sea-boy in an hour so rude,
And in the calmest and most stillest night,
With all appliances and means to boot,
Deny it to a king? Then happy low, lie down!
Uneasy lies the head that wears a crown.

Henry IV, Act III, Scene I
William Shakespeare⁸⁸

(U) Assumption of command can be both a burden and blessing. The time and dedication one needs to commit in order to be a successful leader can wreak havoc on one's personal and professional life. Civil Air Patrol understood this sentiment when it instituted term limits for unit commanders. Held for a period of three year, a unit commander must transfer leadership to someone new when that tenure expires. On October 1, the Asheville Composite Squadron formally recognized the unit's change of command from Maj Clint Parker to Lt Col Harald Fiedler. The event was held at the Lt Col Robert E. Auger Center at the Asheville Regional

⁸⁸ Literary Devices, "Heavy is the Head that Wears the Crown," last modified unknown, <http://literarydevices.net/heavy-is-the-head-that-wears-the-crown/>, (accessed on February 9, 2016).

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Airport as part of the regular meeting.⁸⁹ Maj David Newman served as the master of ceremonies while C/1Sgt Josiah Bilbrey represented continuity between the transfer of command.⁹⁰ Lt Col Joseph Weinflash, Group One Commander, oversaw the transition in Squadron leadership. The Group One Commander recognized Maj Parker's accomplishments including but not limited to a massive renovation project of Squadron facilities.⁹¹ Maj Parker stated "I feel that I could not leave the squadron in better hands than that of Lt Col Fiedler." Lt Col Harald Fiedler brings "several decades" of civil and military aviation experience to the position.⁹² Following the ceremony, personnel celebrated the outgoing and incoming commanders.

(U) Since this chronicler became a Squadron member, there have been several constants over the years. One of these faithful variables has been Lt Col Jeff Moore. Through the years, he has served as the Squadrons' liaison with the United States Air Force. Lt Col Moore came to the unit as an US Air Force Reserve individual mobilization augmentee. IMAs are reservists who are unpaid but who are seeking a reserve retirement through a points for participation service. After a set period of time and meeting the minimum points for retirement, IMAs can then step down from their military obligation. On September 17th, members of the Asheville Composite Squadron came together to celebrate Lt Col Moore's retirement from the Air Force.⁹³ Lt Col David Newman (CMSgt/USAF Ret.) served as master of ceremonies as Squadron command talked of Lt Col Moore's contribution to the organization. Cadet members saluted his service by performing a pass in review. Lt Col Moore gave a moving speech to those in attendance. With the ceremony concluded, Lt Col Moore became a senior member of the Asheville Composite Squadron.⁹⁴ Unit personnel welcomed him and his family to the team.

(U) The final personnel achievement for our Squadron personnel came during the North Carolina Wing conference in December. Annually, the Wing presents various awards to members who go above and beyond in their commitment to service to the Civil Air Patrol. This year's conference would bestow awards upon two seniors. Lt Col Wallace Courtney would receive 2015 North Carolina Wing Senior Member of the Year.⁹⁵ Command bestowed this honor upon him for his commitment to the Wing's emergency service, flight academy, and cadet aerospace education activities. The second award went to TSgt Louis Toms for 2015 North Carolina Historian of the Year. During 2015, TSgt Toms engaged in several activities to advance preservation and appreciation of Civil Air Patrol History.⁹⁶ These activities included writing the unit's annual history, writing an article for the national historical journal and developing an online training program for new historians. The achievements by Lt Col Courtney and TSgt

⁸⁹ Scott Stevens, "Asheville Squadron Holds Change of Command – New Squadron Commander brings decades of experience," last modified October 1, 2015,

<https://www.ncwgcap.org/index.cfm?fuseaction=article.display&articleID=555>, (accessed on November 10, 2015).

⁹⁰ William Wallace, "Re: Minutes of Meeting--1 October 2015," message to Squadron, October 2, 2015, email.

⁹¹ Scott Stevens, "Asheville Squadron Holds Change of Command – New Squadron Commander brings decades of experience," last modified October 1, 2015,

<https://www.ncwgcap.org/index.cfm?fuseaction=article.display&articleID=555>, (accessed on November 10, 2015).

⁹² Ibid.

⁹³ William Wallace, "Re: Minutes of Meeting--17 September 2015," message to Squadron, September 18, 2015, email.

⁹⁴ Ibid.

⁹⁵ William Wallace, "Re: Minutes of Meeting--10 December 2015," message to Squadron, December 11, 2015, email.

⁹⁶ Michael Willis, "Re: Historian of the Year," message to author, December 12, 2015, email.

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Toms were submitted to the Middle East Region (MER) command for regional and national awards consideration. MER selection will occur sometime in spring 2016.⁹⁷ For their accomplishments over the past twelve months, the Asheville Composite Squadron tips out hats to these leaders. Echo Loud!

COMMUNITY ENGAGEMENT

(U) Community engagement is a vital component of a service non-profit's survivability. This may appear to be a bit overreaching but public awareness is just as critical as aerospace education, cadet programs and/or emergency services. Non-profit entities have a federal mandate by virtue of their tax status to engage their target population or community in order to address a concern. Outreach may not contain the same luster felt by flying or successfully executing a ground search but it is no less important. Public engagement provides the unit with an understanding of their connection to the community they serve. These activities serve to bolster unit morale, recruitment or public awareness just to name a few. Outreach can also require more attention and time than the traditional duties associated with the Civil Air Patrol mission. Possibly, these additional skill sets deter many squadrons from pursuing an active outreach program. Whatever the reason, successful organizations will always find a way to promote community enrichment activities. Although there is always room for improvement, this section addresses the active engagement by the Asheville Composite Squadron over the course of the past year.

(U) Participation in aviation open houses provide an excellent opportunity for a unit to get their name and mission out into the public. Although these events are not what one envisions when discussing engagement, occasions like these help to inform the community while promoting recruiting efforts. Over the past twelve months, Squadron members contributed to two such engagements. On June 20th, the unit participated in an open house sponsored by Asheville Regional Airport's Landmark Aviation.⁹⁸ Over the years, Landmark Aviation has vigorously supported the Squadron through direct and indirect sponsorship. This event was deemed important to the organization to return thanks for their support of the unit. Maj Clint Parker, Capt. William Wallace and a contingent of cadets promoted the value of Civil Air Patrol programs to the visiting public.⁹⁹ In addition to the Landmark event, the unit also participated in the Asheville Regional Airport Tenant Appreciation Day. Held on October 28th, the airport authority set out to thank tenant organizations for their commitment western North Carolina aviation.¹⁰⁰ Participating in these two community engagements and similar events over the years, the Asheville Composite Squadron has been able to grow it membership rolls while giving in return to those who have given directly to the Squadron.

(U) Through the years, community organizations have pursued the Squadron's engagement in various events and activities. Juggling these requests against unit requirements can pose a level of difficulty to manage. Every once and a while, there emerges an event that begs the

⁹⁷ Ibid.

⁹⁸ William Wallace, "Re: Minutes of Meeting--18 June 2015," message to Squadron, June 19, 2015, email.

⁹⁹ Asheville Composite Squadron's Facebook page, accessed on January 29, 2016, <http://www.facebook.com/AshevilleCAP>.

¹⁰⁰ William Wallace, "Re: Minutes of Meeting--22 October 2015," message to Squadron, October 23, 2015, email.

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members attention. This was the case regarding two requests from area youth organizations. Buncombe County Cub Scouts summer encampment and YMCA of Western North Carolina approached Squadron leadership with a desire to have members promote aerospace education. They sought to use unit subject matter experts to advance their individual summer programs. With everyone in agreement, Squadron volunteers hosted nearly 200 boys and girls over the period from mid-June to mid-July.¹⁰¹ Unit personnel gave tours of CAP aircraft, made balsa wood gliders and basic aerospace education. Because the Squadron operates out of a hanger, the summer camp participants enjoyed watching the aircraft taking off and landing at the airport.¹⁰² Based on the feedback of group leaders, the children really enjoyed the interaction with the Squadron's instructors. Event activities and feedback presented to and featured on the Civil Air Patrol's national Aerospace Education website.¹⁰³

(U) Fourteen years ago, terrorists high jacked four America commercial aircraft. While in flight, the terrorist would wrestle controls of the craft from their aircrews. These jets were then flown into the World Trade Centers and Pentagon. Passengers onboard Flight 93 attempted to wrestle control away from the terrorist before it crashed in a field in Pennsylvania. Although official totals vary, the one day death total is estimated at 2,977.¹⁰⁴ Since this horrific incident, the parishioners of Trinity Baptist Church in Asheville have held an annual service to recognize the contributions of local emergency responders. This year's event was held on Sunday, September 13.¹⁰⁵ Capt. William Wallace and four cadets attended the honor service. They also took this opportunity to setup a Squadron recruiting booth.¹⁰⁶ Cadets took guided tours through various response vehicles on static display. Squadron personnel appreciated the outpouring of support received by the Trinity Baptist Church community.



(U) The final event of the year has become a staple for building connectivity to the community while demonstrating the unit's commitment to America's veterans. *Wreaths Across America* promotes the laying of wreaths at veteran's cemeteries by community organizations.

¹⁰¹ William Wallace, "Re: Minutes of Meeting--16 July 2015," message to Squadron, July 18, 2015, email.

¹⁰² Ibid.

¹⁰³ Civil Air Patrol, "MER-NC-019 Asheville Composite Squadron Hosts AE Outreach Events," last modified unknown, http://ae.capmembers.com/media/cms/AE_EVENTSCUB_SCOOTS_AND_YMCA_Ashvil_672355158B9E3.pdf, (accessed on February 15, 2015).

¹⁰⁴ Wikipedia, "September 11 attacks," last modified February 1, 2016, https://en.wikipedia.org/wiki/September_11_attacks, (accessed on February 7, 2016).

¹⁰⁵ William Wallace, "Re: Minutes of Meeting--10 September 2014," message to Squadron, September 12, 2015, email.

¹⁰⁶ Asheville Composite Squadron's Facebook page, accessed on January 29, 2016, <http://www.facebook.com/AshevilleCAP>.

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Interested organizations solicit donations from the public to purchase wreaths. Beginning in January, unit personnel sought out family and friends for donations. Squadron leadership added to the furor by adding a friendly competition to recognize those who received the most donations. With the donations in hand, orders were made to the Wreaths organization around the October / November timeframe. This year Squadron personnel raised enough money for 561 wreaths.¹⁰⁷ On December 12, seniors and cadets met at the Western North Carolina Veterans Cemetery.¹⁰⁸ The event included participants from local JROTC units, Patriot Riders Motorcycle Club, Blue Star Mothers, and the Buncombe County Fire and Sheriff's Honor Guard. In January 2016, Squadron leadership announced the winners of the contest to raise donations for *Wreaths Across America*.¹⁰⁹ Awardees were C/SSgt Cherie Carson, Lt Col Bauer, C/A1C Alyssa McRae, Maj Barbara Bow, Maj Richard Bow, C/Capt Molly Boothe and Lt Col Harold Fiedler.¹¹⁰ Thanks to everyone's efforts in surpassed last year's totals by 66.¹¹¹ Echo Loud!

(U) There are many activities that comprise the mission of the Civil Air Patrol. Outlined in the national charter, Squadrons promote cadet programs, aerospace education and emergency services. These often become the sole focus of unit leaders. Within these organizations, opportunities to connect with the community is often overlooked. Over the past twelve months, the Asheville Composite Squadron embraced its connectivity to western North Carolina by hosting various activities for community enrichment. These labor intensive engagements mean personnel must juggle work, family and traditional Squadron activities. Within these conflicting priorities, the Asheville Composite Squadron actively connected with the community over the past twelve months. These activities ranged from meeting local leaders to attending church recognition events to giving talks to other community organizations. Through these events, unit personnel gain valuable insight into their communities. In return, the public gains insight into the mission and values of the Civil Air Patrol program. Collectively, all parties learn to build stronger connections. Asheville Composite Squadron members anticipate an active outreach program for the upcoming year.

SPECIAL EVENTS

(U) What do we mean by special events? Looking over the pages of this chronicle, one could argue that this document is filled with special activities. In perspective, there is difficulty in finding an argument to counter that point. Awards, encampments, exercises, training and a host of other events made special by our Squadron's participation. Meetings, exercises and training follow a strict regimen in order to meet cadet, aviation and emergency service requirements. Accompany these formal schedules, many engagements require a day or two to learn a skill before demonstrating that the competencies was learned. Combined, these events may require members to spend an entire month of weekends to meet the national proficiency goals. Looking at these commitments, one may ask.... where is the fun? Asheville Composite Squadron leadership understand that all work and no play makes Jack and Jill a dull boy and girl.

¹⁰⁷ William Wallace, "Re: Minutes of Meeting--27 January 2016," message to Squadron, January 29, 2016, email.

¹⁰⁸ William Wallace, "Re: Minutes of Meeting--10 December 2015," message to Squadron, December 11, 2015, email.

¹⁰⁹ William Wallace, "Re: Minutes of Meeting--27 January 2016," message to Squadron, January 29, 2016, email.

¹¹⁰ Ibid.

¹¹¹ Joseph A. Myers and Louis V. Toms, *History of the Asheville Composite Squadron, 1 January-31 December 2014*, Tech, North Carolina Wing (2015): 20, print.

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Therefore, unit leaders actively promote alternative events as a means of releasing the pressure valve of learning all the time. These special activities do not fit within the Civil Air Patrol's traditional mission-based model but are vital to preserve esprit d' corps while allowing members to decompress. This section explores those types of events and other activities where members reached a significant life goal.



(U) Over the past two years, Squadron personnel have worked diligently to bring a shell of a hanger up to code in order to make it into a suitable living space. This effort required everyone to pitch in and help out. Although not everyone is skilled to operate a circular saw or weld a hammer, there are other contributions that are much more attainable. Carrying construction materials, driving to the local hardware store to pick up nails, mopping the floors or just holding a board while someone else hammered it into place. No task is too small.

Recognizing the contributions of all, Squadron leaders elected to hold a cookout in appreciation for everyone's support. With all in agreement, the event would be sponsored by the seniors and held the fifth Thursday in April. Personnel were required to bring a pot-luck dish from home. Hot dogs and hamburgers would be supplied by the leadership. Maj Arnie Andresen dazzled the crowd by demonstrating his grill cooking skills.¹¹² Based on feedback, this activity and the food combination worked well. The success of this event may lead to future grill activities.

(U) Since 2014, the Asheville Composite Squadron Mini Golf Tournament has become an opportunity for members to blow off steam and have a good time. On July 30, Squadron competitors along with their family and friends gathered at Tropical Gardens Mini Golf on Patton Avenue in Asheville for the second annual golf outing.¹¹³ Participants competed for best cadet and overall golf scores. Tropical Gardens features a mini golf course, batting cage and video games. The variety in pursuits allowed everyone in attendance to enjoy themselves. Those pursuing mini golf played the hill side course dotted with various natural features including several life size statues of animals. When everything was said and done, Maj Clint Parker had the highest points among the seniors while Cadet Jacob Davis took home the honors for the cadets.¹¹⁴ Celebrated by family and friends, the Asheville Composite Squadron looks forward to Third Annual Squadron Mini Golf Tournament and engaging in similar activities in order to strengthen comradery between members.

¹¹² Asheville Composite Squadron's Facebook page, accessed on January 29, 2016, <http://www.facebook.com/AshevilleCAP>.

¹¹³ William Wallace, "Re: Meeting Minutes--2 July 2015," message to Squadron, July 3, 2015, email.

¹¹⁴ William Wallace, "Re: Minutes of Meeting--6 August 2015," message to Squadron, August 7, 2015, email.

(U) As one may expect, Civil Air Patrol draws a portion of its membership from those with prior service experience. Across the five branches along with officers and enlisted, they all find a home with CAP. However, this diversity comes with a bit of friendly rivalry. With the Asheville Composite Squadron, the rivalry makes itself overtly known around the Army-Navy Game. Since becoming a member of the Squadron,



there has always been an open invitation by squadron members to view the big game. This year would prove a bit more difficult than in years past. The big game was on the same day as Wreaths Across America. This did not deter anyone from making it to the two events.¹¹⁵ With Navy's win, Maj Andresen and Lt Col Courtney inscribed the winning score on the Squadron game trophy football.¹¹⁶ Those of us who are prior-Army will need to wait another year before we get a chance at the trophy once more.

(U) There are many activities that occur within the Squadron over the period of a year. Recognizing and properly cataloging them is a bit more difficult to achieve even for the most effective chronicler. Unfortunately, many of these remarkable events go uncovered. There are occasions when someone goes out of their way to maintain a decent record of events. Much of what is in this historiography is due to one such individual. Almost without exception, Capt William Wallace goes out of his way to provide meticulous notes of the weekly meetings. These notes serve as the historical record for the majority of information presented in this annual. His reporting has meant that the Asheville Composite Squadron is one of a handful of unit's providing a narrative of important activities to National. Therefore, I would like to conclude this segment by recognizing Capt William Wallace's dedication to the preservation of Unit heritage. Semper Vigilans!

RESOURCE MANAGEMENT

(U) Logistics is a necessary and vital component to the daily operations of the Civil Air Patrol. Flying, personnel management, emergency services, cadet activities and the host of other engagements require resources to make them successful. A broken fuel gage on an aircraft will prevent a plane from flying but has secondary implications. Without a functioning aircraft, Squadron search and rescue missions may have to be reassigned to other operational units. While waiting for parts, cadets are unable to participate in O-Flights. This inactivity prevents the awarding of emergency services, cadet and aviation proficiencies. Therefore, those engaged in resource management have a heavy responsibility while engaging in a yeoman's level of work. Over the past twelve months, these leaders made sure that meetings and missions were achievable. This section of the annual history provides an understanding into the

¹¹⁵ William Wallace, Re: Minutes of Meeting--3 December 2015," message to Squadron, December 4, 2015, email.

¹¹⁶ William Wallace, "Re: Minutes of Meeting--18 December 2015," message to Squadron, December 19, 2015, email.

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accomplishments of the Squadron's logistical managers in relation to facilities, finance and information technology.

Facilities

(U) Since April 2013, the Asheville Composite Squadron has worked diligently to transform a hanger shell into a suitable space for meetings and operations. This year would see the final steps undertaken to make the Lt Col Robert E. Auger Center home. Under the leadership of Lt Col Ray Davis, small and large renovations continued on the facilities. During 2015, renovations focused on the second floor areas and egress. The upstairs space required hanging sheetrock, ceiling tile placement, finishing and painting. With regards to egress, city planners required an emergency fire exit to the outside. Additionally, the Squadron desired a direct connection between the facility and perimeter fence. This access point would free up manpower dedicated to watching the gate access point for 30 to 40 minutes at the start and end of meetings. The effort would require nine months of intensive commitment by construction teams but their exertion would pay off. On September 19th, Buncombe County government issues a Certificate of Occupancy.¹¹⁷ Hats off to Lt Col Davis and the countless volunteers who sacrificed their time to make the Auger Center a safe and suitable place to learn.

Finance

(U) The average unit member does not actively pursue or seek to understand the challenges of financial operations of the Squadron. For the most part, we participate in organization activities with little care about the resources necessary to successfully hold the event. Cadet activities, emergency services, flight operations and weekly meetings have costs associated with them. The Squadron Finance Officer is charged with managing organizational funds and identifying shortfalls to the leadership. With these shortfalls, unit leaders problem solve to address potential funding streams to support programmatic and organizational requirements. Sponsorships provide the squadron with flexibility to supplement cadet activities, repair equipment and acquire resources. These contributions make programs more affordable for cadets and seniors who may not otherwise have the resources necessary to engage in CAP activities. Fund seeking requires a commitment by the unit's leadership to prioritize requirements and solicit funding from external sources. Over the past twelve months, the Asheville Composite Squadron continued its two pronged business model to seek external sponsorships while actively fundraising. Within this section, the chronicler promotes insight into the Squadron's endeavors. Information does not address monetary funds held by the organization or funds received as part of the Civil Air Patrol's budgetary allocation.

(CBU/DECL 20211231) I believe that every squadron commander wrestles with the concept of membership dues. There are dozens pros and cons associated with any decision to internally raise money. Squadron leaders juggled these opposing forces for a couple of years. In the past, organizational leadership was able to identify external funding to supplement operational costs and the need to institute dues never came to light. Beginning in 2014, the senior membership agreed to institute a policy of dues. With the facility construction costs mounting, leaders were

¹¹⁷ Asheville Composite Squadron's Facebook page, accessed on January 29, 2016, <http://www.facebook.com/AshevilleCAP>.

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left no other course but to institute a membership fee.¹¹⁸ Senior members could pay \$5 per month, \$20 per quarter or \$60 per year.¹¹⁹ Funds raised would support construction efforts while residue monies could augment unit programs. This program would not impact the membership costs associated with the cadet corps. Within the policy, leadership identified a couple of exemptions to the fee policy. Personnel unable to support the increased costs are able to donate their time and effort to Squadron activities. While omitting cadets from the program, the policy welcomes donations made by parents of cadets.¹²⁰ Annually, unit leadership will determine if fee schedule needs adjustment.

(CBU/DECL 20211231) The Squadron's fundraising effort sometimes overlooks toward angel donors. The term angel donor refers to individuals who give to an organization because the contributor believes in the beneficiary's program. Traditionally, angel donations are smaller but no less appreciated. Over the years, the Asheville Composite Squadron has seen its share of these patrons and we appreciate them for their support. During 2015, the organization received contributions from three patrons. Tom Whitehead's, C/MSgt Ryan Santiago's grandfather, estate donated to the Squadron in January.¹²¹ This was followed up by a donation by Industrial Ceramics representative Mr. Doug McDaris in the amount of \$500.00. Mr. McDaris served as a cadet with the Asheville Squadron from 1977 until 1982.¹²² The final sponsor announced in mid-summer a donation of \$500.00 to the Squadron. Mr. McDaris and Maj Parker approached the folks at Kyocera about supporting cadet programs.¹²³ These three donations and other gifts throughout the years have enabled the unit to successfully remodel facilities, cover costs associated with cadet programs, and other vital operations that have made the Asheville program successful. Considering the nation is still clambering out of an economic recession, these angel donors are deeply appreciated by all Squadron personnel.

(CBU/DECL 20211231) Innovation and imagination are often the best resources one has to finding new revenue streams. With the hanger remodeling effort requiring resources, the unit leadership focused on alternative methods to raising funds. Glad handing works well but there are other methods used effectively by schools and churches. Pancake breakfasts are relatively cheap to operate but have the potential for a high return. This philosophy served as the catalyst for holding the Squadron's first pancake breakfast. 1st Lt Teresa Cannon would serve as project manager for the activity. Under her leadership, the Squadron held this successful event on 11 April 2015 at the Applebee's on Smokey Park Highway in west Asheville.¹²⁴ Unlike the previous year, the Command staff announced gift certificates to the three most successful Squadron ticket sellers. The gift certificates were donated by Asheville Combat Zone.¹²⁵ Unit personnel sold tickets to the general public, family and friends in the weeks leading up to the breakfast. On the big day, Squadron volunteers became workers in the food service industry. Their efforts did not go unrewarded. In total, the pancake breakfast netted \$1,008.00 for the Squadron. Receipts

¹¹⁸ Clint Parker, "Re: Squadron Dues," message to Squadron, February 8, 2014, email.

¹¹⁹ Ibid.

¹²⁰ Ibid.

¹²¹ William Wallace, "Re: Minutes of Meeting--16 January 2015," message to Squadron, January 16, 2015, email.

¹²² William Wallace, "Re: Minutes of Meeting--5 March 2015," message to Squadron, March 6, 2015, email.

¹²³ William Wallace, "Re: Minutes of Meeting--2 July 2015," message to Squadron, July 3, 2015, email.

¹²⁴ William Wallace, "Re: Minutes of Meeting--12 March 2015," message to Squadron, March 13, 2015, email.

¹²⁵ William Wallace, "Re: Minutes of Meeting--5 March 2015," message to Squadron, March 6, 2015, email.

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demonstrated an increase from the previous year's total by \$181.00.¹²⁶ The most ticket sales awardees were C/TSgt Grant McDaris (first place), C/Amn Blaise Thibodeaux (second place) and C/SSgt Jasen Sanchez (third place).¹²⁷ The event's success inspired leadership to plan for a larger activity in 2015.

(CBU/DECL 20211231) On 17 October 2015, the final fundraising event was held by the Asheville Composite Squadron. On this day, unit members hosted a yard sale at the Woodfin Community Center.¹²⁸ Personnel donated various items from home to sell. Beginning at 0730 hours, eleven members supported the event.¹²⁹ By itself, the yard sale would add \$450.00 to the Squadron coffers. This was not the only source of funding for the day. The McGlinsky family added to the day's success by donating \$250.00 to the effort. Their act of kindness netted \$700.00 in the black for the Squadron's effort.¹³⁰ Leadership commended the contributions of everyone who made this a successful undertaking.

(U) In the world of big finance and world economies, a couple of thousand dollars raised is nothing spectacular. There are non-profit organizations that are able to raise millions upon millions for their charter. These entities all have certain elements in common that make their successes achievable. First and foremost, they are reliant upon a paid staff to actively solicit and manage their receipts. They also rely on a large budget dedicated to raising external funding. The Asheville Composite Squadron has no such mechanisms in place. Unit fundraising relies upon its volunteers to actively pursue funding from external entities. There are no paid management teams who direct these activities. This lack of paid administrative and financial staff equates to greater bang for the buck from those who support Squadron activities. Monies raised or donated go directly to operational and programmatic costs to facilitate cadet growth and community engagement. There are very few organizations who can boast that most of the monies received go to the program. This is only achievable when you have individuals who are dedicated to the Squadron's collective success rather than their personal gain. For this reason, everyone who dedicated their own time and money to the organization's financial triumph should give themselves a hand. Echo Loud!

Information Technology

(U) Information technology (IT) is a relatively new term in the world of exchanging of ideas. When one speaks of IT, the discussion is about how one communicates with one or more individuals. In this respect, IT follows the long history of human communication both spoken and unspoken. Communication is so valuable to the chronicling society and human development that scholars define history into two periods. The non-written period or prehistory and written period or Paleolithic Age. During this early period, our ancient ancestors documented their existence in the form of drawings and symbols. The Chauvet cave paintings (30,000 years ago) provide an excellent example of these early chronicles. These cave illustrations provide insight

¹²⁶ William Wallace, "Re: Minutes of Meeting--16 April 2015," message to Squadron, April 16, 2015, email.

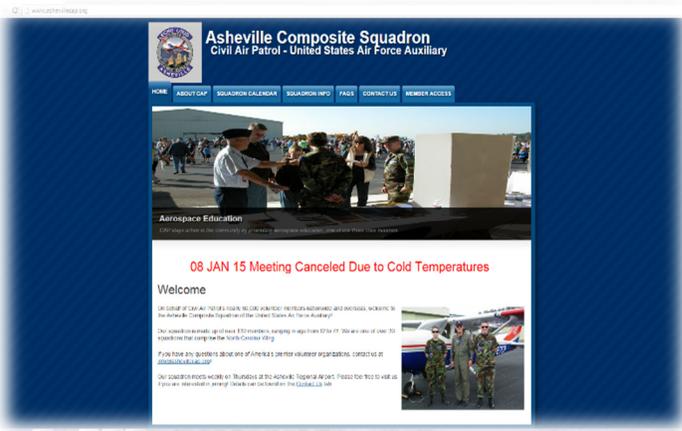
¹²⁷ William Wallace, "Re: Minutes of Meeting--27[sic] April 2015," message to Squadron, April 24, 2015, email.

¹²⁸ William Wallace, "Re: Minutes of Meeting--15 October 2015," message to Squadron, October 16, 2015.

¹²⁹ William Wallace, "Re: Minutes of Meeting--22 October 2015," message to Squadron, October 23, 2015.

¹³⁰ Ibid.

into the life to Paleolithic peoples and the animal life that surrounded them.¹³¹ In contrast, historians must rely upon archology and scholarly interpretation to tell us about the daily lives of prehistoric peoples. Without a formal record, the scholar is left to hypothesize about ancient life which leads to continual lineal changes as new theories replace the old. Since the good ole days, humankind has vastly improved its abilities to communicate and exchange ideas. The later twentieth century people witnessed space exploration designed to attempt contact with other interstellar worlds.



(U) In modern history, societies worldwide employ the wealth of communication mediums (i.e., landline telephones, internet, cell phones, satellites, etc.) to actively engage one another in real-time exchange of ideas. Successful employment of these and other mass media instruments normally require a horde of technology and branding specialist. Within the Asheville Composite Squadron, management of information technology resources falls to Capt.

Scott Stevens' expertise. Beginning in 2013, Captain Stevens began revamping the Squadron's online presences. He overhauled the unit's website (<http://www.ashevillecap.org>) and established standardized email addresses for all its personnel using Google Mail. In 2014, the Asheville Composite Squadron's website drew 4,000 visitors. Within this figure, the overseas visitors numbered 2,300 from 60 countries.¹³² During 2015, the number of website visitors rose to 5,300. This figure represents a 30% increase in web traffic since the site launched in 2014.¹³³



(U) These upgrades in web presence included improvements to the Squadron's social media presence. Looking back over the years, there were problems with how best to manage social media. There are definite benefits and pitfalls to their use. The lack of understanding meant that

¹³¹ Irving Fang, *A History of Mass Communication – Six Information Revolutions* (Boston, MA: Focal Press, 1997): 30, print.

¹³² Scott Stevens, "RE: Request for Assistance – Information Technology Section of Unit History," message to the author, January 13, 2015, email.

¹³³ Scott Stevens, "RE: Request for Assistance – Squadron IT Support CY2015," message to the author, January 6, 2016, email.

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social media's early days resembled something akin to the Wild West. Beginning in 2013, Capt. Scott Stevens dove into the murky waters of the Squadron's social media presence and standardized organizational content. One of the organization's largest footprint in the social media universe is its presence on Facebook (<http://www.facebook.com/AshevilleCAP>). In 2014, the Squadron had 940 Facebook followers.¹³⁴ This number rose to 1018 in 2015.¹³⁵ There will always be a ceiling with how many individuals will friend the organization. With that understanding, one can only hope that the Squadron's Facebook account will see a 10% increase from this year's numbers.

(U) Before we could formally compose verbal sentences, we mimicked words spoken or signed by others. This information is then integrated into our vocabulary to serve as a base to begin the structuring of formal sentences. Our proficiency in communicating is then honed through education and experiences. The same can be said of understanding computers and technology. Those who learn on their own may not fair a good as those who receive instruction. Capt. Stevens understands this principle. With the adoption of Google application by the Squadron, there is a potential for some members to become overwhelmed. Rather than pursuing a Darwinian approach to the adoption, Capt. Stevens held classroom instruction on the benefits and use of Google products. Held in April, senior and cadet members were able to acquire a functional understanding of Google's suite of apps like Calendar, Gmail, Drive, and a couple of others.¹³⁶ This formal instruction was augmented by one on one support to Squadron personnel for them to better understand their accounts. These activities have proven beneficial. Successful adoption by the unit personnel and their use owes their success in large part to Capt. Steven's efforts.

(U) While addressing the organization's web presence, there were the traditional responsibilities that had to be addressed. This required troubleshooting technology concerns while managing resources. Traditionally, these are not complicated undertakings but made difficult by construction and moving. Over the past three years, Squadron meetings and operations were held in five different locations spanning two counties. Since summer 2013, the unit took up permanent residence within a hangar at the Asheville Regional Airport. Captain Stevens had the responsibility to troubleshoot internet connectivity while installing the unit's technological resources. With all these moves, he was able to maintain control of Squadron property. During 2015, Capt. Stevens' ensured that cadets and seniors had workable machines and internet connectivity to conduct successful training and operational activities. His accomplishments are echoed in the pages of our historical review.

WRAPPING UP AND LOOKING FORWARD

(U) This historical document chronicles the activities and accomplishments of the squadron and its personnel over a twelve month period. Historians know this type of effort can be quite daunting at times. In our case, the effort was made much easier by the quality of work being

¹³⁴ Scott Stevens, "RE: Request for Assistance – Information Technology Section of Unit History," message to the author, January 13, 2015, email.

¹³⁵ Asheville Composite Squadron's Facebook page, accessed on January 29, 2016, <http://www.facebook.com/AshevilleCAP>.

¹³⁶ Scott Stevens, "RE: Request for Assistance – Information Technology Section of Unit History," message to the author, January 13, 2015, email.

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done by others in the unit. For example, Capt. William Wallace captures the highlights of squadron meetings through his meeting minutes. These notes of important events and achievements serve as an important historical reference. Over the years, his work has served as the backbone for our chronical. There are many others whose work has made life for the historical chroniclers easier. With everyone's support, the research team had difficulty identifying every event held by Squadron personnel. These holes in the historical fabric may have prevented a full understanding of events and/or achievements. It is our hope that future researchers can appreciate the work done while forgiving us to that which we have missed. While not perfect, we believe that this historical annual preserves the spirit of the Asheville Composite Squadron's activities for 2015.

(U) Over the past twelve months, squadron personnel made great strides in maintaining mission readiness. Aircrew instructors and ground team leaders train personnel to the highest caliber. This is evident in the squadron's response capabilities during training and real world contingency activities. The squadron has become a leader in navigating in the mountains that it conducts an annual flying clinic for the region and wing. Ground team leaders work to provide training that meets acceptable practices of civilian emergency services practitioners by having them conduct training for squadron personnel. This means that cadets and seniors are able to integrate with the operations of local recovery efforts. Aviation and emergency services is only a small component of the past year. Squadron personnel gave back to the community and built unit esprit d 'corps. Because of the quality and dedication of unit personnel, the historical team is able to present their outcomes in this document.

(U) Two-thousand and sixteen promises to be an exciting year for the squadron. As we begin a new year, the Asheville Composite Squadron begins National Weather Service StormSpotter training, Mountain Fury and Wing SAREx. Seniors and cadets will hone their skills in emergency services and aerospace education efforts over the spring. Members will continue volunteering manpower and resources to bring the Squadron offices up to standard. June and July will bring national and regional events such as summer camps and other events provide cadets and seniors with activities involving hands on missions. When the cadets return to school in August, the unit will turn to continued community engagement and unit proficiencies. Then comes winter when the squadron historian prepares to collect and write about the achievements of the squadron and its personnel. As these events and others occur, the unit remains ever vigilant to meet the goals of searching for downed aircraft in the mountains of Western North Carolina.

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APPENDIX A

GENERAL SQUADRON INFORMATION

As of 31 December 2015

Unit Designation	Asheville Composite Squadron (MER-NC-019)
Previous Designations	Asheville Senior Squadron (1957-1976) Asheville Squadron (1945-1957) Western Carolina Squadron (1942-1945)
Authority	Civil Air Patrol National Organization Charter
Higher Headquarters	North Carolina Wing (MER-NC-001)
Commander	Lt Col Harold P. Fiedler (October 2015-Present) Maj Charles C. Parker III (January 2014-October 2015) Lt Col Joseph A. Weinflash (July 2009-January 2014) Lt Col Robert Bauer (2001-July 2009)
Deputy Commander – Seniors	Lt Col William L. Fleming (December 2011-Present)
Deputy Commander – Cadets	1 Lt Dennis A. Fagnant (May 2012-Present)
Cadet Commander	C/Capt. Molly R. Boothe (December 2015-Present) C/2Lt Jacob B. Davis (August 2014-December 2015) C/2Lt Logan M. Lueck (October 2013-August 2014)
Station	Asheville Regional Airport
Aircraft Flown	Cessna 172 Cessna 182
Awards and Decorations	Unit Citation (2011)
Approved Emblem	



Significance: Traditional Air Force squadron type design. Insignia features CAP aircraft flying over the city of Asheville. Disc contains the Asheville Composite Squadron's designation *NC-019* and *Civil Air Patrol*. The outer scrolls identify the unit's motto *Echo Loud* and identify the city of *Asheville*. Insignia size slightly larger than traditional Air Force squadron emblem patterns. Approved emblem approved in 2010.

Functional Emblem



Significance: Rectangular insignia. Emblem presents a cartoon image of the squadron’s aircraft in profile. Presented on the side of the aircraft are “N99700” and the CAP emblem. The figure of Gumby sits in the pilot’s seat. Beneath the aircraft image, “NCO19 SEMPER GUMBY” is in quotes. This image symbolizes the flexibility of the unit and its personnel to accomplish the mission.



Significance: Disc face contains two OR bands used to separate the key elements. Outer disc provides the unit’s designation in AZURE on an ARGENT field. The wording presented is “Civil Air Patrol” in the Chief position while “Asheville Sq, NC 019” appears in the base. Inner disc present a predominantly ARGENT Cessna-type aircraft flying over a mountain range. The mountains signify the predominant terrain feature of western North Carolina and the home of the Asheville Composite Squadron.

Challenge Coin

Asheville challenge coin K5948VE 2



281 BLUE
 200 RED
 RAISED SILVER METAL
 RECESSED SILVER METAL
 WHITE

Significance: Blue disc face contains a white triangle containing a red three blade propeller. Beneath the lower blades appears the words “Asheville Squadron.” External to the triangle the date “Feb 1942” and “U.S.” This signifies when the Asheville Composite Squadron began its lineage. The obverse side features a stylized propeller with the Squadron’s motto “Echo Loud” presented. Designer: Maj. Joseph Myers.

APPROVAL FORM		ART TIME
Kim Smith - Graphic Artist		
<input type="checkbox"/> Changes Required - New Proof <input type="checkbox"/> Approved - no new proof required		
Please read everything. Check all numbers/letters etc. Your signature indicates that you have checked everything for accuracy and that the artwork is approved.		
Sales Rep. Approval	_____ date _____	
Client Approval	_____ date _____	
Comments		

APPENDIX B

PERSONNEL STATISTICS

As of 31 December 2015¹³⁷

(CBU/DECL 20211231) Senior Members (80)

<u>Enlisted</u>		<u>Officer</u>		<u>Cadet Sponsor</u>		<u>Patron</u>	
1	1%	59	74%	3	4%	17	21%

(CBU/DECL 20211231) Cadet Members (57)

<u>Enlisted</u>		<u>Officer</u>		<u>Cadet</u>	
36	63%	11	19%	10	18%

(CBU/DECL 20211231) Gender (137)

<u>Seniors</u>		<u>Cadets</u>	
<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
70	10	47	10

¹³⁷ Data compiled from CAP e-Services.

APPENDIX C

CADET ACHIEVEMENT AWARDS

As of 31 December 2015¹³⁸



Amelia Earhart

C/Capt Jacob B. Davis



General Billy Mitchell

C/Capt Molly R. Boothe
C/2Lt Josiah D. Bilbrey

C/2Lt Zachary W. Cannon
C/2Lt Robert B. Lewis



Neil Armstrong

C/Capt Molly R. Boothe
C/2Lt Josiah D. Bilbrey
C/2Lt Robert B. Lewis

C/CMSgt Nathan A. Bernhardt
C/CMSgt Benjamin S. Carpenter



Dr. Robert H. Goddard

C/2Lt Josiah D. Bilbrey
C/2Lt Robert B. Lewis
C/CMSgt Nathan A. Bernhardt

C/CMSgt Joshua M. McGlinsky
C/CMSgt Jacob D. Mcintosh
C/CMSgt Nolan V. Middlemas



General Jimmy Doolittle

C/2Lt Josiah D. Bilbrey
C/2Lt Robert B. Lewis
C/CMSgt Nathan A. Bernhardt
C/CMSgt Joshua M. McGlinsky

C/CMSgt Jacob D. Mcintosh
C/CMSgt Nolan V. Middlemas
C/SMSgt Matthew R. McGlinsky



Charles A. Lindbergh

C/2LT Josiah D. Bilbrey
C/2Lt Robert B. Lewis
C/CMSgt Joshua M. McGlinsky
C/CMsgt Jacob D. Mcintosh

C/SMSgt Matthew R. McGlinsky
C/MSgt Joshua N. Garcia-Billings
C/MSgt Ryan T. Santiago



Captain Eddie Rickenbacker

C/CMSgt Joshua M. McGlinsky
C/CMSgt Jacob D. Mcintosh
C/SMSgt Matthew R. McGlinsky
C/MSgt Joshua N. Garcia-Billings
C/MSgt Ryan T. Santiago

C/TSgt Bryce H. Jackson
C/TSgt Grant C. McDaris
C/TSgt Daniel A. Owen
C/TSgt Alyssa M. Paull



Wright Brothers

C/CMSgt Jacob D. Mcintosh
C/MSgt Joshua N. Garcia-Billings
C/TSgt Bryce H. Jackson

C/TSgt Grant C. McDaris
C/TSgt Daniel A. Owen
C/TSgt Alyssa M. Paull

¹³⁸ Data compiled from CAP e-Services.

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C/SSgt Cherie Cheyenne Carson
C/SSgt Ashlie L. Mason
C/SSgt Brian N. McCall

C/SSgt Jasen A. Sanchez
C/SSgt Dylan R. Sasser



Mary Feik

C/CMSgt Jacob D. Mcintosh
C/MSgt Joshua N. Garcia-Billings
C/TSgt Bryce H. Jackson
C/TSgt Grant C. McDaris
C/TSgt Daniel A. Owen
C/TSgt Alyssa M. Paull
C/SSgt Cherie Cheyenne Carson

C/SSgt Ashlie L. Mason
C/SSgt Brian N. McCall
C/SSgt Jasen A. Sanchez
C/SSgt Dylan R. Sasser
C/SrA Benjamin S. Bridges
C/SrA Cameron D. King
C/SrA Haleigh N. King



General H. H. "Hap" Arnold

C/MSgt Joshua N. Garcia-Billings
C/TSgt Grant C. McDaris
C/TSgt Daniel A. Owen
C/TSgt Alyssa M. Paull
C/SSgt Cherie Cheyenne Carson
C/SSgt Ashlie L. Mason
C/SSgt Brian N. McCall
C/SSgt Jasen A. Sanchez

C/SSgt Dylan R. Sasser
C/SrA Cameron D. King
C/SrA Haleigh N. King
C/A1C Luke A. Bridges
C/A1C Samuel E. Hey
C/A1C Aaron A. King
C/A1C Alyssa McRae
C/A1C Emely Ramos



General J. F. Curry

C/TSgt Grant C. McDaris
C/TSgt Daniel A. Owen
C/TSgt Alyssa M. Paull
C/SSgt Cherie Cheyenne Carson
C/SSgt Ashlie L. Mason
C/SSgt Brian N. McCall
C/SSgt Jasen A. Sanchez
C/SrA Haleigh N. King
C/A1C Samuel E. Hey
C/A1C Aaron A. King

C/A1C Alyssa McRae
C/A1C Emely Ramos
C/Amn Jacob A. Bright
C/Amn Luca Dean
C/Amn Joseph I. Diaz
C/Amn Xavier Hernandez-Pera
C/Amn Jacob N. Jahant
C/Amn Adam P. Lytle
C/Amn Dylan R. Myers
C/Amn Soto Omar Santiago

APPENDIX D

SENIOR ACHIEVMENT AWARDS

As of 31 December 2015¹³⁹



Paul E. Garber Award

Maj David S. Newman



Grover Loening Aerospace Award

Maj Charles W. Sprinkle

Capt Ronnie T. Yount

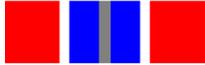
Capt Evonna E. Myers



Benjamin O. Davis , Jr. Award

Capt Rhonda S. Auger

1st Lt James M. Farrey



General Charles Yeager Aerospace Education Award

Lt Col Carlisle A. Lincoln

2nd Lt Christian E. Sluder

1st Lt Donald A. Briola

SM Douglas J. McDavis

2nd Lt William H. Moore

SM Jeffrey Moore

2nd Lt David Anthony Nedved



Membership Award

1st Lt Donald A. Briola

SM Zachary S. Henry

1st Lt Gregory R. Larson

SM Bruce W. MacDonald

2nd Lt Robert K. Lewis

SM Douglas J. McDavis

2nd Lt David Anthony Nedved

SM Jeffery Moore

SM Deniece M. Carson

SM Dwaine Smith

SM. Devron D. Chevalier

¹³⁹ Data compiled from CAP e-Services.

APPENDIX E

SQUADRON AIRCRAFT

CESSNA 172 SKYHAWK¹⁴⁰



Type Four seat light aircraft

Purpose Search, reconnaissance, communications, transport.

Performance

General

Horsepower	150
Top Speed	122 knots
Cruise Speed	115 knots
Stall Speed (dirty)	43 knots
Gross Weight	2300 pounds
Empty Weight	1315 pounds
Fuel Capacity	42.00 gallons
Range	417 nautical miles
Aircrew	Pilot +3

Take Off

Ground Roll	865 feet
Over 50 ft Obstacle	1525 feet
Rate of Climb	645 feet per minute
Ceiling	13100

Landing

Ground Roll	520 feet
Over 50 ft Obstacle	1250 feet

¹⁴⁰ PilotFriend, "Cessna 172 I Skyhawk Performance and Specifications," *Aircraft Database*, last modified unknown, <http://www.pilotfriend.com/aircraft%20performance/Cessna/1/15.htm>, (accessed on December 31, 2009).



CESSNA 182 SKYLANE¹⁴¹

Type High performance four seat light aircraft

Purpose Search, reconnaissance, communications, transport.

Performance

General

Horsepower	230
Top Speed	143 knots
Cruise Speed	135 knots
Stall Speed (dirty)	54 knots
Gross Weight	2550 pounds
Empty Weight	1540 pounds
Useful Load	1213 pounds
Fuel Capacity	55.00 gallons
Range	443 nautical miles
Aircrew	Pilot +3

Take Off

Ground Roll	620 feet
Over 50 ft Obstacle	1020 feet
Rate of Climb	620 feet
Ceiling	1020

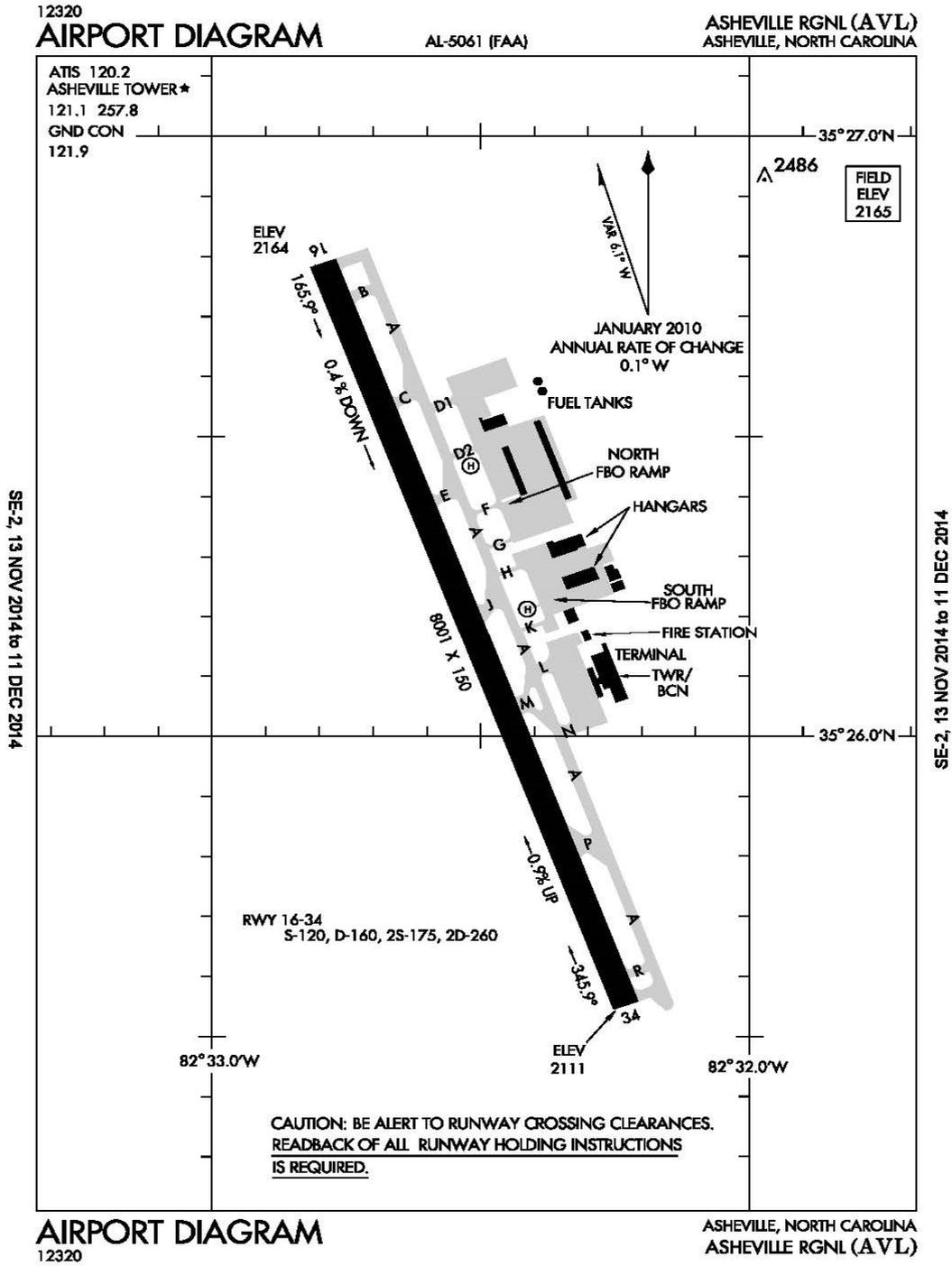
Landing

Ground Roll	610 feet
Over 50 ft Obstacle	1290 feet

¹⁴¹ PilotFriend, "Cessna 182 Performance and Specifications," *Aircraft Database*, last modified unknown, <http://www.pilotfriend.com/aircraft%20performance/Cessna/3/3.htm>, (accessed on December 31, 2009).

APPENDIX F

ASHEVILLE REGIONAL AIRPORT DIAGRAM



GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

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Abbreviations and Acronyms

§	Section
1 AF/NORTHCOM	1 st Air Force / North Command
AE	Aerospace Education
AFB	Air Force Base
AFI	Air Force Instruction
AK	Alaska
Asst	Assistant
AVL	Asheville or Asheville Regional Airport
C	Cadet
CAP	Civil Air Patrol
CAPP	Civil Air Patrol Pamphlet
CAPR	Civil Air Patrol Regulation
CBU	Confidential But Unclassified
CD ROM	Compact Disk – Read Only Memory
DECL	Declassify
ELT	Emergency Locator Transmitter
ES	Emergency Services
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Administration
FL	Florida
ft	Feet
GA	Georgia
HO	History Office
IT	Information Technology
JROTC	Junior Reserve Officer Training Corps
MADCAP	Madison County / Civil Air Patrol
MCAS	Marine Corps Air Station
MER	Middle East Region
MOB	Mobile Office Building
MS	Mississippi
NASA	National Aeronautics and Space Administration
NC	North Carolina

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NCGS	North Carolina General Statutes
NH	New Hampshire
RCS	Record Control Symbol
SAR	Search and Recovery
SAREx	Search and Recovery Exercise
STEM	Science, Technology, Engineering and Mathematics
TX	Texas
U	Unclassified
UAS	Unmanned Aerial System
US	United States
USAF	United States Air Force
USC	United States Code
VA	Virginia

Terms

Argent (White or Silver) - Positive: daylight, innocence, perfection, purity, truth, and wisdom. Negative: blank, cold, ghostly, spectral, and void.

Azure (Blue) – Positive (light blue): calm seas, charity, cold, constancy, daylight, devotion, innocence, plant Jupiter, loyalty, piety, sincerity, sky, thinking, and truth. Negative (dark blue): doubt, discomfort, night, and stormy seas.

Disc – Shape on which the heraldic devices, symbols, or elements of a unit emblem are displayed. The disc of today originated with a roundel, which consisted of a white five-pointed star in a blue circle, with a red disc in the center of the star. The roundel was displayed unofficially on early USA Signal Corps airplanes, adopted officially in 1917 for airplanes, and later evolved into the national star and bar aircraft marking of today. The US Air Force adopted the disc in the early 1950s as the official shape for squadron emblems.

Element – In an emblem design, a symbol or group of symbols, such as a constellation or bundle of arrows, portraying a single characteristic, trait, or concept.

Emblem – An officially approved symbolic design portraying the distinctive history, mission, and general information of an organization. It is an important, abiding element of the organization's heritage.

Functional Emblems – Unofficial, non-unit emblems locally designed, authorized, and displayed. These are often referred to as “morale patches.”

Or (Yellow or Gold) – Positive: Constancy, dissemination, divinity, elevation of mind, excellence, highest values, honor, illumination, intellect, intuition, justice, light, loyalty, magnanimity, riches, ripened grain, sun, supreme wisdom, and wisdom. Negative: cowardice and treachery.

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Unit – A Civil Air Patrol organization with no headquarters. Squadrons and numbered flights are units.

Gazetteer

Arden – A town in south Buncombe County, North Carolina.

Asheville – A city in and the county seat of Buncombe County, North Carolina.

Asheville Regional Airport (FAA: AVL) – A class C airport in the town of Fletcher, 9 miles south of the city of Asheville, in the state of North Carolina.

Barnardsville – A town in northern Buncombe County, North Carolina.

Boone – A city in and the county seat of Watauga County, North Carolina.

Buncombe County – A county located in western North Carolina, United States.

Burlington – A city in Alamance County, North Carolina.

Columbus AFB (FAA: CBM) – A United States Air Force Base located in Lowndes County, Mississippi. Base assigned to the Air Education and Training Command.

Charlotte – A city in and the county seat of Mecklenburg County, North Carolina.

Charlotte-Douglas International Airport (FAA: CLT) – An airport outside the town of Charlotte in the state of North Carolina. Charlotte-Douglas International Airport is the sixth busiest in the world.

DuPont State Park – A 10,000 acre tract, located in Henderson and Transylvania counties in western North Carolina.

Eastern North Carolina Justice Academy – A state operated police academy within the town of Salemburg in Sampson County.

Gastonia – A city in and the county seat of Gaston County, North Carolina.

Hickory – A city in north-western Catawba County, North Carolina.

MCAS Cherry Point (FAA: NKT) – United States Marine Corps Air Station located in Craven County, North Carolina. Base is home to the 2nd Marine Aircraft Wing.

Rome – A city in and the capital of the European country of Italy.

Shelby – A city in and the county seat of Cleveland County, North Carolina.

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Stanly County Airport (FAA: VUJ) – Airport outside the town of Albemarle in the state of North Carolina. The airport serves as a facility for the North Carolina National Guard.

Swannanoa – A town in eastern Buncombe County, North Carolina.

Weaverville – A town in northern Buncombe County, North Carolina.

Western North Carolina State Veterans Cemetery – A cemetery outside Swannanoa in Buncombe County for the internment of veterans.

Woodfin – A town in northern Buncombe County, North Carolina.

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