HISTORY OF
HEADQUARTERS
CIVIL AIR PATROL-USAF

1 JANUARY - 31 DECEMBER 1984

VOLUME 1 - NARRATIVE

HISTORY

OF

HEADQUARTERS
CIVIL AIR PATROL-UNITED STATES AIR FORCE
(CAP-USAF)

1 JANUARY - 31 DECEMBER 1984

BY

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FOREWORD

The official history of Headquarters Civil Air Patrol-United States Air Force (HQ CAP-USAF) for calendar year 1984 is a continuation of the record of the association between the Air Force and its volunteer civilian auxiliary that began on 4 May 1943 when the Commanding General, Army Air Forces was charged with responsibility for supervising and directing the wartime operations of Civil Air Patrol. This history consists of a narrative volume and two volumes of supporting documents.

HQ CAP-USAF performs a special liaison mission whereby the Air Force staff assigned to the headquarters at Maxwell AFB, Alabama, also serves as the staff of the National Headquarters of Civil Air Patrol. Therefore, the narrative history and supporting documents reflect the activities of the staff both in performing the Air Force liaison mission and in administering the day-to-day operations of Civil Air Patrol.

This history was prepared by the Directorate of Plans and Programs with the support of CAP-USAF staff agencies and USAF-CAP field liaison offices and the special assistance of Mrs. Barbara Mattingly in preparing the narrative manuscript. Also, the CAP-USAF Publishing Division provided valuable publication assistance. The narrative is subject to changes and revisions as additional information becomes available. Corrections or suggestions for improving this and future HQ CAP-USAF histories are welcomed.

JOHN T. MASSINGALE, JR.
Colonel, USAF
Commander

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VOLUME I - NARRATIVE

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CHRONOLOGY

1984	
10 March	A special meeting of the CAP National Executive Committee was held in Denver, Colorado.
5-7 April	The 17th annual National Congress on Aerospace Education was conducted for 700 participants.
7-13 April	CAP conducted "Exercise Friendship."
1 May	Col Charles E. Gries became Commander of the USAF-CAP Middle East Liaison Region
5-6 May	The MER SAR Competition was conducted at Fort Pickett, Virginia.
7-9 May	A GLR Chaplain's Staff College was conducted at Wright-Patterson AFB, Ohio for 52 Chaplains.
1 June	Col John T. Massingale Jr. became Commander of HQ CAP-USAF.
15-16 June	The CAP GLR conducted its second annual region SAR competition at Chanute AFB, Illinois.
22-23 June	The CAP National Executive Committee met at Maxwell AFB, Alabama.
24-30 June	The MER Staff College was held at Peace College, Raleigh, North Carolina.
3 July	Col Howard J. Rice became Commander of the USAF-CAP Rocky Mountain Liaison Region.
6-8 July	The RMR "Rocky Mountain High" SAR Competition was held at Idaho Falls, Idaho.
6-12 July	The Pararescue Orientation Course was conducted for 132 CAP cadets.
8-14 July	The ATC Familiarization Course was conducted for 97 CAP cadets.

1984

17 July - 4 August	CAP IACE was conducted for 105 CAP cadets and 21 senior member escorts.
29 July - 4 August	The SER Cadet Leadership School was held at Orlando Naval Training Center, Florida.
3 August	The CAP National Executive Committee met in Atlanta, Georgia.
3 August	The CAP National Board elected Brig Gen William B. Cass as National Commander of Civil Air Patrol.
3 August	The CAP National Board elected Col Larry D. Miller as National Vice Commander of Civil Air Patrol.
3 August	Cadet Peter L. Freeland of the Oregon Wing was recognized as the CAP Cadet of the Year.
3 August	Maj Gerald A. Kruger of the Wisconsin Wing was recognized as the CAP Senior Member of the Year.
3 August	Col John P. Ratcliff of the West Virginia Wing was recognized as the CAP Wing Commander of the Year.
3-4 August	The CAP National Board met in Atlanta, Georgia.
3-4 August	The CAP National Chaplain Committee met in Atlanta, Georgia.
31 August - 2 September	CAP conducted its first National Search and Rescue Competition at Whiteman AFB, Missouri.
1-2 September	The Great Lakes Region Cadet Competition for 132 cadets was conducted at Chanute AFB, Illinois.
1-3 September	The SER Cadet Competition was held at Eglin AFB, Florida.
28-29 September	A PACR Aerospace Teacher's Camp was held at Weed, California.
30 September	The CAP-USAF FY 84 operating budget was closed out with $199,000 returned to AU as surplus to requirements.

1984

7 October	The NER Cadet Competition was conducted at Westover AFB, Massachusetts.
11-14 October	The 17th annual PACR Aerospace Education Conference was conducted in Seattle, Washington.
16-18 October	Orientation training for newly assigned USAF-CAP liaison staff personnel was conducted at HQ CAP-USAF, Maxwell AFB, Alabama.
17 October	President Reagan announced beginning of the "Young Astronauts Program."
2 November	AU provided CAP-USAF with its tentative FY85 non-personnel funding.
6-8 November	A Liaison Region Commander's Conference was conducted at HQ CAP-USAF, Maxwell AFB, Alabama.
15-16 November	The ARRS conducted a SAR Awareness Conference at Grissom AFB, Indiana.
7-8 December	The CAP National Executive Committee met at Maxwell AFB, Alabama.
27-30 December	The National Cadet Competition was conducted for 128 cadets at Maxwell AFB, Alabama.

EXECUTIVE SUMMARY

Col John T. Massingale, Jr., became the 17th Commander of HQ CAP-USAF on 1 June 1984. He succeeded Brig Gen David L. Patton, who retired after more than 32 years of service. Colonel Massingale came to this command from Scott AFB, Illinois, where he served as Commander of the 375th Aeromedical Airlift Wing. For General Patton and later Colonel Massingale, calendar year 1984 presented continuing challenges of advising and assisting Civil Air Patrol and serving as liaison between the Air Force and Civil Air Patrol, as well as commanding all Air Force personnel assigned to HQ CAP-USAF and the field liaison offices.

Safety was an area of continuing command emphasis. Colonel Massingale stated in his year-end report to the Air University Commander:

> *One of my biggest concerns is the CAP safety record for 1984. In 1982 CAP had its best safety record in history, but in 1983 the trend reversed and this has continued into 1984. In 1984, CAP has had 13 accidents for a rate of 17.1. There were two fatalities and seven serious injuries. Things were just as disturbing on the ground. CAP had 27 ground vehicle accidents with one fatality. Also, one cadet died in a drowning accident and one was seriously injured in a rappeling accident. Improving this record is one of our major goals for 1985. Several innovative safety programs were implemented at the December 1984 NEC. Safety will receive increased emphasis in 1985. On the bright side, CAP-USAF had a good year. It's the first year CAP-USAF has not had a single aircraft mishap, and although we had four ground vehicle accidents, there were no injuries mainly because of the use of seat belts.*

Civil Air Patrol continued to serve as the primary resource of the Aerospace Rescue and Recovery Service in fulfilling Air Force responsibility for coordinating search and rescue operations in the inland region of the United States. During 1984, CAP participated in 1,979 Air Force authorized search and rescue missions, flew 17,351 hours, and was credited with locating 1,204 search objectives and saving 128 lives. For the thirteenth consecutive year the number of CAP finds on Air Force authorized missions increased; from 103 in 1971 to 1,204 in 1984.

CAP conducted its first national level search and rescue competition at Whiteman AFB, Missouri on 1-2 September 1984. Highly qualified teams from each of the eight CAP regions competed in both air and ground search events. The highly successful Labor Day weekend activity culminated in seven regions winning at least one event and the Southwest Region taking overall first place honors. The national competition was established as a biennial activity and the next one was scheduled for 1986.

Civil Air Patrol continued to support Air Force testing of the Search and Rescue Satellite Aided Tracking (SARSAT) system. SARSAT was initiated as a joint effort of the United States, Canada, France and Russia to use satellites in low, near-polar orbit to monitor for emergency locator transmitter (ELT) signals from ships and aircraft in distress. At various locations in the United States, CAP wings activated field units of a new generation prototype ELT to measure SARSAT system coverage, accuracy, and reliability. The SARSAT system was used to locate and save 170 individuals during 1984 and was expected, when fully operational, to become a tremendous aid to the CAP search and rescue mission.

Final negotiations were completed on Memorandums of Understanding (MOU) between CAP and the Federal Aviation Administration (FAA) and the United States Coast Guard Auxiliary (USCGA). The updated MOU with the FAA addressed CAP's management role under State and Regional Disaster Airlift (SARDA) plans, CAP support of FAA data gathering projects and the CAP-FAA interface for Aviation/Aerospace Education. The MOU with the USCGA addressed mutual support during emergency/disaster operations and radio communications cooperation efforts. It was expected that both documents would be signed in early 1985.

CAP demonstrated its ability to support military requirements by conducting "Exercise Friendship" which was linked to Joint Chiefs of Staff (JCS) exercise "Night Train." During the two-day activity, 224 CAP aircraft flew 958 hours on 275 SARDA sorties, 224 Continental United States Reconnaissance for Damage Assessment (CARDA) sorties, and 98 missions supporting Strategic Air Command (SAC), Air Force Logistics Command (AFLC) and North American Air Defense Command (NORAD). CAP Communicators also made 123 contacts with SAC aircraft to demonstrate connectivity potential. The outstanding performance by CAP was recognized at Air Force and JCS levels and led to CAP operational support being written into USAF CARDA OPLAN 2-84.

CAP was directly involved in five communications exercises from the Night Tango series. The ongoing National Communcations Systems (NCS) sponsored exercises evaluated CAP against communicators from the Amateur Radio Relay League (ARRL) and the Army and Air Force Military Affiliate Radio System (MARS). In a September exercise, CAP completed 23 of 23 messages for a 100% completion rate and had the lowest average message handling time of all participants.

The close association between CAP and the American National Red Cross was continued and expanded when the two organizations began developing a program for CAP support of a human tissue retrieval and transport program whereby CAP would provide transportation for Red Cross technicians to recover tissue to central processing and distribution centers.

One of the more significant events during 1984 was Congressional approval of a new CAP Supply Bill amendment that authorized the Air Force to expand its support of Civil Air Patrol. The New legislation authorized the Air Force to use appropriated funds to purchase light aircraft, vehicles, communications equipment and other mission related equipment; use appropriated funds to renovate DOD excess aircraft and other mission equipment; use appropriated funds for cadet uniforms; and authorized the Air Force to arrange for the use of other federal agencies services and facilities with the consent of those agencies. Based on this new authorization, the CAP-USAF FY 87 Program Objective Memorandum (POM) submission outlined an orderly program to purchase aircraft, ground emergency vehicles, and cadet uniforms for CAP.

CAP membership became an area of concern during 1984. After three years of gradual but steady growth, senior membership remained stable and cadet membership declined by 5%. At the end of 1984 the CAP membership base consisted of 41,605 senior members and 24,900 cadets for a total of 66,505. The cadet membership problem was fairly widespread with 36 of the 62 CAP wings experiencing a net loss in cadet strength. In an effort to reverse the trend in 1985, the CAP National Executive Committee adopted several new programs, including a national glider program, to provide additional incentives to attract new members.

An additional incentive for both senior and cadet members was attained through an agreement negotiated with Ozark Airlines to grant a 30% discount on airfares for CAP members. That was similar to an agreement already in effect with Republic Airlines which granted a 50% discount. Also, the Hertz Corporation reacted favorably when contacted regarding discount car rental for CAP members and a one year trial basis agreement was anticipated for early 1985.

On 17 October 1984, President Reagan endorsed the "Young Astronaut Program" which was a new private sector initiative designed to improve the science, mathematics and technical education in our nation's elementary and junior high schools using aerospace as a vehicle. CAP was involved in the program from its inception and the CAP Great Lakes Region sponsored the pilot program in test schools in each of its six states. CAP education materials were used as supplementary materials in the program and the CAP-USAF Aerospace Education staff continued to explore other avenues for CAP involvement with the Young Astronauts.

In retrospect, 1984 was a year of progress in most CAP-USAF and CAP mission activities and Civil Air Patrol continued to receive excellent Air Force support. General Gabriel, the Air Force Chief of Staff, emphasized the importance of Air Force support of its civilian auxiliary in his 14 June 1984 message to all major commands:

The Civil Air Patrol depends on strong USAF support to accomplish its three primary missions: Emergency Services, The Cadet Program, and Aerospace Education. In the past, support for CAP has been excellent and deeply appreciated. Let's not let the budget prospects for the near future have an adverse impact on CAP support. Please review your association with CAP and, consistent with mission requirements, find ways to continue quality base and unit support of local CAP organizations.

CHAPTER I

INTRODUCTION

Civil Air Patrol (CAP) completed its 43rd year of service to the nation on 1 December 1984 and its 41st year of affiliation with the United States Air Force on 4 May 1984. Although Civil Air Patrol first gained official status as a Division of the United States Office of Civilian Defense a week prior to the Japanese attack on Pearl Harbor, its roots reach back to the late 1930s.[1]

CAP ORIGIN AND WWII ACTIVITIES

As war clouds gathered in Europe, men of vision among the civil airmen of the country recognized that a second world war was inevitable and that to win such a war our Nation's airpower had to be strengthened. World War I pilot and aviation writer Gill Robb Wilson and a number of other aviation enthusiasts suggested plans for the organization of civil aviation as part of the defense program for the country. Several state organizations were formed and plans for a national Civil Air Patrol were developed. Representations were made in Washington, but the agencies concerned were under heavy pressures involving other prewar priorities and no conclusions were ever reached regarding the organization and wartime use of civil aviation.[2]

However, when the Office of Civilian Defense was established on 20 May 1941 as an agency of the Federal Government,* with former New York Mayor Fiorello H. LaGuardia as its National Director, the airmen were able to appeal to an agency responsible for the very problems of volunteer mobilization on which they were working. Mr. Wilson and other prominent advocates of a National Civil Air Patrol presented their plan to Mr. LaGuardia. Mr. LaGuardia recognized the merit of the plan and expressed enthusiasm for it, but he also recognized that its success would depend upon Army Air Forces (AAF) support. General H.H. Arnold,+ who had encouraged the project from the beginning, appointed a board of military officers to review the final plan presented by Mr. Wilson and his colleagues. The board, headed by Brig Gen George E. Stratemeyer, approved the plan with a recommendation that AAF officers help organize and administer the CAP organization. Mr. LaGuardia signed a formal

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*Executive Order 8757, 20 May 1941

+Chief of the Air Corps (1938-1941); Chief of Army Air Forces (1941-1942); Commanding General, Army Air Force (1942-1946).

order creating the Civil Air Patrol on 1 December 1941 and on 8 December 1941 published an administrative order outlining its organizational structure. AAF Maj Gen John F. Curry was designated as commander and Gill Robb Wilson became the executive officer.[3]

Soon after the United States entered the war, German submarines were operating in the American coastal waters along the eastern and southeastern shorelines. The success of the submarine operation in sinking cargo and tanker ships seriously affected the supply of war materials to allied forces fighting in Europe and Africa. The Navy was so thinly spread along the sea frontier that it could not provide effective protection and the nation's air forces had not had time to build up adequate strength to cope with both the submarine threat and other wartime missions. In spite of their reservations about sending the young organization with undisciplined members on critical and dangerous missions, the worsening submarine menace convinced military authorities that Civil Air Patrol should be used to help combat the German U-boats. On 5 March 1942, a Civil Air Patrol experimental coastal patrol program was authorized for a period of 90 days.[4]

Earle L. Johnson, who had organized a forerunner program in Ohio in 1940, was commissioned as a captain in the AAF and replaced Gill Robb Wilson as executive officer, enabling Wilson to devote full time to organizing the coastal patrol program. Wilson gave the following account of the establishment of the CAP coastal patrol program:

> *General Curry sent me to Atlantic City to organize the activity. The municipal government turned over Bader Field as a base of operation. The call for immediate volunteers and their planes brought out some twenty teams of pilots and observers. We were a motley crew, and no two aircraft were the same. One of the planes was an antique bird-cage Sikorski, but the crew consisted of a test pilot from Martin and a retired old mate from the Coast Guard. Another was a Grumman Widgeon flown by Tom Whitney, a millionaire retired stockbroker.*
>
> *Charley Peyton, my assistant in the New Jersey Department of Aviation, came down to oversee maintenance. We set up an operations office in one of the decrepit old sheet-iron hangars. After several days of briefings we essayed a mass experimental patrol twenty miles seaward, an hour parallel to the coast, an hour on reciprocal heading and back to the base. Weather deteriorated during the flight. I paced the field in apprehension. Loss of a crew at this juncture might cancel the whole program. None of these people had ever flown off shore before. Were we asking too much of them? The ceiling kept lowering and the dusk of the winter evening was approaching. But at last I saw them coming--and it was a beautiful sight! At the subsequent debriefing, all expressed disappointment that no submarine had been sighted. Nobody appeared to feel he had been through an ordeal beyond his capacity to handle . . . The anti-submarine patrol at Atlantic City was quickly followed by the establishment of kindred CAP units north and south along the coast.*[5]

Before the trial period expired the program was operating so smoothly that General Curry was given a more urgent assignment and

command of Civil Air Patrol was turned over to Earle Johnson who served as National Commander until his death in an aircraft accident in February 1947. The coastal patrol experiment proved so successful that the use of CAP in the mission continued far beyond the experimental period. Initially coastal patrol flights were flown solely for the purpose of reconnaissance. They flew at altitudes of a few hundred feet and ranged as far as 150 miles from shore. Army and Navy bombers were summoned when submarines were sighted. Eventually, the planes were armed with depth charges and demolition bombs, suspended from improvised bomb racks.[6]

After almost 18 months of operation, the CAP Coastal Patrol was discontinued because of its success--the mission had been accomplished. Offshore shipping lanes had been virtually freed from the submarine threat and CAP had bought time for buildup of the regular military forces. CAP had flown 86,685 missions over coastal waters for a total of 244,600 hours. CAP pilots reported 173 submarine sightings and dropped 83 depth charges on 57 of those, destroyed two and alerted Army and Navy bombers that destroyed many others. CAP aircrews also summoned help for 91 vessels in distress and 363 survivors of submarine attack. The mission was conducted at a cost to CAP of 90 aircraft lost, 26 pilots or observers killed, and seven seriously injured.[7]

CAP performed other vital services simultaneous to the coastal patrol operations and afterwards. During 18 months of courier flying, from late 1942 to early 1944, CAP pilots moved over 3½ million pounds of mail and cargo for the Air Forces and transported hundreds of military passengers. During the same period, the CAP Southern Defense Command flew approximately 30,000 hours on border patrol along the 1,000 mile stretch between Brownsville, Texas and Douglas, Arizona. In addition to establishing its own cadet training program in 1942, CAP played a major role in the urgent mission of recruiting Air Corps trainees. Using 288 on-loan AAF L-4 aircraft, CAP pilots logged 41,000 flying hours providing orientation flights for 78,000 prospective AAF recruits in 1944 alone. Over a three-year period beginning in March 1942, CAP pilots flew 46,000 hours on 20,593 target-towing and radar tracking missions. These missions were extremely hazardous and conducted with a loss of 29 airplanes, seven CAP members killed and five seriously injured. CAP also routinely performed search and rescue missions for missing military aircraft throughout the war years and logged approximately 40,000 flying hours in the effort.[8]

Both men and women CAP members took part in its wartime missions. They volunteered for active service periods ranging from 30 days to the duration of the war. They took an oath to defend their country, they carried out their duties under official Army orders; although their status remained civilian, they wore Army-type uniforms with distinctive CAP insignia; and in certain activities it is conceivable that CAP members were in danger of capture. Their remuneration consisted only of reimbursement of expenses incurred while actively engaged in assigned missions. However, official military recognition was given to those CAP members

whose contributions were extraordinary. Twenty-five War Department decorations for exceptional civilian service and 825 air medals were awarded to them. Civil Air Patrol functioned under the Office of Civilian Defense from 1 December 1941 until 29 April 1943 at which time command jurisdiction was transferred to the War Department and the Army Air Forces for the remainder of the war years. The greatest tribute to the wartime service of CAP's volunteers came from General Arnold who reviewed their contributions in these words:

> *The Civil Air Patrol grew out of the urgency of the situation. The CAP was set up and went into operation almost overnight. It patrolled our shores and performed its anti-submarine work at a time of almost desperate national crisis. If it had done nothing beyond that, the Civil Air Patrol would have earned an honorable place in the history of American air power.* [9]

CAP Postwar Status

Civil Air Patrol was still serving as an auxiliary of the AAF at the end of the war in 1945, but this status which had been established by executive order had no foundation by statute. CAP's usefulness had been proven during wartime but the scope of its peacetime role had narrowed because the AAF had assumed many of the tasks assigned during the war. The future of CAP was uncertain and to make the situation even worse, the AAF was to withdraw its monetary support of CAP after 31 March 1946 because the AAF budget had been drastically reduced. General Arnold called a conference of CAP wing commanders in January 1946 and he and General Carl A. Spaatz recommended and discussed with them plans for a postwar Civil Air Patrol. On 1 July 1946, President Truman signed Public Law 476 (36 United States Code 201-208) passed by the 79th Congress which incorporated CAP as a benevolent nonprofit organization. Civil Air Patrol completed its corporate organization under a constitution and bylaws which outlined its objectives and purposes, organizational structure and governing bodies. The objectives and purposes of Civil Air Patrol, as stated in Public Law 476 and in the Constitution and Bylaws of Civil Air Patrol were:

> *1. Provide an organization to encourage and aid American citizens in the contribution of their efforts, services and resources in the development of aviation and in the maintenance of air supremacy.*
>
> *2. Encourage and develop by example the voluntary contribution of private citizens to the public welfare.*
>
> *3. Provide aerospace education and training especially to its senior and cadet members.*
>
> *4. Encourage and foster civil aviation in local communities.*
>
> *5. Provide an organization of private citizens with adequate facilities to assist in meeting local and national emergencies.* [10]

CAP Organization and Current Status

The CAP Corporation was organized along military lines with a national headquarters and eight geographical regions each composed of from five to nine wings. There was a total of 52 wings, one in each of the 50 states, the District of Columbia and the Commonwealth of Puerto Rico. The wings were organized into groups, composite squadrons, cadet squadrons, senior squadrons, and in some instances, flights. At the end of 1984, Civil Air Patrol was composed of 1,933 individual membership units.[11]

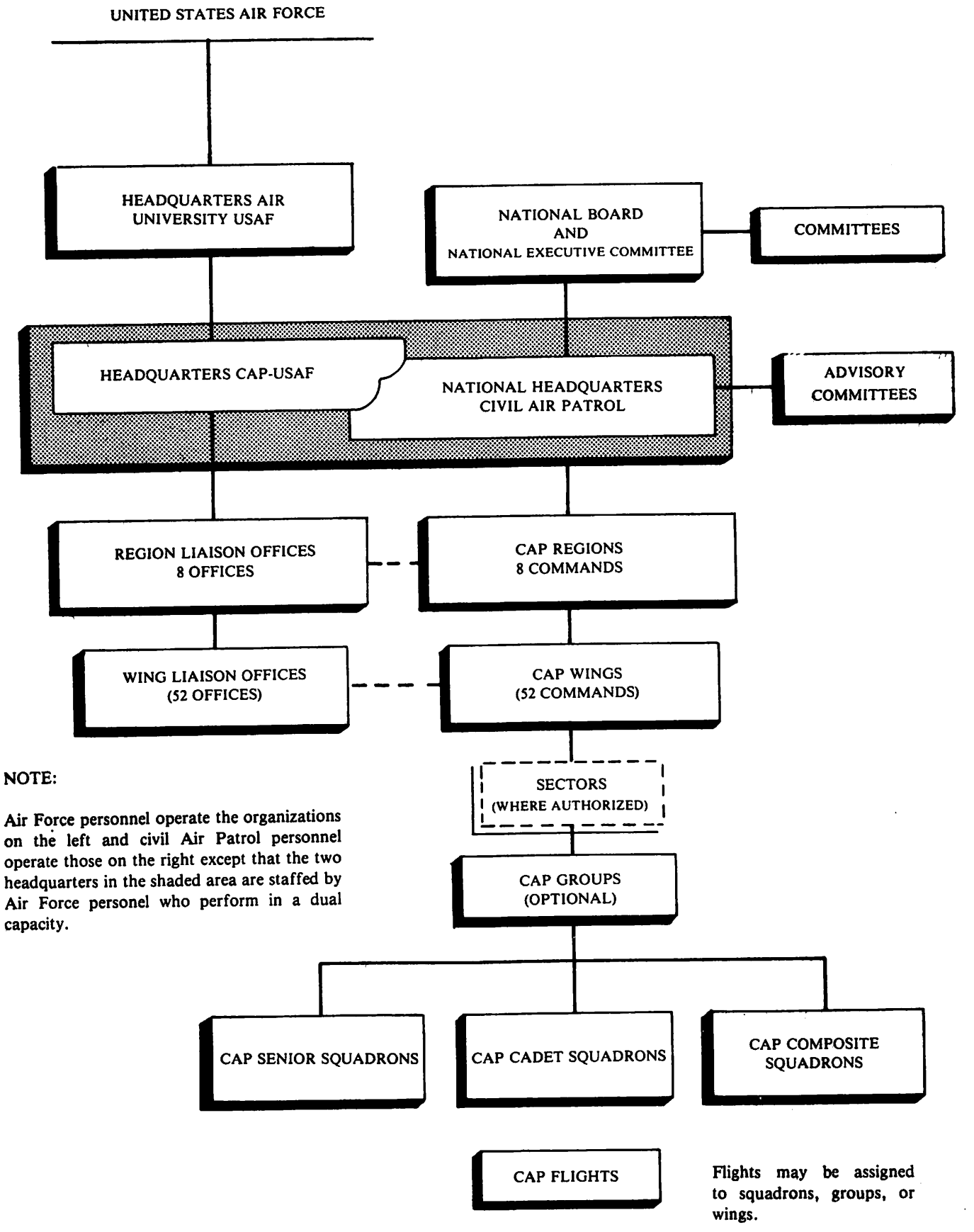
The National Board continued to be the principal governing body of Civil Air Patrol under authority of the Act of Incorporation (Public Law 476) and the CAP Constitution and Bylaws. The board was composed of the national commander, national vice commander, executive director, national finance and national legal officers, eight region commanders and 52 wing commanders. The CAP National Board met in Atlanta, Georgia, on 3-4 August 1984. CAP Brigadier General William B. Cass was unanimously elected by the National Board as CAP National Commander and CAP Colonel Larry D. Miller was elected as National Vice Commander.[12]

The National Executive Committee (NEC) served as the corporate governing body when the National Board was not in session. The NEC was made up of the members of the National Board minus the 52 wing commanders. Although designated by the CAP Constitution and Bylaws as the principal governing body, the National Board acted only in those areas reserved exclusively to it, such as election of the national commander and national vice commander and changes in the CAP Constitution and Bylaws. In reality, the NEC established most of the Corporate policy. The CAP Constitution required the NEC to meet at least twice annually, and at other times at the call of the National Commander. The NEC met in regular meetings at Maxwell Air Force Base (AFB), Alabama, on 22-23 June and on 7-8 December, and in special meetings in conjunction with the National Board meeting in Atlanta on 3-4 August.[13]

Headquarters CAP-USAF

On 29 April 1943, by Executive Order 9339, the President ordered the Civil Air Patrol transferred from the Office of Civilian Defense to the Department of War. On 4 May 1943, the Secretary of War, in Memorandum Number W95-12-43, charged the Commanding General, Army Air Forces, with supervising and directing the operations of the Civil Air Patrol. The AAF thereafter provided for the organization, manning and equipping of a headquarters for Civil Air Patrol, first in New York City and later at Bolling Field, Washington, DC. During a period of uncertainty regarding the future of Civil Air Patrol following the end of the war, the AAF continued to supervise the activities of CAP and provide manning for its national headquarters.[14]

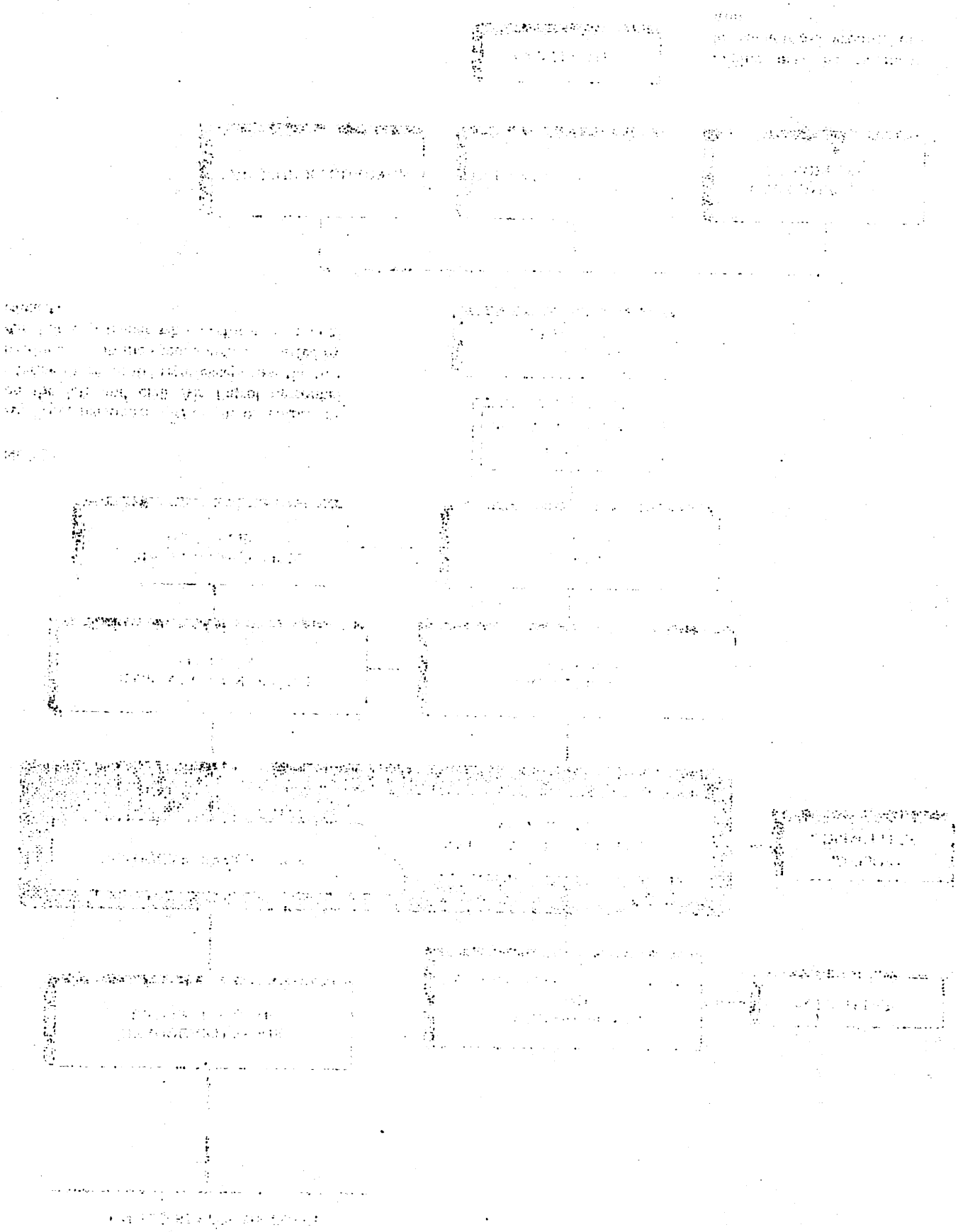
Although CAP gained a federal charter on 1 July 1946 under Public Law 476 and adopted an ambitious program to be carried out



NOTE:

Air Force personnel operate the organizations on the left and civil Air Patrol personnel operate those on the right except that the two headquarters in the shaded area are staffed by Air Force personel who perform in a dual capacity.

Figure 1 - Organizational Chart Civil Air Patrol



without financial assistance from the Air Force, it was obvious that many of CAP's objectives could not be attained without continued support from the Air Force. On 26 May 1948, the 80th Congress passed Public Law 557 granting CAP official status as the voluntary civilian auxiliary of the Air Force. The law authorized the Secretary of the Air Force to provide certain support to Civil Air Patrol such as the use of Air Force services and facilities; assistance with training; excess equipment and supplies, reimbursement for fuel, lubricants and communications expenses incurred while participating in Air Force authorized missions; and Air Force liaison personnel assigned to offices at the national, region and state levels of Civil Air Patrol. The law also authorized the Secretary to use the services of Civil Air Patrol in fulfilling the noncombatant mission of the Air Force.[15]

Headquarters Civil Air Patrol-United States Air Force (HQ CAP-USAF), located in Building 714 at Maxwell AFB, Alabama, was the head of the organizational structure for support of Civil Air Patrol. The senior officer in the HQ CAP-USAF liaison structure continued to perform duties in a dual status. In his military capacity as Commander, HQ CAP-USAF, he directed USAF military support of Civil Air Patrol and commanded all Air Force personnel assigned to HQ CAP-USAF, the eight United States Air Force-Civil Air Patrol (USAF-CAP) liaison regions and the 52 USAF-CAP wing liaison offices. In the role of Executive Director, he administered the day-to-day activities of Civil Air Patrol and was a voting member of the CAP National Board and National Executive Committee. The Air Force staff assigned to HQ CAP-USAF supported him in both functions.[16]

An Air Force colonel assigned to each of the eight USAF-CAP liaison regions, which corresponded to the eight CAP regions, commanded a small staff of six in the region office and an officer and noncommissioned officer in each USAF-CAP wing liaison office under his jurisdiction. Liaison personnel served as implementing agents for policies established by the Commander, CAP-USAF; as field advisors to assist CAP commanders in mission training and performance; and as liaison and control between Civil Air Patrol and federal government agencies where facilities, services, equipment or funds were involved. Liaison personnel were not subject to directions or orders issued by any member of Civil Air Patrol and liaison personnel exercised no jurisdiction over CAP personnel.[17]

On 31 December 1984, a total of 265 Air Force Military and civilian personnel were authorized to perform the CAP-USAF liaison mission, of which 105 were in the headquarters at Maxwell AFB, Alabama, and 160 were in the eight USAF-CAP liaison region and 52 USAF-CAP wing liaison offices.* HQ CAP-USAF continued to operate from Building 714 (Wilson Hall) at Maxwell AFB, Alabama throughout 1984. The CAP-USAF mission as authorized by Public Law 557 and stated in Air Force Regulation 46-4 continued to be:

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*See p 44

a. To advise and assist CAP in fulfillment of its statutory objectives.

b. To provide liaison between CAP, the Air Force and other Department of Defense agencies.[18]

The organization and mission of CAP-USAF was further explained in Air University Regulation 23-9. The responsibilities of the CAP-USAF Commander were specified as follows:

a. Ensure accomplishment of individual and unit training in accordance with HQ USAF and Headquarters Air University (AU) policies and procedures.

b. Exercise command over assigned/attached USAF personnel.

c. Be responsible for Air Force (accountable) property assigned to CAP-USAF.

d. Assist CAP in obtaining logistical support as authorized by applicable Public Law and USAF regulations from the Department of Defense (DOD).

e. Provide for effective management of assigned resources.

f. As CAP Executive Director serve as member of the CAP National Board and CAP National Executive Committee. Administer and direct the day-to-day programs and activities of Civil Air Patrol including the issuance of rules, regulations, directives, and reports necessary for the conduct of affairs and operation of CAP. These functions are excecuted in accordance with public law, the Constitution and Bylaws of the corporation, and the resolutions and policies of the CAP National Board and National Executive Committee.[19]

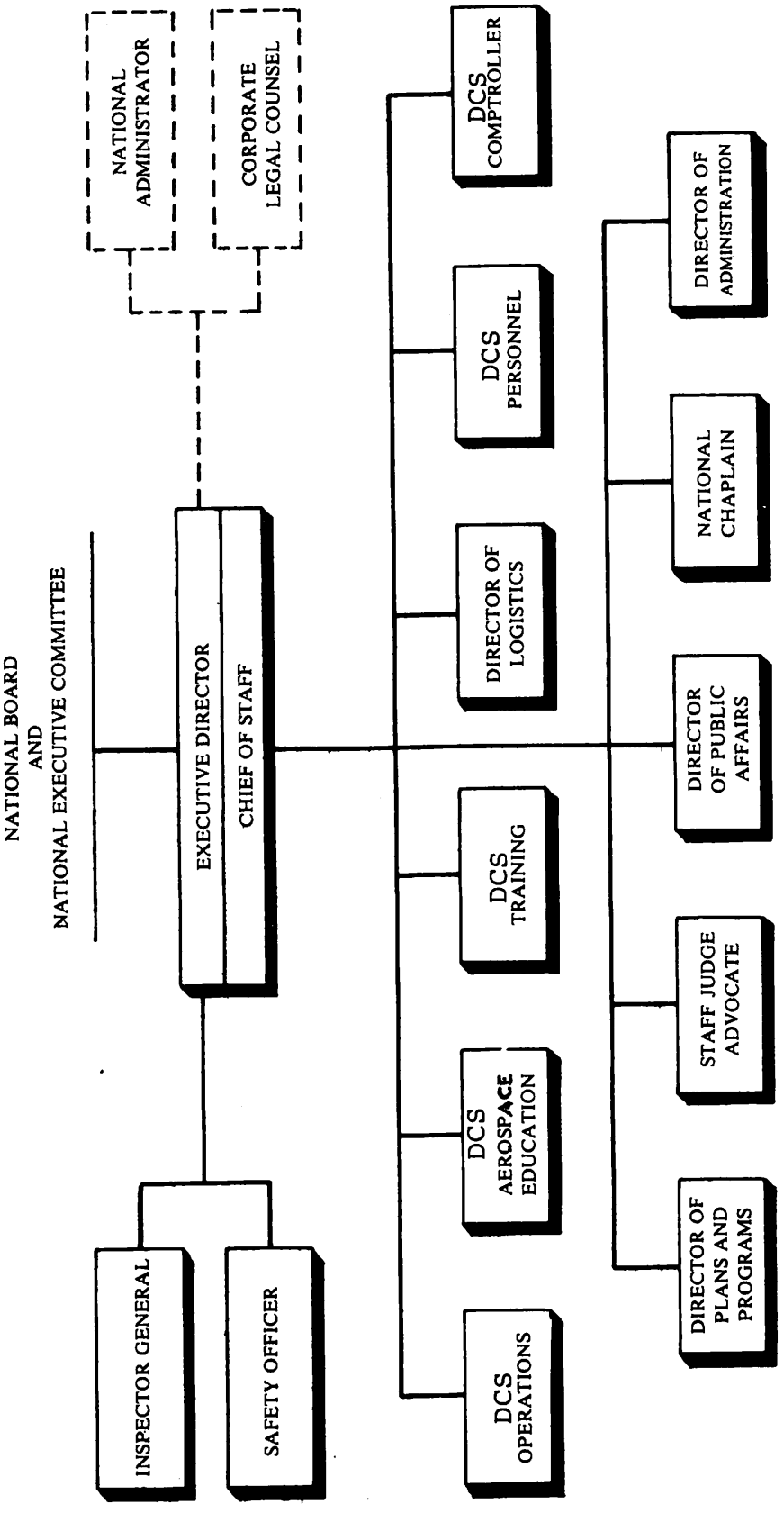
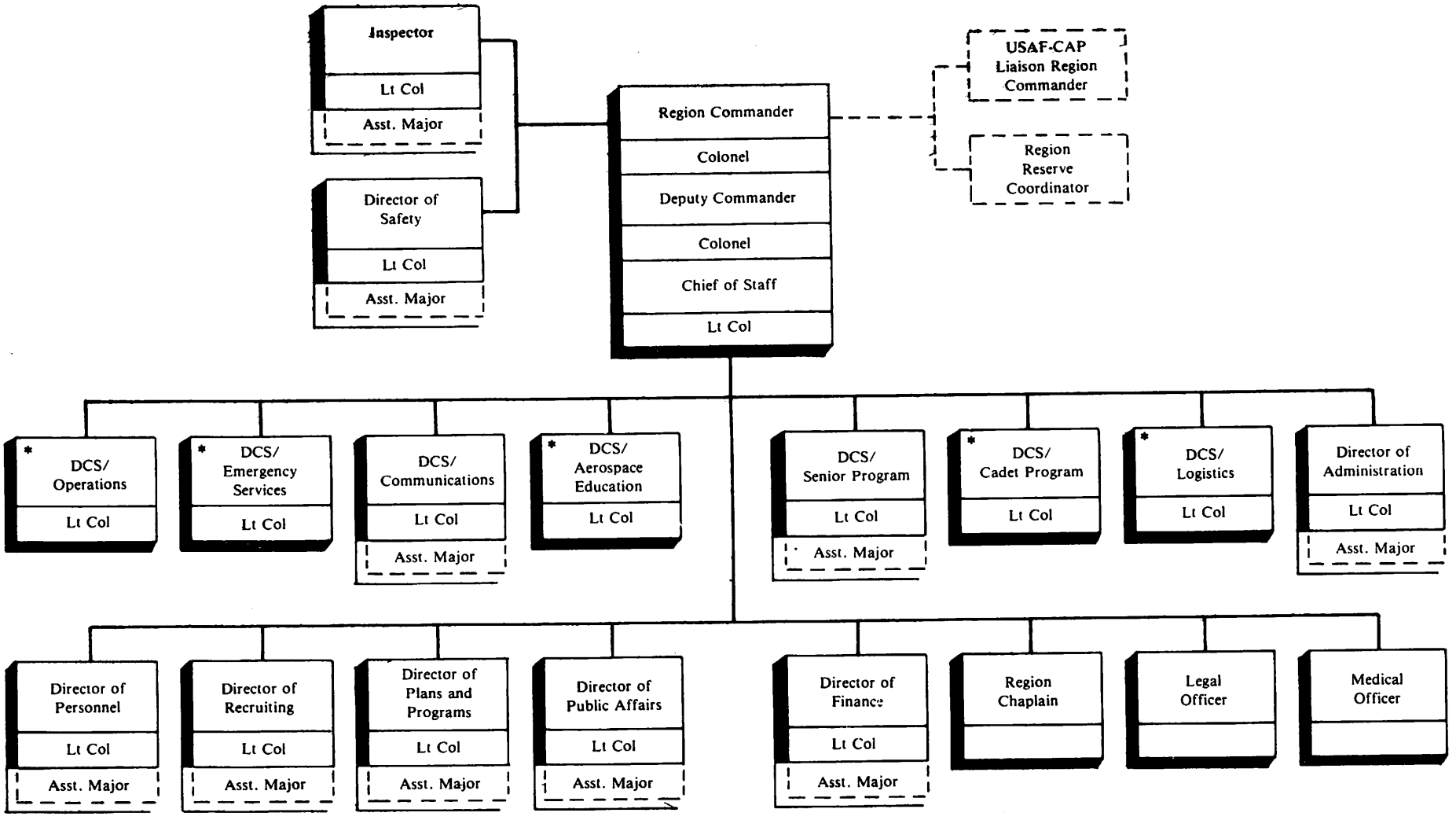


Figure 2 - Organizational Chart National Headquarters

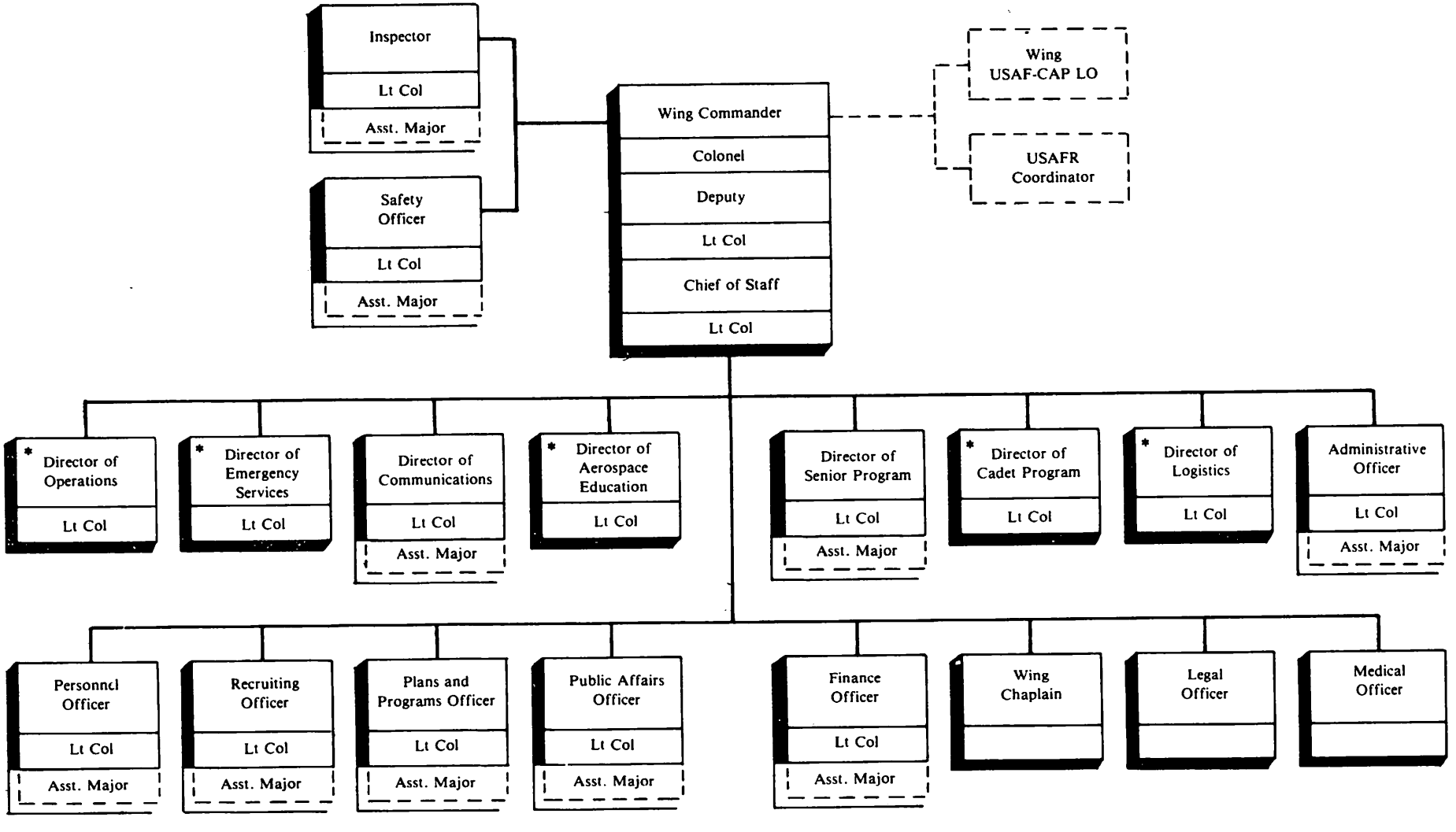
Figure 3 – CAP Regions and Wings

Figure 4. CAP Region Headquarters Organizational Chart.



* The above staff officers may find it desirable to delegate certain responsibilities to subordinate personnel. If any of these functions are expanded, the organization charts on the following page are recommended. NOTE: The Operations and the Emergency Services functions may be combined at the option of the region.

Figure 5, CAP Wing Headquarters Organizational Chart.



* The above staff officers may find it desirable to delegate certain responsibilities to subordinate personnel. If any of these functions are expanded, the organization charts on the following page are recommended. NOTE: The Operations and Emergency Services functions may be combined at the option of the wing.

CHAPTER II

TRAINING

In its 1946 Act to incorporate Civil Air Patrol, Congress declared that an objective of the corporation would be to "provide aviation education and training, especially to its senior and cadet members."* A senior member training program was developed to prepare members to work with other senior members, support the cadet program and develop specialties required for the emergency services mission and in performing day-to-day organizational tasks. Cadet members were trained through a structured program of aerospace education, leadership development, physical fitness, moral leadership, and aerospace related activities.[1]

CADET TRAINING

Civil Air Patrol continued to place special emphasis on youth development through the CAP Cadet Program. The CAP-USAF Cadet Programs Directorate worked to develop, monitor, and certify the conduct of the CAP Cadet Program. The program was designed to develop and motivate young people to leadership and responsible citizenship through an interest in aviation. Cadet membership was open to United States citizens and persons lawfully admitted for permanent residence to the United States and its territories and possessions who were 13 years of age, or had satisfactorily completed the sixth grade, through 18 years of age. Upon reaching age 18, cadets could choose to either become senior members or continue as cadets until their 21st birthday.[2]

Cadets were provided opportunities to develop leadership skills in an aerospace-oriented environment under the guidance of adult CAP leaders and with the advice and assistance of Air Force liaison personnel. They were permitted to progress at their own pace through a structured program of 15 achievements which include aerospace education, leadership training, physical fitness and moral leadership. As they advanced, cadets earned eligibility to participate in encampments, orientation flights, and a variety of national and international activities. Additional incentives and benefits included increase in cadet rank, ribbons and achievement awards, eligibility to compete for academic and flight scholarships, and advanced entry rank of E-3 should a Mitchell Award recipient choose to enlist in the U.S. Air Force.[3]

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*Public Law 476, 79th Congress, 1 July 1946

CIVIL AIR PATROL CADET PROGRAM
ACHIEVEMENT SPECIFICATIONS AND AWARDS

RESPONSIBLE STAFF OFFICER		ACTIVITIES OFFICER		LEADERSHIP OFFICER		AEROSPACE EDUCATION OFFICER		CHAPLAIN	
	Achievement	Activities		Physical Fitness	Leadership	Aerospace Education		Moral Leadership	Rewards*
Motivation Phase		An optional 90 day phase with no CAP grooming standards or uniform requirements. Designed to provide new cadets with an orientation to CAP (see below) and to motivate them to accept CAP standards and continue into Phase I.							
		In-depth orientation to CAP Cadet Activities (CAPM 50-16)		In-depth orientation to CAP Cadet Physical Fitness Program CAPM 50-16)	In-depth orientation to CAP Cadet Leadership Laboratory. (CAPM 50-16)	In-depth orientation to CAP Cadet Aerospace Education CAPM 50-16)		In-depth orientation to CAP Cadet Moral Leadership Program. (CAPM 50-16)	
Phase I The Beginning Phase	1. General J.F. Curry		Participation in planned squadron activities programs, such as:	AEROBICS: 30 Points Weekly Test: One Mile-11 Minutes. (Must be timed for each achievement.)	Leadership Text (self-study); specific assignments listed in the forward. Leadership Laboratory at Weekly Meeting. Written and/or performance tests for each achievement. (Local Control-Closed-book)	NO AEROSPACE EDUCATION REQUIREMENT		Discussion group every fourth meeting. Minimum Requirement: 50% attendance at ML meetings (minimum for each achievement), plus active participation — judgement of chaplain.	Cadet Ribbon
Phase II The Learning Phase	2. General H.H. "Hap Arnold"	Drill Team (color/honor guard)	• Orientation Flights • Power Flight Training • Glider Flight Training • Drill Team Competition • SAR/Ground Rescue • Model Aircraft and Rocketry • Radio Communications • First Aid • Life-Saving • Survival Techniques • Public Speaking • Visitations • Guest Speakers • Toastmasters • Sports (Individual and Team) • Community Service Projects • Etc., etc., etc.	AEROBICS: 30 Points Weekly Test: One Mile-10 Minutes.		CHAP 1 (Local Control-Closed-book Test)			Cadet 1st Class Ribbon
	3. Wright Brothers			AEROBICS: 30 Points Weekly Test: One Mile-9 Minutes.		CHAP 2 (Local Control-Closed-book Test)			Cadet Sgt Ribbon
	4. Captain Eddie Rickenbacker			AEROBICS: 30 Points Weekly Test: One Mile-8 Minutes.		CHAP 3 (Local Control-Closed-book Test)			Cadet SSgt Ribbon
	5. Charles A. Lindbergh	one type A or B Encampment for each cadet.		AEROBICS: 30 Points Weekly Test: One Mile-8 Minutes.		CHAP 4 (Local Control-Closed-book Test)		Serve Once As Discussion Leader — Serve Once As Recorder	Cadet TSgt Ribbon
	6. General Jimmy Doolittle			AEROBICS: 30 Points Weekly Test: One Mile-8 Minutes.		CHAP 5 (Local Control-Closed-book Test)			Cadet MSgt Ribbon
	7. Dr. Robert H. Goddard			AEROBICS: 30 Points Weekly Test: One Mile-8 Minutes.		CHAP 6 (Local Control-Closed-book Test) AEROSPACE EDUCATION TEST (Local Control-Closed-book Test)			Certificate Mitchell Ribbon Cadet F/O
MITCHELL AWARD — Eligible for Scholarships									★ M ★
Phase III The Leadership Phase	8. Flight Commander	Drill Team		AEROBICS: 30 Points Weekly Test: One Mile-8 Minutes.	Written and/or performance tests for each achievement (Local Control-Closed-book)	Serve As Counselor Or Staff Assistant	Staff Duty Analysis: FLIGHT COMMANDER (Locally Controlled Tests)	Serve satisfactorily in one officer level staff position.	Cadet 2d Lt
	9. Public Affairs Officer			AEROBICS: 30 Points Weekly Test: One Mile-8 Minutes.			PUBLIC AFFAIRS OFFICER		
	10. Logistics Officer			AEROBICS: 30 Points Weekly Test: One Mile-8 Minutes.			LOGISTICS OFFICER		Cadet 1st Lt
	11. Operations Officer			AEROBICS: 30 Points Weekly Test: One Mile-8 Minutes.	LEADERSHIP TEST (Local Control-Closed-book)		OPERATIONS OFFICER		Certificate Earhart Ribbon Cadet Captain
AMELIA EARHART AWARD									
Phase IV The Executive Phase	12 Leadership Officer	Drill Team		AEROBICS: 30 Points Weekly Test: One Mile-8 Minutes.	Written and/or performance tests for each achievement (Local Control-Closed-book)	Serve As Counselor Or Staff Assistant	LEADERSHIP OFFICER	Serve satisfactorily in one officer level staff position.	Serve Once As Discussion Leader — Eligible for Discretionary Grade of C/Major (Awarded by Squadron Commander)
	13. Aerospace Education Officer			AEROBICS: 30 Points Weekly Test: One Mile-7½ Minutes.			AEROSPACE EDUCATION OFFICER		Cadet Major
	14. Administrative Officer			AEROBICS: 30 Points Weekly Test: One Mile-7½ Minutes.			ADMINISTRATIVE OFFICER		Serve Once As Discussion Leader — Eligible for Discretionary Grade of C/Lt Col (Awarded by Squadron Commander)
	15. Cadet Commander			AEROBICS: 30 Points Weekly Test: One Mile-7½ Minutes. PREPARE FOR SPAATZ TEST			CADET COMMANDER		Cadet Lt Col
SPAATZ AWARD (based on passing of Spaatz Test) — Cadet Col Certificate — Spaatz Ribbon									★★S★★ Cadet Col

Suggested Meeting Format:

Opening Ceremony	5 Minutes
Squadron Inspection	10 Minutes
Leadership Laboratory	30 Minutes
Break	10 Minutes
Aerospace Current Events—Reports and Discussion	10 Minutes
Activity Period/Special Interest (Moral leadership discussions every fourth meeting)	60 Minutes
Counseling	20 Minutes
Closing Ceremonies	5 Minutes

*Promotion authority is vested in the Squadron Commander based on the cadet's completion of all established requirements for each achievement, and certification thereof.

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Figure 6

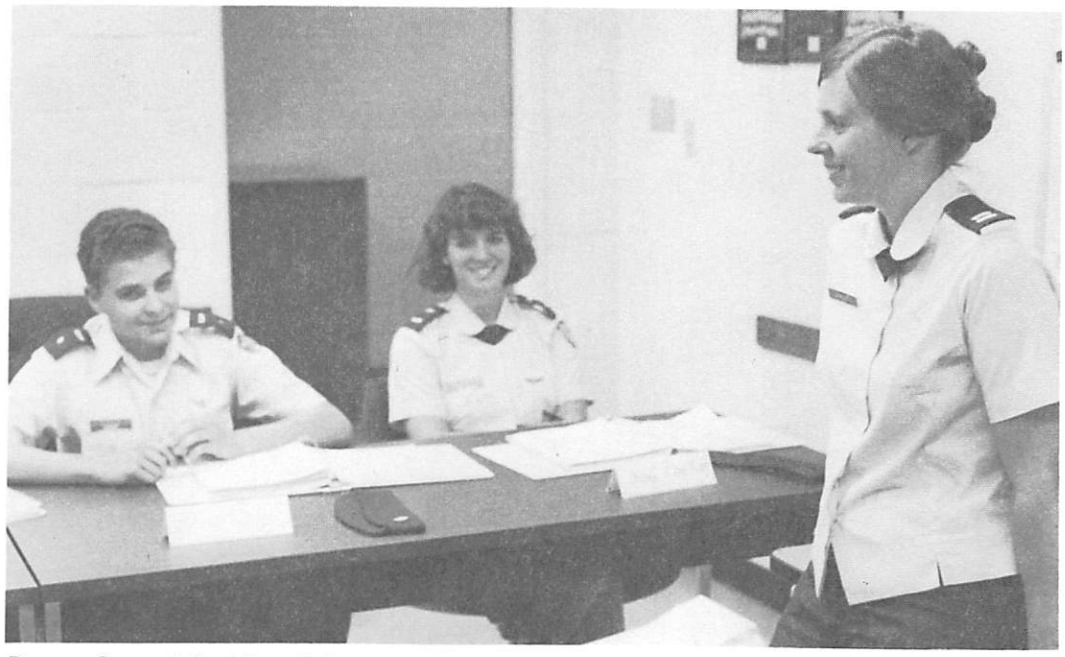
SPECIAL ACTIVITIES

Special activities were designed to provide cadets with incentive and motivation toward greater participation in the cadet program and to broaden their scope of thinking and experience. Many special activities were independently developed, conducted, and controlled by CAP personnel at region, wing, and squadron level. However, the CAP-USAF Cadet Programs Directorate conducted five national cadet special activities at nine locations for 563 CAP cadets during 1984.[4]

The International Air Cadet Exchange (IACE) was first conducted in 1947 between the Air Cadet League of Canada and the Air Training Corps of Great Britain. Civil Air Patrol entered the program in 1948 with the assistance of the US Air Force and has participated annually since. The program has grown and involved as many as 41 countries over the years. From its origin, the purpose of the IACE has been to promote international understanding, goodwill, and friendship among young people having a common interest in aviation. During the 19-day exchange, participating organizations in each country sponsored and provided visiting cadets with sightseeing trips, tours of aerospace industries and museums, visits to airports and Air Force installations, orientation and training flights in gliders and powered aircraft, and visits in host families' homes. The 1984 program, conducted during the period 17 July through 4 August, involved 105 CAP cadets and 21 senior member escorts in an exchange with a like number from 15 other countries. Lt Col Dow Foxx, Director of Cadet Programs, was Project Officer and Sgt Susan M. Parker was Assistant Project Officer.[5]

The ten-day National Cadet Officer School was conducted at Gunter Air Force Station (AFS), Alabama, during the last part of July and the first part of August. One hundred and eight (108) cadets from 34 wings (including Hawaii, Alaska, and Puerto Rico) participated in this event. The course consisted of seminar instruction, lectures, leadership lab, and sports. It was supported by Air University Professional Military Education Schools and emphasized the development and application of basic leadership and management skills. Mr. D. H. Laing of the DCS Training, was Project Officer, and Lt Col Phil Simmons, USAF Reserve (USAFR), was the School Director. They were assisted by 13 Reserve Officers and one Reserve noncommissioned officer. Cadet Cindy T. Shanabrook served as Commandant of Cadets and Cadet Matthew H. Zelnik of Columbus, Ohio, was selected as the outstanding cadet.[6]

The Air Training Command (ATC) hosted the ATC Familiarization Course at two ATC Undergraduate Pilot Training bases and one Navigator Training base. The objective of the program was to acquaint CAP cadets with the specific activities involved in ATC as well as to stimulate an interest in the USAF as a career. The course was conducted during the period 8-14 July for 97 CAP cadets. Capt Martin Dutilly, USAF, was the Project Officer and Maj Jerry L. Hurst, USAFR, served as Activity Director for the 29 cadets in



Reserve Support. Capt Terry L. Lawrenson conducts a seminar during the 1984 Civil Air Patrol Cadet Officers School held at Gunter AFS, Alabama during late July. The success of the 10-day course for 103 CAP cadets was greatly attributed to the support staff consisting of a team of Air Force Reserve Officers and NCOs serving on temporary active duty.

Flight Training. Cadet Ann Munchie was among the 28 students receiving powered flight training at the 1984 Illinois Wing Flight Encampment conducted at Charleston, Illinois during July. Ann conducts a pre-flight check of her aircraft under the watchful eye of Chief Powered Flight Instructor Charles Bunting. In addition to the powered flight training, 30 cadets received training in gliders and 12 in hot air balloons.

the course at Mather AFB, California. The course at Laughlin AFB, Texas, with 28 cadet participants, was conducted by Capt John Kozdron, USAF, as Project Officer and Lt Col Jon Tankersley, USAFR, as Activity Director. Capt Thomas Walke, USAF, was the Project Officer, and Maj Bruce Burkhard, USAFR, was Activity Director for the 40 cadets at Columbus AFB, Mississippi.[7]

The Pararescue Orientation Course allowed CAP cadets to participate in the various facets of Air Force pararescue training. It was originally planned and conducted by the Pararescue School located at Kirtland AFB, New Mexico, with the use of the training site in the Sangre De Christo mountains north of Albuquerque, New Mexico. However, because of the special cadet interest in this type activity, it was decided to expand to three courses annually to be held in different locations of the United States and at different times to accomodate the maximum number of participants. For 1984, they were: Kirtland AFB, New Mexico, from 6-12 July for 38 cadets. Lt Col William Savage, USAF-CAP Liaison Officer New Mexico, was Project Officer, and Maj Thomas L. O'Melia, USAFR, was Activity Director. The second site was Fort Knox, Kentucky, from 6-11 August for 43 cadets. Lt Col John E. Bean, USAF-CAP LO Kentucky, was Project Officer and Lt Col Francis W. Wyborski, USAFR, was Activity Director. The third course was held at George Washington National Forest, Virginia, from 13-18 August, for 43 cadets. Maj Philip C. Amrhein, USAF-CAP Middle East Liaison Region Director of Training, was Project Officer, and Maj Willard Inscoe, USAFR, was Activity Director. The curriculum for all courses was provided by the pararescue personnel from Kirtland AFB.[8]

The National Cadet Competition was conducted at Maxwell AFB, Alabama, during the period 27-30 December. A 16 member team from each of the eight CAP regions competed in physical fitness, aerospace knowledge, and precision drill. The New York Bronx group team representing the Northeast Region was the sweepstakes winner. The "USAF Chief of Staff Trophy" was presented to the team by HQ CAP-USAF Commander, Col John T. Massingale, Jr. Lt Col H. Dow Foxx, Chief of Cadet Programs, was Project Officer and was assisted by six USAF Reserve officers. Three volunteers from the USAF senior Noncommissioned Officer Academy acted as judges for drill, and six volunteers from the Squadron Officer School officiated the volleyball competition.[9]

AWARDS

Cadet Peter L. Freeland, Oregon Wing, was selected as the Civil Air Patrol Cadet of the Year. This award recognized the outstanding cadet based on demonstrated leadership, participation in the cadet program, academic excellence, and community involvement.[10]

The Billy Mitchell Award was earned by 1,271 CAP cadets and made them eligible for numerous CAP special programs and qualified

them to enlist in the Air Force in pay grade E-3 (Airman First Class). The Amelia Earhart Award earned by 456 cadets, entitled the recipient to apply for a cadet position in the International Air Cadet Exchange. The General Carl A. Spaatz Award, which signified the highest level of achievement in the structured cadet program, was presented to 51 cadets.[11]

The Thunderbolt Composite Squadron, Texas Wing, was selected as the Civil Air Patrol Squadron of Distinction. The award was based on the unit's overall accomplishments from 1 July through 31 December 1983 as well as favorable recognition by the Texas Wing Commander and the Southwest Region Commander. In honor of a former Chairman of the CAP National Board, the late Brig Gen F. Ward Reilly, an award was established by his family which recognized the individual leadership of the commander of the CAP Squadron of Distinction. Maj Harley Burton and Lt Michael A. Truitt were the recipients of this award. The following runners-up to the Squadron of Distinction were designated Squadrons of Merit:

a. Bayamon Cadet Squadron No. 5, Puerto Rico Wing.

b. Horizon Cadet Squadron, Oregon Wing.

c. Marshfield Cadet Squadron, Oregon Wing.

d. Van Dyke Cadet Squadron, Michigan Wing.[12]

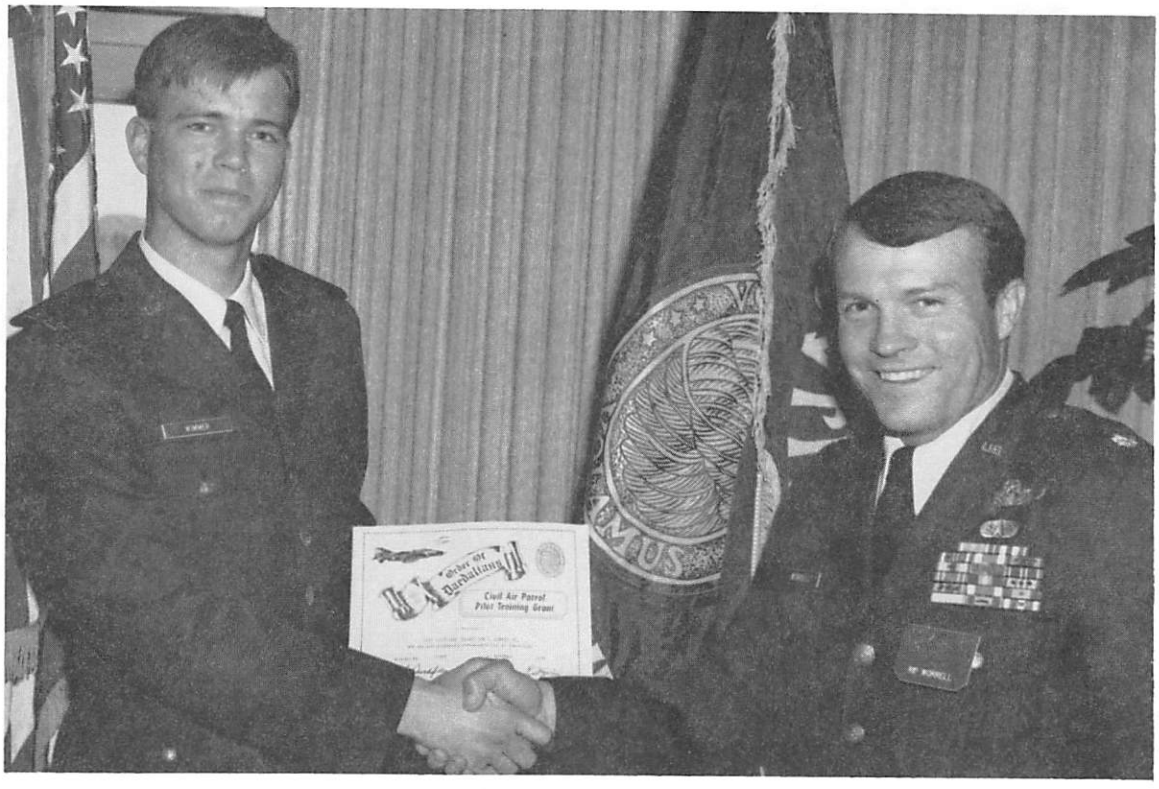
ENCAMPMENTS

CAP cadet encampments were conducted either at USAF or Department of Defense installations as arranged by Headquarters CAP-USAF personnel, or at community, state, and national facilities arranged by personnel at the local level. Because of its importance in a program of personal development, the encampment became a significant part of the structured program and was a prerequisite to earning the Gen Billy Mitchell Award. During 1984, 6,345 CAP cadets attended encampments with 1,204 senior members serving as supervisors. Encampments were conducted at 29 active Air Force bases and at 16 other DOD facilities. An additional 12 encampments were conducted at non-DOD facilities.[13]

FLIGHT TRAINING

Civil Air Patrol allocated $33,000 in its fiscal year 1984 budget to provide locally-conducted solo flight training and orientation flights for cadets. The funds provided 53 solo flight scholarships to cadets in the 52 CAP wings and overseas units. Scholarships covered expenses of ground school and flight training leading to solo qualification.[14]

Daedalians Scholarship. CAP Cadet Van A. Wimmer, Jr. from Virginia Wing and currently a cadet at the Air Force Academy was presented an Order of Daedalians Flight Scholarship by Air Force Major Rip Worrell during a Daedalian Chapter meeting at the Air Force Academy Officers Club. The Order of Daedalians, a multi-service organizations of military pilots, supports CAP through financial contributions for squadron activities and solo and private pilot scholarships at both the local and national levels. The organization annually awards three $1,000 Pilot Training Scholarships to provide CAP cadets with ground and air training for an FAA private pilot license.



Proud Parents. Cadet Lester E. Preston of Florida's MacDill Cadet Squadron received the General Carl A. Spaatz Award from Air Force Brig Gen David L. Patton then CAP-USAF Commander and CAP Executive Director. Lester's parents, CAP Captains Susan and Lester Preston witnessed the presentation of CAP's highest cadet award. Preston attends Embry Riddle Aeronautical University and is active in the Air Force ROTC.

Academy Nominee. Andrea Thompson of the North Carolina Triad First Flight Squadron entered the Air Force Academy in July as a result of her nomination by Senator Jesse Helms. Andrea had earlier completed the structured CAP cadet program and earned the General Carl A. Spaatz Award.

All CAP cadets were eligible to qualify for a series of six 30-minute orientation flights. The program was funded and conducted at wing and unit levels, but the CAP national treasury provided partial reimbursement for the first flight. During Fiscal Year 1984, the 52 wings and overseas units were partially reimbursed for the expense of providing over 5,350 cadets with their first flight experience through a locally-conducted orientation flight.[15]

SCHOLARSHIPS

In 1984, the Civil Air Patrol, through its National Scholarship Program, provided a total of $40,500 to 69 of its members to supplement their college or vocational-technical school education. Scholarships were given for study in engineering, education, humanities, theology, and science. Recipients ranged from young persons interested in learning to be aircraft mechanics to those pursuing advanced degrees in aeronautical engineering or aerospace medicine.[16]

The National Order of Daedalians, a multi-service fraternal organization of military pilots, in its seventh year of sponsorship, provided three $1,000 powered flight scholarships to CAP cadets. The 1984 scholarships were awarded to Houston Hickenbottom of the California Wing, Robert Kirkland of the New York Wing, and Van Wimmer Jr. of the Virginia Wing. The scholarships were used for ground and ground flight training toward an FAA private pilot certificate.[17]

SENIOR MEMBER TRAINING

In its role as the civilian auxiliary of the Air Force, Civil Air Patrol assumed responsibility to fulfill specific obligations to the Air Force and the country. Civil Air Patrol mission performance required informed, active senior members trained in leadership, management and functional tasks. Civil Air Patrol attracted a diverse group of senior members with varied education and skill levels that made a strong and standardized training program a basic necessity to mission readiness and performance. The objective of the CAP-USAF directed CAP Senior Member Training Program was to identify training needs and develop programs to prepare members to support the Cadet Program and develop specialties required for the emergency services mission. Training was also provided for those skills required to accomplish the day-to-day organization tasks such as personnel, administration, logistics, and finance. The program was organized into five levels.[18]

LEVEL I - CAP ORIENTATION COURSE

Level I training was an introductory phase to orient new members to CAP and its basic leadership and management principles. The course consisted of two parts. The first part provided basic

information on the history and organization of CAP, career development program, CAP customs and courtesies, proper wear of the CAP uniform, and leadership and management principles. This self study course was conducted through a collection of materials known as the Senior Member Handbook which was provided members upon joining. The second segment of the course was a slide/tape presentation which reinforced the basic instruction areas. At the end of 1984, 74 percent of all active senior members had completed Level I training.[19]

Level II - Technical Specialty Training

When they entered Level II senior members began to train in one or more of the CAP specialties and learned to perform unit functions. Study guides were provided and members were encouraged to study CAP directives pertaining to their specialty. New members often trained under experienced members in an on-the-job training situation. Squadron Leadership Schools were conducted locally to augment training in Level II specialties. The weekend schools provided members a working knowledge of all specialties and in-depth instruction in the specialty of their choice. Members were also taught to handle certain CAP unique leadership counseling situations and received instructions on planning unit meetings and activities. Perhaps as important as the stated course objectives was the opportunity for members from the same geographical areas to become acquainted and develop a cooperative effort in conducting activities. During 1984, 83 Squadron Leadership Schools were conducted with 2,267 members attending.[20]

Senior members also studied a CAP Officer Course administered by the Extension Course Institute (ECI) at Gunter Air Force Station, Alabama to prepare them to become more effective officers in Civil Air Patrol. Upon completion of Level II, members were awarded the Leadership Ribbon and a Certificate of Proficiency. Level II training was completed by 27,376 members during 1984.[21]

Level III - Management

Central to Level III training was the Corporate Learning Course (CLC). This localized weekend training program concentrated on the provisions of specific CAP regulations, pamphlets, and manuals. The training was designed to provide senior members with the practical knowledge necessary for squadron management. During 1984, 72 Corporate Learning Courses were conducted with 2,636 members attending. To complete Level III, members were required to hold a staff or command position for one year, advance to the senior rating in the specialty area begun in Level II, and participate in CAP activities above squadron level. During 1984, 1,794 senior members completed Level III training, and earned the Grover Loening Aerospace Award.[22]

Congressional Member. New York Congressman Joseph P. Addabbo, right, was presented a plaque by New York CAP Wing Commander Roy I. Arroll. The presentation was in appreciation of the Congressman's support of an amendment to the CAP Supply Bill which expanded Air Force support of CAP. Mr. Addabbo is a member of the CAP Congressional Squadron.

Anniversary Award. Lt Col William D. Madsen of the Rocky Mountain Region headquarters staff was presented the Frank G. Brewer Memorial Aerospace Anniversary Award by Frank G. Brewer, Jr., during the CAP National Board Meeting in Atlanta. Madsen, an early member of Civil Air Patrol, was dressed in his World War II vintage CAP uniform. (Photo by Rand McNatt)

Cadet Competition. The 1984 National Cadet Competition conducted at Maxwell AFB, Alabama in late December involved teams from each of the eight CAP regions. Region teams were chosen earlier in competition between winners of 52 wing competitions. The two-day event consisted of a series drill competitions, physical fitness tests, and examinations on aerospace subjects. The New York Wing Bronx Group Team representing the Northeast Region took top honors and was awarded the Air Force Chief of Staff Trophy at the close of the event. (Photo by Rand McNatt)

LEVEL IV - COMMAND AND STAFF

Level IV training was designed to prepare members to better execute duties and responsibilities of CAP command and staff positions. Ideally, every region and wing commander and those members being developed to replace them were expected to complete this phase of training. Level IV training included attending a one-week staff college normally conducted annually in each of the eight CAP regions. The colleges provided training in communicative, leadership and management skills. Seven region staff colleges were conducted in 1984 with 391 senior members attending. Level IV trainees were also required to represent Civil Air Patrol in their local communities and take an active role in CAP national, regional, and wing events while continuing their services in a command or staff position. Attainment of a master rating in their CAP specialty was required for completion of training at this level. A total of 906 seniors completed Level IV training during 1984 and earned the CAP Paul E. Garber Award.[23]

LEVEL V - EXECUTIVE

Training at this level in advanced academic and military subjects was designed for members performing duty as commanders or staff officers. They were expected to serve as staff members in one of the CAP training programs and to continue in a unit command or staff position. Another requirement was attendance at the ten-day National Staff College (NSC) conducted annually at Maxwell AFB, Alabama to provide advanced leadership/management training, an insight into international affairs and higher awareness of CAP policies on a national level. The National Staff College received excellent Air Force support through extensive use of the facilities and faculties of the Air University's Professional Military Education Schools. Both graduate and undergraduate academic credit were available for completion of the course. In 1984, 70 senior members graduated from the college. Other requirements for completion of Level V training included active participation in senior member training programs at squadron, region, or national levels, and holding a command or staff position for three years. During 1984, 431 members completed Level V training and received the CAP Gill Robb Wilson Award.[24]

SPECIALIZED TRAINING

In addition to the structured training program that enabled CAP senior members to progress in grade and responsibility, there were numerous special training opportunities designed to further qualify members in their chosen CAP mission specialties.[25]

The Extension Course Institute is the correspondence school of the Air Force and was available to CAP members without charge. CAP members benefitted from ECI courses in general military and certain specialized fields such as communications, CAP unique

courses such as the CAP Officer Course and the Emergency Services Course were developed and administered by ECI to augment training in CAP Level II specialties. During 1984, 6,883 CAP senior members were enrolled in 109 different ECI courses.[26]

The National Search and Rescue School conducted by the U.S. Air Force and the U.S. Coast Guard continued to enhance the professionalism of Civil Air Patrol search and rescue mission coordinators. A one-week course conducted at Governors Island, New York was attended by 26 CAP personnel and a second school at Maxwell AFB, Alabama benefitted 29 CAP attendees.[27]

Annual communications schools were conducted by the CAP Northeast Region at Kutztown State College, Kutztown, Pennsylvania, and by the Great Lakes Region at Rickenbacker AFB, Ohio. The schools were open to both senior and cadet members and provided training in communications procedures and techniques that qualified attendees for communications officer positions in the CAP units of assignment.[28]

Civil Air Patrol promoted flight safety by providing financial assistance to CAP pilots who attended a flight clinic sponsored by CAP and sometimes in association with the Federal Aviation Administration, Aircraft Owners and Pilots Association (AOPA) or other flight safety organizations. The clinics included ground instruction in subjects such as FAA regulations, emergency procedures, flight planning and aviation weather. Participants also demonstrated safe aircraft piloting skills to an FAA-certified flight instructor or qualified CAP check pilot during the clinic. Clinics were attended by 1,761 CAP pilots.[29]

AWARDS

Senior members continued to progress and perform well during 1984 as evidenced by the recognition they received in the form of awards:

a. Col John P. Ratcliff of the West Virginia Wing was selected as the Wing Commander of the Year.

b. Maj Gerald A. Krueger of the Wisconsin Wing was selected as the Senior Member of the Year.

c. Certificates of Proficiency for successful completion of Level II training were presented to 830 members as compared to 611 in 1983.

d. Grover Loening Aerospace Awards for successful completion of Level III training were presented to 602 members as compared to 127 in 1983.

e. Paul E. Garber Awards for successful completion of Level IV training were presented to 344 members as compared to 120 in 1983.

f. Gill Robb Wilson Awards for successful completion of Level V training were presented to 307 members as compared to 97 in 1983.[30]

CHAPTER III

AEROSPACE EDUCATION

Aerospace Education was established as one of the primary missions of Civil Air Patrol under Public Law 476 which established the organization as a federally chartered benevolent corporation on 1 July 1946. Aerospace Education has been defined by Civil Air Patrol as: "That branch of general education concerned with communicating knowledge, skills, and attitude about aerospace activities and the total impact of air and space vehicles upon society." In accordance with its federal charter, Civil Air Patrol continued to provide innovative leadership in carrying out its mission of providing aerospace education to the CAP senior and cadet membership through its internal program while conducting an external program to provide the general public with aerospace knowledge necessary to ensure the development of aerospace and the maintenance of aerospace supremacy. The professional staff assigned to the HQ CAP-USAF DCS, Aerospace Education, continued to focus their attention on programs to enhance the aerospace education mission.[1]

NATIONAL CONGRESS ON AEROSPACE EDUCATION

The Astro Village in Houston, Texas was the site of the seventeenth annual National Congress on Aerospace Education on 5-7 April 1984. The activity was cosponsored by the Federal Aviation Administration, National Aeronautics and Space Administration, National Air and Space Museum, and Civil Air Patrol. The congress was attended by 700 educators, aviators, exhibitors and space enthusiasts as well as government and industry leaders. The meeting provided a forum for aerospace teachers to become aware of new trends in aviation and space programs. The Congress Planning Committee was composed of a representative from each of the four cosponsoring agencies, with Mr. Harold Bacon, DCS, Aerospace Education, representing Civil Air Patrol. Mr. Bacon also served as Director of the Congress. All supporting materials for the Congress were developed by the Aerospace Education Directorate.[2]

Participants in the congress program included Dr. Hans Mark, Deputy Administrator, National Aeronautics and Space Administration; Maj Gen Larry Beer, USAF Space Command; Dr. Larry Bell, University of Houston; Col Francis Gabreski, USAF, World War II "Ace"; Brig Gen Charles E. "Chuck" Yeager, first man to fly faster than the speed of sound; Mr. Scott Crossfield, X-15 test pilot; Mr. Bill Shea, Federal Aviation Administration; and Mr. John Barainca of Brighton High School in Utah. Congress attendees spent a full day at the Johnson Space Center and were provided briefings and a tour of the facility. An afternoon was devoted to Concurrent Sessions and participants were allowed to choose and attend

two sessions related to their areas of interest. A survey of participants in Congress '84 was made to gain insights for improvement of future programs.[3]

Aerospace Education Workshops

CAP support of aerospace education workshops for teachers continued to be one of the most important elements of its external aerospace education program. The purpose of the program was to provide attendees with a basic knowledge and understanding of aviation and space which could be used in teaching upon their return to the classroom. Civil Air Patrol cooperated with colleges and universities and individual school systems in support of 207 graduate-level workshops in 40 states and Puerto Rico during 1984. Approximately 5,000 educators benefited from the program. Civil Air Patrol provided advice and assistance in developing curriculums and Air Force reserve personnel provided liaison and instructional support to workshop directors. A limited amount of airlift was provided by the United States Air Force as part of the workshop curriculum to allow attendees to visit an aerospace facility.[4]

Aerospace Education Publications

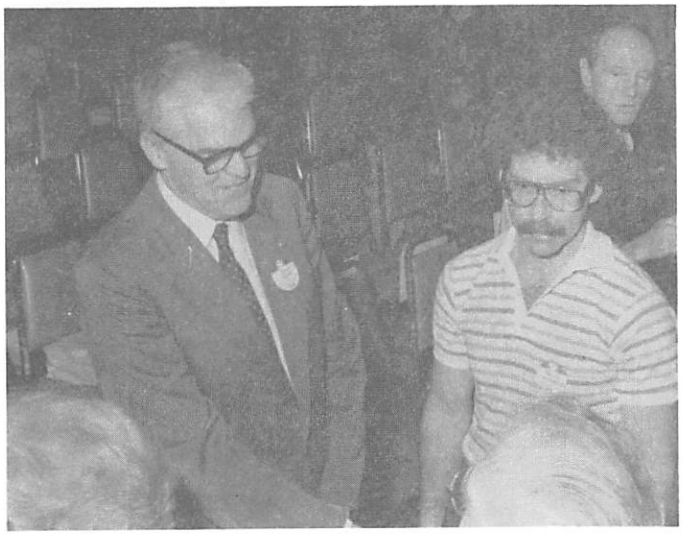
A report on the Status of Aerospace Education in Civil Air Patrol was produced based on 1983 data gathered through a survey of all Civil Air Patrol Wings. The status report was to be used as a guide in considering new and revised aerospace education programs and similar annual surveys were planned for the future. The Aerospace Education Program for Senior Members which was implemented in 1982 and administered by the HQ CAP-USAF Aerospace Education staff was decentralized in January 1984 due to a manpower reduction in the Headquarters staff. The program was administered by CAP Wing Directors of Aerospace Education and monitored by the Headquarters staff throughout 1984.[5]

The staff began rewriting the cadet textbook, Aerospace '81, which was scheduled for publication in mid-1985 under the new title of Horizons Unlimited. Careful attention was being given to the reading level of the text and activities were being added at the end of each chapter which hopefully would be an additional learning tool for the cadets. The Instructor Guide for the textbook, Aerospace: The Challenge, was completed and made available to CAP members and schools which were using the textbook in their aerospace programs. The Aerospace Education staff continued to write "Aerospace Update" for publication in the Civil Air Patrol News. The two-page feature articles were published quarterly to inform Civil Air Patrol Members on the latest happenings in aerospace.[6]

Young Astronaut Program

On 17 October, President Reagan announced a new initiative designed to improve the science, mathematics and technology

Aerospace Congress. Dr. Hans Mark, left, Deputy Administrator of NASA and former Secretary of the Air Force, talks with some of the attendees during a break in activities at the National Congress on Aerospace Education held in Houston, Texas on 5-7 April. The annual event is cosponsored by the Federal Aviation Administration, National Aeronautics and Space Administration, National Air and Space Museum and Civil Air Patrol. (Photo by Bill Odom)



Top Achievement. Troy Mellon displays the General Carl A. Spaatz Award presented to him by Colorado Adjutant General John L. France. The award recognizes completion of the structured CAP cadet program and is earned by only a few select cadets each year. Troy is a member of Colorado's Valley Cadet Squadron and attends the University of Kansas. (Photo by West Twomey)

Supports CAP. Congressman Roy Dyson of Maryland was presented a Civil Air Patrol Plaque by CAP Maryland Wing Commander Col Daniel J. Hill in appreciation of his support of the organization. Congressman Dyson and Congressman Ronald Coleman of Texas were cosponsors of an amendment to the CAP Supply Bill that authorized expanded Air Force support of Civil Air Patrol.

Special Airfare. CAP National Commander William B. Cass, right, met with Dennis Collins of Ozark Airlines in St. Louis where Collins announced that Ozark Airlines had granted a special discount airfare for CAP members. The special rate entitles CAP members to 30 percent off the standard coach fare on confirmed reservations on all Ozark routes. Collins said that the new fare was Ozark's way of recognizing the great humanitarian service that CAP performs for the country. (Photo by Bobby Blanter)

education in our nation's schools. The innovation called the "Young Astronaut Program" was aimed at grades 1-9 and was designed to use the young person's interest in space exploration as a vehicle to teach other subject matter. The program was being handled by the White House Office of Private Sector initiative and was not based on federal funding, but on the support of local community groups, education and the Nation's private industry. The new program provided additional creditability to Civil Air Patrol's 3-plus year old committment to aerospace education and gave direct presidential support to aerospace education in general. The program has as its goal, 600,000 "young astronauts" by 1 January 1985; 1,350,000 by the beginning of the 1985-1986 school year; and 3,000,000 within the next eight years. The program was directed by the Young Astronaut Council with responsibility for developing the program, writing the curriculum and chartering the chapters. The organization wanted CAP help, and a cooperative effort was expected to be mutually beneficial to both the Young Astronaut Program and Civil Air Patrol. By the end of 1984, the CAP Great Lakes Region had become deeply involved in the test program for young astronauts and the Aerospace Education staff at National Headquarters was exploring ways for further CAP involvement.[7]

Frank G. Brewer Memorial Aerospace Awards

The Frank G. Brewer Civil Air Patrol Memorial Aerospace Awards were presented on 4 August at the Civil Air Patrol National Board Meeting in Atlanta, Georgia in a special ceremony marking the twenty-fifth anniversary of the awards. Recipients of the awards were recognized for noteworthy achievements contributing to aerospace advancement or understanding. The 1984 award winners were: Cadet Col Pedro J. Santiago of the Puerto Rico Wing in the Cadet Category; Maj Ray S. Taylor of the Florida Wing in the Senior Category; Capt Josephine A. Eisenzimer of the Montana Wing in the Individual Category; The Experimental Aircraft Association in the Organizational Category; and Lt Col William D. Madsen of the Rocky Mountain Region was presented the Special Anniversary Award.[8]

CHAPTER IV

OPERATIONS

Public Law 476 which established Civil Air Patrol as a federally chartered volunteer benevolent coporation on 1 July 1946 charged CAP with responsibility to encourage and foster civil aviation in local communities and provide an organization of private citizens with adequate facilities to assist in meeting local and national emergencies. On 26 May 1948 the 80th Congress granted CAP status as the civilian auxiliary of the Air Force through Public Law 557 and authorized the Secretary of the Air Force to use the services of Civil Air Patrol in fulfilling the non-combat missions of the Department of the Air Force. HQ CAP-USAF continued to support Civil Air Patrol and the United States Air Force in the areas of Emergency Services, Current Operations and Communications.[1]

EMERGENCY SERVICES

The primary objective of Civil Air Patrol Emergency Services was to save lives and relieve human suffering while safeguarding the lives of CAP personnel providing the service. CAP relied on professionalism in organization, training and mission execution to accomplish this objective. Care was exercised to ensure that only qualified members were permitted to participate in actual missions. The Emergency Services mission included search and resuce in support of the Aerospace Rescue and Recovery Service in the Continental United States, The United States Coast Guard in Puerto Rico, and the Joint Rescue Coordination Center in Hawaii and Alaska. The mission also included civil defense and disaster relief operations in support of local, state, federal and other national emergency services organizations. Additionally, CAP worked with Department of Defense agencies in their noncombatant role of Military Support Civil Defense (MSCD) and Land Defense of the CONUS (LCD). CAP continued its mutual support relationships with the American National Red Cross, Salvation Army, Federal Emergency Management Agency (FEMA), Federal Aviation Administration, National Voluntary Organizations Active in Disaster, and other humanitarian organizations in conducting disaster relief operations.[2]

SEARCH AND RESCUE

The U.S. Air Force was assigned responsibility by the National Search and Rescue Plan for coordinating search and rescue operations in the Inland Region of the United States. The Air Force meets its responsibility through the Military Airlift Command's

Red Cross Visitors. Dr. Harold T. Meryman, third from left, and Ms. Barbara G. McKeever, American National Red Cross Blood Services representatives, talked with CAP National Administrator Carl S. Miller, right, and CAP legal Counsel Tom Handley during a visit to CAP National Headquarters at Maxwell AFB, Alabama. They discussed possible future working relations between the two organizations involving airlift of human organs and tissues. (Photo by Rand McNatt)

Command Change. Col William B. Cass was elected by the CAP National Board at its August 1984 meeting to replace Brig Gen Howard L. Brookfield as CAP National Commander. Following the election, former National Commander Johnnie Boyd (left) and outgoing National Commander Howard L. Brookfield assisted Col Cass in assuming his new CAP grade of Brigadier General.

Aerospace Rescue and Recovery Service (ARRS). Functioning under ARRS, the Air Force Rescue Coordination Center (AFRCC) coordinated search and rescue mission upon request. As the civilian auxiliary of the Air Force, Civil Air Patrol was the primary resource available to the Air Force in fulfilling the responsibility of inland Search and Rescue.[3]

During 1984, Civil Air Patrol participated in 1,979 Air Force authorized search and rescue missions, flew 17,351 hours, and was credited with locating 1,204 search objectives (finds) and saving 128 lives (saves). The number of finds continued to increase, up from 103 in 1971 to 1,204 in 1984. The dramatic increase continued to be primarily due to non-distress missions caused by inadvertant activation of emergency locator transmitters (ELT). CAP flew 80% of the search hours on missions coordinated by the AFRCC. (See Table 1 for a summary CAP search and rescue participation during 1984.[4]

In addition to supporting Air Force mission requests, CAP wings in Louisiana, Florida, Puerto Rico, Alaska and Hawaii frequently provided search assistance to the U.S. Coast Guard. According to AFRCC data, the ELT continued to be the best aid available to searchers, and the best hope for timely rescue of survivors of general aviation air crashes. The high incidence of non-distress ELT activations and voice transmissions on ELT frequencies continued to be a major area of concern. CAP worked closely with other organizations to increase ELT reliability to ensure that when an ELT signal was transmitted, it was indicating a distress situation. CAP continued to inform the aviation community of the importance of reliable ELT equipment, monitoring of the ELT frequency, and filing of accurate flight plans.[5]

SARSAT PROJECT

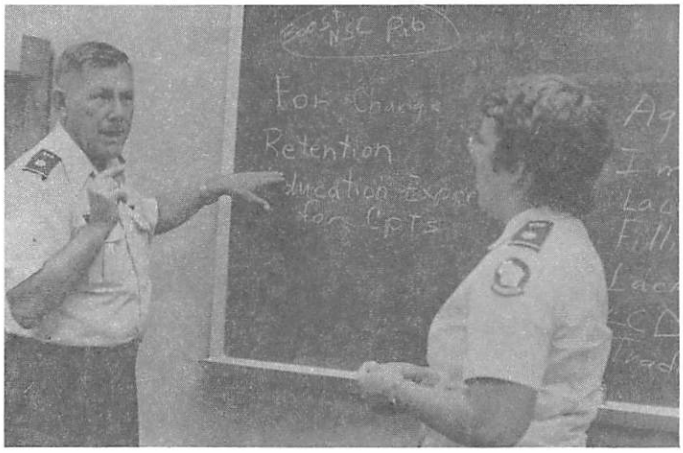
Civil Air Patrol provided extensive support for Air Force testing of the Search and Rescue Satellite-Aided Tracking (SARSAT) system by placing and activating test beacons at selected sites throughout the continental United States and Alaska. SARSAT was a joint effort of the United States, Canada, France, and Russia to use satellites to improve the capability to locate ships and aircraft in distress. The system used satellites in low, near-polar orbit to monitor for distress transmissions from ELTs which were in turn relayed from the satellites to local user terminals to precisely fix the location of the emergency. During 1984, CAP wings at various locations in the United States activated portable field units of a new generation prototype ELT to measure coverage, accuracy and reliability. The new ELT, through state of the art technology, should decrease or eliminate false activations that currently plague the search and rescue system. The SARSAT system was used to locate and save 170 individuals during 1984. When fully operational, the system will be a tremendous aid to the CAP search and rescue mission.[6]

TABLE 1
WING PARTICIPATION IN EMERGENCY SERVICES
1 January 1984 through 31 December 1984

	Missions	Sorties	Hours	Finds	Saves
Alabama	34	31	59	25	0
Alaska	97	705	1558	44	13
Arizona	46	180	420	28	0
Arkansas	30	232	406	14	1
California	194	2098	3376	135	5
Colorado	72	510	989	23	6
Connecticut	21	43	98	10	0
Delaware	5	6	8	2	0
Florida	151	252	416	124	2
Georgia	40	109	238	32	0
Hawaii	8	66	158	0	0
Idaho	17	125	271	1	1
Illinois	57	149	268	39	0
Indiana	36	32	73	19	0
Iowa	9	8	15	4	8
Kansas	50	76	121	16	23
Kentucky	18	67	144	10	0
Louisiana	67	126	247	45	0
Maine	16	120	211	11	0
Maryland	17	21	36	10	0
Massachusetts	33	302	518	27	0
Michigan	52	60	92	39	0
Minnesota	30	118	239	20	0
Mississippi	25	56	112	14	0
Missouri	30	61	122	21	0
Montana	7	64	139	0	0
National Capital	1	0	0	1	0
Nebraska	38	83	202	15	18
Nevada	37	347	797	10	5
New Hampshire	9	26	45	5	0
New Jersey	56	73	93	42	3
New Mexico	42	519	1065	9	9
New York	52	186	269	30	1
North Carolina	43	84	148	30	1
North Dakota	14	20	44	9	0
Ohio	52	45	115	37	0
Oklahoma	35	213	508	20	0
Oregon	29	181	372	6	0
Pennsylvania	50	93	153	37	3
Puerto Rico	1	5	16	0	0
Rhode Island	10	4	7	2	0
South Carolina	16	12	35	13	0
South Dakota	17	38	69	6	5
Tennessee	29	190	419	13	1
Texas	171	648	1388	109	17
Utah	24	162	318	4	1
Vermont	8	99	191	4	0
Virginia	39	113	166	27	1
Washington	64	156	226	33	0
West Virginia	13	11	18	4	3
Wisconsin	37	155	294	23	1
Wyoming	4	22	59	2	1
National Totals	1,979	9,112	17,351	1,204	128

Source: CAP Annual Report to Congress for 1984, p 36

Wright Award. Colorado CAP Wing Commander Harry E. Kouts, right, was presented the Colorado Wright Brothers Memorial Foundation Award by retired Air Force Brig Gen James C. Hall. The presentation was made at the Colorado Hall of Fame Banquet sponsored by the Colorado Aviation Historical Society and held at the U.S. Air Force Academy. (Photo by Bill Madsen)



School Seminar. Seminar participants Harold Bueneman and Libby Curry were among the 53 CAP senior members to complete the 1984 Civil Air Patrol National Staff College held at Maxwell AFB, Alabama. The ten-day course provided advanced leadership and management training for wing and region command and staff personnel. The Staff College received outstanding support from Air University's Professional Military Education schools through use of their facilities and faculties. (Photo by Mike Mickelson)

Search Contest. The 1984 North Central Search and Rescue Competition conducted at the Air National Guard Facility in Sergeant Bluff, Iowa involved 150 CAP members from the seven participating CAP wings. Nebraska aircrew members, left to right, Paul Scheerer, Bill Burton and Rich Schmidt study map of search area prior to air search exercise. South Dakota was selected as the best overall performing wing in the competition. (Photo by James Black)

CAP Recruiter. Retired Air Force Brig Gen Chuck Yeager, center, is provided guidance by recording technicians during the production of a series of Civil Air Patrol radio and television recruiting spot announcements. General Yeager, the first man to fly faster than the speed of sound, donated his time to CAP for the production of the spots at Edwards AFB, California. (Photo by Henry Saffold)

DISASTER RELIEF

Department of Defense Directive 3025.1 authorized the use of military resources to assist state and local governments in alleviating the suffering and damage that resulted from peacetime civil emergencies. The Department of the Army was designated as the executive agent for all military support to civil authorities and the Air Force Reserve (AFRES) was assigned overall responsibility for Air Force disaster planning. The AFRES coordinated and directed Air Force response to civil disaster requirements. As the civilian auxiliary of the Air Force under Public Law 557, CAP was available upon request to perform Air Force noncombatant missions which included assistance to civil authorities during peacetime disasters. Each CAP wing negotiated a memorandum of understanding with its individual state Emergency Management Agency to assist local and state authorities in emergencies that were not of sufficient magnitude to warrant military assistance. During 1984, CAP participated in 11 natural disaster missions in eight states, supported by light aircraft, emergency vehicles and radio networks. CAP was credited with saving five lives. CAP units also conducted 84 disaster relief training exercises in 1984. This training demonstrated CAP capability and the validity of the CAP/State Emergency Management Agency Disaster Relief Plans.[7]

CARDA PLAN

HQ CAP-USAF successfully coordinated an increased role for Civil Air Patrol in the new U.S. Continental Air Reconnaissance for Damage Assessment (CARDA) Plan. While participating in "Exercise Friendship", CAP played an active CARDA role by relaying damage assessment messages to SAC aircraft supporting SAC Exercise "Global Shield '84." When national command authorities recognized the importance of CARDA to a national reconstitution effort, the responsibilities for CARDA shifted from a strictly Air Force mission to a mission with joint agency responsibilities. CAP was incorporated into the National CARDA Plan with an active participant role in the event of activation of CARDA. In "Exercise Friendship" CAP worked closely with United States Readiness Command (USREDCOM) to demonstrate CAP's ability to support a reconnaissance role. CAP activity in the "Friendship" exercise drew favorable recognition from White House and Joint Chiefs of Staff (JCS) levels.[8]

SARDA PLAN

CAP continued to assist the FAA and FEMA in revitalizing each state's State and Regional Disaster Airlift (SARDA) Plan for the effective use of the Nation's 209,000 non-air carrier aircraft and 603,000 private and commercial pilots to support both civil and military requests. CAP "Exercise Friendship" conducted in early 1984 enabled 32 CAP wings to work with state emergency operations offices and conduct reporting and communications procedures on a

state and regional scale as might be required in a major disaster. The planning involved with "Exercise Friendship" was to be used as a basis for an enhanced and expanded national CAP exercise scheduled for the Spring of 1986.[9]

EXERCISE FRIENDSHIP

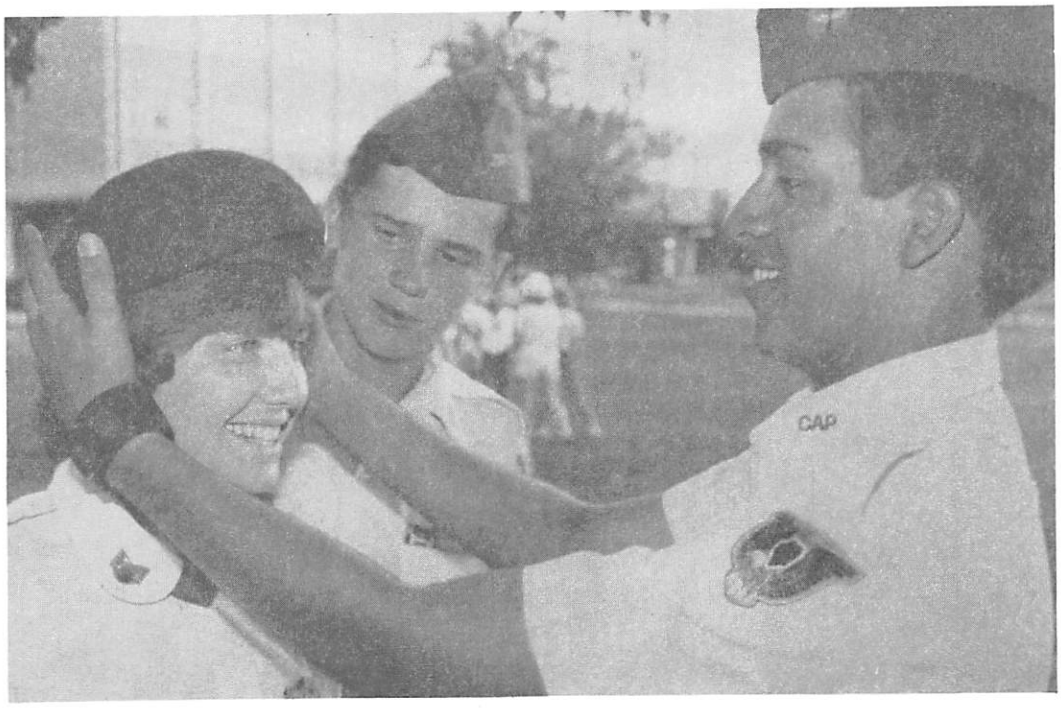
During the U.S. Air Force Strategic Air Command's Exercise "Global Shield '84", Civil Air Patrol conducted its own "Exercise Friendship" on 7-8 April in direct support of SAC and NORAD. CAP units flew SARDA, CARDA and logistics support missions and provided high frequency (HF) communications connectivity checks with DOD agencies. CAP conducted ELT searches using HF equipment in aircraft and ground vehicles to locate, recover and return SAC aircrew members to their home bases. CAP also supported SAC by demonstrating the capability to quickly transport critical, time-sensitive film. CAP members and aircraft were used at numerous locations to assist Air Force participating commands by transporting parts, messages, and personnel from home bases to alternate locations. SARDA missions performed in cooperation with participating states included radiological monitoring, damage assessment, traffic control, and photo reconnaissance. CAP received much positive, high level visibility at Air Force and Major Command Headquarters and all responses indicated that CAP performed in an outstanding manner.[10]

NATIONAL SEARCH AND RESCUE COMPETITION

Civil Air Patrol conducted its first National Search and Rescue Competition at Whiteman AFB, Missouri over the Labor Day Weekend, 31 August-2 September 1984. Qualified teams, selected through local competition, from each of the eight CAP regions competed in both air and ground search events. The competition included air search for a simulated crashed aircraft and an aircraft ELT, ground search for a lost person and an aircraft ELT, and a first aid evaluation. The event culminated with the CAP Southwest Region taking first place honors and the CAP Rocky Mountain Region finishing as first runner-up. The participants were enthusiastic and the activity was considered an outstanding success. The next national competition was planned for the Labor Day weekend in 1986.[11]

TISSUE/BLOOD TRANSPORT PROGRAM

Civil Air Patrol continued its program of providing rapid movement of life sustaining materials when means of transport were not available or could provide timely delivery. CAP worked with local hospitals and blood banks and continued its close association with the American National Red Cross in support of a human tissue/organ retrieval and transport program whereby CAP provided transportation for Red Cross technicians to recover human tissue and blood to central processing and distribution centers. CAP also increased its activity with the Red Cross through local agreements to provide



Flight School. Cadet David Diaz helps Becky Richardson adjust her beret. They and Marty Malec were among the 70 CAP cadets attending the annual Illinois Wing Flight Encampment. Thirty cadets received training in gliders, 28 in powered aircraft and 12 in hot air balloons. (Photo by Rand McNatt)

Simulator Training. Air Force Lt Col Glen Atwell, Alabama Wing Liaison Officer, briefed Cadet Ronald Warren on the operation of a flight simulator during the Alabama Wing cadet encampment at Columbus AFB, Mississippi. Each year several thousand CAP cadets attend encampments held on Air Force Bases and other military services facilities throughout the United States and Puerto Rico. The program gives cadets a firsthand look at the military lifestyle and provided practical experience and information on military career opportunities. The highly successful encampment hosted by Columbus AFB for 59 Alabama Wing cadets was the result of good planning, excellent Air Force base support and the sincere personal interest and involvement of responsible Air Force personnel. (Photo by Rand McNatt)

State Exercise. Cadets Richard Anderson, left, and David Chinik of Washington's Paine Field Composite Squadron performed flight line duties during a Washington Wing training exercise. The statewide activity provided essential training in all emergency services mission specialties.

routine airlift of blood from outlying areas to central Red Cross blood processing facilities. During 1984, CAP completed 71 missions in support of the Organ/Tissue/Blood Transport Program that resulted in credit for 70 lives saved.[12]

CURRENT OPERATIONS

The CAP-USAF Current Operations Directorate continued to request and monitor military air travel in support of CAP-USAF and CAP activities. The Military Airlift Command (MAC) centrally controlled and scheduled Air Force continental United States military aircraft. The Current Operations Division requested 364 team travel airlift missions during 1984. MAC supported 32, the Air Force Reserve supported 23, the Air National Guard supported 80, and the Navy supported four for a total of 139 airlift missions and 5,554 passengers. Major CAP activities supported included: CAP National Board - 23 missions carrying 636 passengers; CAP National Congress on Aerospace Education - 21 missions carrying 600 passengers; CAP National Cadet Competition - six missions carrying 225 passengers; and CAP International Air Cadet Exchange - four missions carrying 476 passengers. HQ CAP-USAF also requested and coordinated T-39 travel for the CAP-USAF Commander and headquarters personnel visiting CAP and CAP-USAF units throughout the United States. MAC provided airlift for 61, or 38 percent, of the T-39 missions requested.[13]

CAP FLIGHT CLINIC PROGRAM

Civil Air Patrol continued to encourage and promote flight safety by providing financial assistance to CAP pilots attending qualifying flight clinics sponsored by CAP, FAA, AOPA, and other flight safety organizations. Clinics included ground instructions in several essential subjects such as flying safety, FAA regulations, emergency procedures, flight planning and aviation weather. Clinic participants were also required to demonstrate safe aircraft operation to an FAA-certified flight instructor or a qualified CAP check pilot. During 1984, 1,761 CAP pilots attended 90 flight clinics. Civil Air Patrol provided $28,880 to attendees to partially reimburse the cost of their attendance.[14]

CIVILIAN AIRCRAFT RENTAL PROGRAM

The Air Force continued to authorize civilian rental aircraft for USAF personnel at national, region and wing levels of the Air Force liaison structure to provide training and currency in the same light aircraft environment as experienced by Civil Air Patrol members. The mobility provided by the aircraft was also vital to the successful performance of the liaison mission. The CAP-USAF Current Operations Division supervised and managed the rental aircraft budget. The Fiscal Year 84 budget of $448,000 was distributed to aircraft vendors on contracts awarded by the Maxwell AFB

Procurement Office. Current Operations flight evaluators visited six USAF-CAP liaison regions and performed in-flight evaluations of region commanders and directors of operations and reviewed documentation and procedures concerning the rental aircraft program.[15]

Military Training Route Surveys

Civil Air Patrol continued to assist in assuring the safety of Air Force aircrew members participating in practice low-level missions by helping survey military low-level training routes for hazards and environmental factors. The Federal Aviation Administration approved routes were established to provide the most realistic yet safest training missions with the least possible environmental impact. To maintain continued safety of the routes, the Federal Aviation Administration requires semiannual aerial visual surveys of all routes for obstructions or other hazards. Strategic Air Command and Tactical Air Command had in the past used more expensive commercial light aircraft and pilots or performed the survey with Air Force user aircraft usually fighter type. Since 1977, where possible, Strategic Air Command and Tactical Air Command units have turned to CAP to fly the routes with light aircraft designed and outfitted especially for low altitude search and rescue. The aircraft were flown by seasoned CAP pilots with a U.S. Air Force pilot on board to accomplish the survey. CAP assisted with the survey of 58 routes during 1984.[16]

Communications

National Network

Civil Air Patrol continued to provide outstanding communications support in search and rescue and natural disasters. CAP networks were activated daily to ensure positive coverage to the lowest echelon with initiation of the National Command Net between National Headquarters and the eight CAP regions. Regions activated nets to their respective wings; wings to groups and squadrons; and finally a VHF-FM broadcast to assure information was available to the most remote locations. The total number of Federal Communications Commission licensed CAP radio stations as of 31 December 1984 was as shown in Table 2.[17]

Training Exercises

The National Communications System (NCS) was tasked with reconstituting and directing surviving communications assets during a national crisis. NSC decided in January to continue a series of communications exercises involving operators from Civil Air Patrol, the Military Affiliate Radio System (MARS), and the Amateur Radio Relay League (ARRL). The exercises, named "NIGHT TANGO", were

designed to evaluate the ability of CAP, MARS, and ARRL operators to respond to a national crisis by effectively relaying high frequency (HF) and very high frequency (VHF) messages and reports generated by NCS. Seven exercises were held involving volunteer CAP communications throughout the country. Some were no-notice while others were scheduled. CAP communicators achieved a 93% message completion rate and an average message handling time of under 60 minutes for all "NIGHT TANGO" exercises. Those impressive numbers reflected the "can-do" attitude of the CAP volunteers.[18]

During April, CAP communicators supported SAC, NORAD and AFLC in separate communications exercises. During a five-hour NORAD exercise involving six CAP wings, CAP communicators, 24 written messages were accurately relayed and a flight of interceptor aircraft was launched and successfully recovered using the CAP network as the only means of communications. Five CAP wings established a command and control HF network in support of AFLC which enabled officials at HQ AFLC to have voice contact with designated bases throughout the United States. Four CAP wings supported SAC by relaying 15 tactical messages from designated locations to three SAC Alternate Command Facilities and hundreds of individual communicators throughout the United States responded to radio checks by SAC B-52 and KC-135 aircrews during exercise "Friendship." In December, CAP HF communicators participated in a NORAD sponsored communications exercise called "Vigilant Overview 85-1." CAP communicators relayed 30 tactical messages to designated NORAD radar sites during the nine-hour exercise.[19]

TABLE 2

CAP FCC LICENSED RADIO STATIONS

Fixed Land	4,065
Ground Mobile	18,270
Air Mobile	5,075
Search and Rescue	1,066
Corporate Aeronautical	545
Repeater Stations	265
Emergency Locator	181
Total Stations	29,467

Source: CAP Annual Report to Congress for 1984, p 36

CHAPTER V

USAF-CAP FIELD LIAISON ACTIVITIES

The Secretary of the Air Force was authorized under Public Law 557 to establish, maintain and supply Air Force liaison offices at national, state and at not more than eight regional headquarters of the Civil Air Patrol. An Air Force colonel commanded a small staff in the region office and an officer and noncommissioned officer in each of the USAF-CAP wing liaison offices under his jurisdiction in each of the eight USAF-CAP liaison regions, which corresponded to the eight CAP regions that geographically divided the 50 states, Puerto Rico and the District of Columbia. Liaison personnel served as implementing agents for policies established by the CAP-USAF commander; as field advisors to assist CAP commanders in training and mission performance; and as liaison control between CAP and federal government resources where funds, facilities, equipment or services were involved.[1]

USAF-CAP Pacific Liaison Region

The USAF-CAP Pacific Liaison Region continued to operate from Mather AFB, California and was commanded by Col John C. Cody. Col Warren J. Barry commanded the CAP Pacific Region throughout the year.

The Pacific Region Staff College, under the direction of CAP Lt Col Shirley Timm, was conducted at Travis AFB, California during June. One of the three national Air Training Command Familiarization Courses was held at Mather AFB, California on 8-14 July. The region conducted several SAR training exercises that involved the cooperation and participation of two or more wings. Nevada Wing sponsored a bi-state exercise with Idaho and participated in a tri-state exercise with Idaho and Utah. The liaison region sponsored a tri-state exercise at Lakeview, Oregon with Oregon, Nevada and California participating. The exercises were very successful and enhanced interstate cooperation between wings.[2]

An aerospace education program for teachers, "Space Down to Earth", was held 29 July through 3 August and jointly sponsored by NASA, San Jose State University, and the Civil Air Patrol Pacific Region. An innovative Aerospace Teacher's Camp called "A Day With Wings" was held at Weed, California on 28-29 September. The program offered ways to stimulate interest of students and provided educators with free teaching materials and information on aerospace technology. The USAF-CAP Pacific Region Director of Aerospace Education, Jule Zumwalt, coordinated the seventeenth annual Pacific Region Aerospace Education Conference which was held 11-14 October in Seattle, Washington. In addition to the conference

Safety Officer. Capt Gary E. Summerskill of the CAP Kansas Wing was presented the CAP Safety Officer of the Year Award during the CAP National Board Meeting in Atlanta. Air Force Col John T. Massingale, Jr., Commander of CAP-USAF and Executive Director of Civil Air Patrol made the presentation.

Chaplain Award. Col Edward L. Palka (right), former Commander of the Great Lakes Region was presented a gift by Chaplain John A. McClure on behalf of all the chaplains in the Great Lakes Region. Col Palka encouraged and supported the establishment of the Great Lakes Region Chaplains Staff College which graduated its first class in May 1980.

Chaplain Cited. Chaplain, Lt Col Royce A. Beacham, right, of North Carolina's Raleigh-Wake Composite Squadron was presented the Thomas C. Casaday Unit Chaplain of the Year Award by CAP National Commander Howard L. Brookfield during the CAP National Board Meeting in Atlanta. (Photo by Rand McNatt)

CAP-MAP Award. Nevada Wing Commander Bradford L. Sharp was presented the "Top 8 of the 80's" award on behalf of all members of the Nevada Wing which recognized Nevada as the best wing in the Pacific Region. The award was presented by Col William B. Cass who was later elected to the office of National Commander and promoted to the grade of CAP Brigadier General. (Photo by Rand McNatt)

themes of Futurisms, Wings of Commerce, Aviation and Space Flight, the 200 attendees were also provided tours of Boeing Aircraft and the Museum of Flight.[3]

USAF-CAP liaison personnel supported CAP cadet encampments at Fallon Naval Air Station, Nevada; Vandenburg AFB, California; McChord AFB, Washington; Hickam AFB, Hawaii; Portland ANG Base, Oregon; and Elmendorf AFB, Alaska. The encampments were attended by over 700 CAP cadets. The Washington Wing again conducted its annual Challenger encampment which was open to cadets and seniors from all CAP wings. The Pacific Region Cadet Competition held at McCellan AFB, California was won by a composite California wing team.[4]

USAF-CAP North Central Liaison Region

The USAF-CAP North Central Liaison Region commanded by Col Val W. Taylor continued to maintain its offices in Building 852 at the Minneapolis-St Paul International Airport in Minneapolis, Minnesota. CAP Col Donald A. Sumner continued to serve as the CAP North Central Region Commander.

The USAF-CAP liaison region staff supported Type A cadet encampments conducted by the CAP Minnesota Wing at Grand Forks AFB, North Dakota and the Missouri Wing at Whiteman AFB, Missouri. The USAF-CAP liaison staff also supported the Region Cadet Leadership School conducted at Wentworth, Missouri and the annual Blue Beret Encampment for both cadets and seniors was held at Volk Field, Wisconsin and at the Experimental Aircraft Association Convention and Airshow at Oshkosh, Wisconsin. Twenty cadets were provided solo flight training at an encampment conducted at Waseca, Minnesota. The Missouri Wing hosted the region drill competition with the Iowa Wing winning first place.[5]

The liaison staff graded all seven CAP wings on Search and Rescue and Disaster Relief exercises and considered the results of these evaluations along with other mission capability indicators to select the most effective wing in each category. The South Dakota Wing was selected for the "Best Sustained Effort in Search and Rescue" award and Kansas was selected for the "Best Sustained Effort in Disaster Relief" award. Each of the 18 Air Force pilots assigned to the region received a qualification and an instrument check ride, all flight physicals and physiological training were completed as scheduled and all pilots completed annual flying requirements.[6]

Region Aerospace Education activities were extremely successful with 600 teachers attending workshops throughout the region. The Region Aerospace Education Congress was also well received with three hundred aerospace education enthusiasts in attendance. Because of the large number of teachers attending workshops, the use of aerospace education in secondary and elementary school programs was at an all time high.[7]

USAF-CAP Rocky Mountain Liaison Region

The USAF-CAP Rocky Mountain Liaison Region continued to operate from Lowry AFB, Colorado. Col Howard J. Rice assumed command on 3 July from Col E. J. Zulauf who retired on 31 October. Col Virginia E. Smith was appointed commander of the CAP Rocky Mountain Region on 5 August replacing Col Larry D. Miller who became National Vice Commander.

The "Rocky Mountain High" region SAR competition was held in Idaho Falls, Idaho on 6-8 July. The Rocky Mountain Region team entered in the National SAR Competition at Whiteman AFB over the Labor Day weekend finished second in the overall event and the Utah ground team won the Ground Team ELT Search phase of the competition. The liaison region staff conducted search and rescue (SAR) and disaster relief (DR) evaluations of the five assigned wings and each received either excellent or outstanding ratings. Idaho was selected for the annual Region SAR award and Utah received the DR award. The CAP "Exercise Friendship" was well supported, especially by the Utah Wing and general officer correspondence was received congratulating them on their support of the nationwide exercise.[8]

The Region Staff College and Region Cadet Leadership School were conducted simultaneously at the Air Force Academy with 40 seniors and 30 cadets attending and both received excellent Air Force support. Also, the Academy again hosted the Colorado Wing cadet encampment with 85 cadets attending. The USAF-CAP Region Director of Aerospace Education, Mr. Noel A. Bullock, helped plan and participated in ten aerospace education workshops during 1984. He provided wing liaison officers an audio/slide aerospace education kit and other materials for use in community/education liaison. Over 60 educators from the Rocky Mountain Region attended the National Congress on Aerospace Education in Houston on 4 April.[9]

USAF-CAP Southeast Liaison Region

The USAF-CAP Southeast Liaison Region was located at Dobbins AFB, Georgia, and Col James R. Withers was the commander throughout 1984. Col William C. Tallent was commander of the CAP Southeast Region.

The liaison region staff participated in the annual Southeast Region Search and Rescue Competition at Robins AFB, Georgia in late April. Florida was named "Best Overall Wing" with Mississippi placing second. "Best Ground Team" was won by Georgia, "Best Mission Coordination Team" honors went to Florida and the "Best Aircrew" award was shared by Mississippi and Florida. The winning teams represented the Southeast Region at the National SAR Competition at Whiteman AFB, Missouri over the Labor Day weekend and finished second in three events and fourth in the overall competition.[10]

The USAF-CAP liaison staff coordinated arrangements for highly successful cadet encampments for all six Southeast Region CAP Wings. Facilities included Fort Campbell, Kentucky; Travis ANG Base, Georgia; Columbus AFB, Missippi; Orlando Naval Air Station, Florida; Fort Rucker, Alabama and Roosevelt Roads Naval Air Station, Puerto Rico. The liaison staff also made arrangements for and planned the Southeast Region Cadet Leadership School held at the Orlando Naval Training Center, 29 July - 4 August. The SER Cadet Competition was conducted at Eglin AFB, Florida on 1-3 September with Alabama finishing first with Florida a close second.[11]

The USAF-CAP Region Director of Aerospace Education, Mr. Kenneth C. Perkins spoke at 12 college aerospace education workshops throughout the region and visited several other colleges and universities to coordinate establishment of a workshop program. He also directed the aerospace education seminar conducted during the CAP National Board Meeting in Atlanta with approximately 100 educators in attendance. Mr. Perkins visited the Departments of Education and Departments of Transportation in Florida, Georgia and Tennessee to brief key personnel on aerospace education efforts and establish and maintain contacts. Two of the five Brewer Aerospace Memorial Awards went to Southeast Region CAP personnel. Cadet Col Pedro J. Santiago of the Puerto Rico Wing received the Cadet Category award and Maj Ray S. Taylor of the Florida Wing received the Senior Category award.[12]

USAF-CAP Middle East Liaison Region

The USAF-CAP Middle East Liaison Region continued to operate from Andrews AFB, Maryland. Col Charles E. Gries assumed command on 1 May from Col David D. Brandt, Jr. who retired on 30 April. Col Eugene E. Harwell served as command of the CAP Middle East Region throughout 1984.

The Middle East Region SAR Competition was held at Fort Pickett, Virginia on 5-6 May. Virginia was the overall winner of the event and also won first place in the Medical/Lost Person phase of the National SAR Competition held at Whiteman AFB, Missouri over the Labor Day weekend. The MER Staff College was held at Peace College, Raleigh, North Carolina on 24-30 June. The event was a complete success with Air Force, Air Force Reserve and CAP senior personnel serving as instructors and lecturers.[13]

The annual Region Cadet Competition was held at the National Mine Academy at Beckley, West Virginia. The North Carolina Wing team was the overall winner of the event which received outstanding support from 24 Reserve Assistance Personnel who served as evaluators. The Pararescue Orientation Course, which was sponsored by HQ CAP-USAF and planned and organized by the region liaison staff, was again held in the George Washington National Forest in northern Virginia and was attended by over 40 cadets. It was the most successful to date, and the curriculum was to be used as a model for similar activities in the future.[14]

Senator's Support. Iowa Senator Roger W. Jepson was presented a Civil Air Patrol plaque by Iowa Wing Commander James L. Black in appreciation of his support of CAP legislation. Senator Jepson led the 1983 effort in the Senate that resulted in new legislation to increase FECA benefits for the families of CAP members killed or disabled during the performance of USAF authorized emergency services missions and was a cosponsor of the 1984 CAP Supply Bill legislation that expanded Air Force support of Civil Air Patrol.

Top Award. Cadet John W. McGaha was presented CAP's highest cadet award, the General Carl A. Spaatz Award, by Delaware Governor Pierre S. DuPont. McGaha is a member of Delaware's New Castle Cadet Squadron.

Command Change. Air Force Col John T. Massingale, Jr., center, accepted command to HQ CAP-USAF from Air University Commander Lt Gen Charles G. Cleveland. Brig Gen David L. Patton, right, relinquished command of the organization during change of command ceremonies on 31 May at HQ CAP-USAF, Maxwell AFB, Alabama. (Photo by Rand McNatt)

Citizen Award. Atlanta Braves baseball team owner Ted Turner was presented Civil Air Patrol's first annual Citizen of the Year Award by CAP National Commander William B. Cass. Turner was selected for the award because his leadership and accomplishments in many fields of endeavor exemplify the role model that the youth of America need during these challenging times. Also participating in the 3 August ceremony in Atlanta were CAP National Vice Commander Larry B. Miller and CAP Legal Counsel Thomas A. Handley. (Photo by Rand McNatt)

USAF-CAP and NASA conducted the first workshop for the University of DC. Airlift was provided to Kennedy Space Center for a two-day seminar and the Shuttle 41-d launch. Although the second countdown aborted at T-4 seconds, some aerospace members returned later for the successful launch. Several meetings were held with the staff of Montgomery County to increase aerospace education programs in the largest school district in the east. Aerospace education presentations were continued for county in-service training and tours for CAP units and civic groups.[15]

USAF-CAP Great Lakes Liaison Region

The USAF-CAP Great Lakes Liaison Region located at Wright-Patterson AFB, Ohio was under the command of Col Bruce K. Ware throughout 1984. CAP Col Russell A. Sheibels was commander of the CAP Great Lakes Region.

The Great Lakes Region and all six assigned wings demonstrated their ability to perform the "Military Support to Civil Defense" mission during CAP Operation Friendship on 7-13 April. The second annual GLR SAR competition was held at Chanute AFB, Illinois on 15-16 June. All six CAP wings entered mission control, air and ground teams and the overall competition was won by the Indiana Wing. An Aerospace Rescue and Recovery SAR Awareness Conference was held at Grissom AFB, Indiana on 15-16 November. The productive meeting was attended by representatives from the six GLR wings as well as national, state and local law enforcement personnel. Region and wing USAF-CAP liaison staff and Air Force Reserve personnel conducted search and rescue and disaster relief effectiveness tests for all six CAP wings and assigned either outstanding or excellent ratings to each of the wings tested.[16]

The region liaison staff supported the Region Communications School with 153 cadets and seniors attending and the Region Staff College with 57 seniors participating. Both activities were conducted at Chanute AFB, Illinois during August. The Region Chaplain's Staff College was held at Wright-Patterson AFB, Ohio on 7-9 May with 52 chaplains attending. All six GLR wings conducted Squadron Leadership Schools and Corporate Learning Courses. The Region Cadet Competition was held at Chanute AFB, Illinois during Labor Day weekend with 132 attendees. The Illinois Wing team won the honor to represent the Great Lakes Region in the National Cadet Competition at Maxwell AFB, Alabama in late December. Although the team had a good chance to repeat its first place finish in the 1983 competition, it finished second to the New York team representing the Northeast Region.[17]

The USAF-CAP Liaison Region Director of Aerospace Education, Mr. Phillip S. Woodruff, conducted an aggressive aerospace education program that was well balanced between external and internal activities. He was very active in the initiation of the President's Young Astronaut Program (YAP). He attended the kickoff ceremony in the White House rose garden on 17 October with 12 students and five escorts from the Dayton, Ohio area. He conducted a YAP workshop in Dayton for 500 area teachers.[18]

USAF-CAP Northeast Liaison Region

The USAF-CAP Northeast Liaison Region was located at McGuire AFB, New Jersey, under the command of Col Richard J. Harris. CAP Col Edgar M. Bailey continued as commander of the CAP Northeast Region.

The liaison region staff again supported the Northeast Region Communications School in Kutztown, Pennsylvania and the Northeast Region Staff College at Worchester, Massachusetts during August. The liaison staff was also assisting Civil Air Patrol in finding new sites for these highly successful programs because of escalating costs at current locations. The AFRCC conducted an initial SAR Awareness Conference at Westover AFB, Massachusetts which provided an excellent opportunity for CAP, USAF and civilian emergency services agencies to exchange ideas and information.[19]

The Northeast Region Cadet Competition was conducted at Westover AFB, Massachusetts on 7 October. The New York Wing Bronx Group team won the region competition and went on to win the Air Force Chief of Staff Sweepstakes Trophy at the National Cadet Competition at Maxwell AFB, Alabama in late December.[20]

Colonel Harris attended the National Voluntary Organizations Active in Disaster Regional Conference in Hartford, Connecticut on 22-23 May to coordinate possible mutual support between that organization and Civil Air Patrol. CAP programs continued to receive excellent support from the Reserve Assistance Program with 46 reservists providing 2,182 periods for point credit and 98 paid mandays of effort during the year.[21]

USAF-CAP Southwest Liaison Region

The USAF-CAP Southwest Liaison Region continued to operate from the U.S. Naval Air Station, Dallas, Texas and was commanded by Col John B. France. The CAP Southwest Region was commanded by Col George R. Way.

The professionalism of CAP emergency services personnel in the CAP Southwest Region was demonstrated during the first national Search and Rescue Competition conducted at Whiteman AFB, Missouri over the Labor Day weekend. The Southwest Region team took one first place and four seconds in the nine event competition becoming the overall winner. The overall excellence of the Southwest Region was also demonstrated in the results of the Civil Air Patrol Management Analysis Program (CAP-MAP), where Oklahoma earned the position as the best in the region and Number One in the Nation and the region attained the highest national average score. In the cadet area, the Thunderbolt Composite Squadron of the Texas Wing was the top cadet unit in the nation as indicated by its selection for the CAP Squadron of Distinction award based on its overall accomplishment in conducting the cadet program.

CHAPTER VI

RESOURCE MANAGEMENT

PERSONNEL

Public Law 557 passed by the 80th Congress in 1948 authorized the Secretary of the Air Force to "detail or assign any member of the Air Force or any officer or employee of the Department of the Air Force to any liaison office at the National, State, or Territorial headquarters and at not more than eight regional headquarters of the Civil Air Patrol" and "detail any member of the Air Force or any officer or employee of the Department of the Air Force to any unit or installation of the Civil Air Patrol to assist in the training program of the Civil Air Patrol." Under this authorization, the CAP-USAF manpower force consisted of a mix of Air Force active duty officers and noncommissioned officers and Air Force civilian employees supported by Air Force Reserve personnel assigned to the Reserve Assistance Program. These personnel continued to perform the CAP-USAF liaison mission of providing advice and assistance to Civil Air Patrol at national, regional, state and community levels. The CAP-USAF DCS Personnel was comprised of directorates for Military Personnel, Civil Air Patrol Personnel, and Reserve Affairs.[1]

AIR FORCE PERSONNEL

CAP-USAF authorized and assigned manpower as of 31 December 1984 was as shown in Table 3. The GS-9 position located in the Emergency Services Directorate was converted to a military Captain position on 13 July, the GS-9 Writer Editor position in Aerospace Education Curriculum Division was abolished on 30 September, and HQ AU/XPM approved conversion of the military TSgt Reprographic Technician (70230) position to a civilian WG-10 position on 29 November. On 9 November, HQ AU/XPM approved the assignment of HQ CAP-USAF duty titles commensurate with those appropriate for a numbered Air Force. The following Directors were changed to Deputy Chiefs of Staff (DCS); Aerospace Education, Training, Operations, Personnel and Comptroller.[2]

Academy Presentation. U.S. Air Force Academy Cadet Christopher Conte was presented the CAP General Carl A. Spaatz Award by USAF Academy Superintendent Lt Gen Winfield W. Scott, Jr. Conte earned CAP's top cadet award as a member of Indiana's Allen County Cadet Squadron. (Photo by Bill Madsen)

Education Seminar. CAP Capt Ruth G. West leads a seminar during the 17th annual National Congress on Aerospace Education held in Houston in early April. The highly successful activity was attended by 700 educators, aviators and exhibitors. (Photo by Bill Odom)

Top Wing. Arkansas Wing Commander Maxine E. Biggers was presented the "Top 8 of the 80's" Civil Air Patrol Management Analysis Program (CAP-MAP) award by CAP National Commander William B. Cass during the CAP National Board Meeting in Atlanta. The award recognizes the top performing wing in each of the eight CAP Regions. (Photo by Rand McNatt)

Oregon Award. Cadet James Powell of Oregon's Columbia Composite Squadron was presented the General Carl A. Spaatz Award by Oregon Representative Ron Wyden. The Spaatz Award is the highest cadet achievement attainable in Civil Air Patrol.

Double Award. Cadets Lori Swanson, left, and Andrea Thompson of the CAP North Carolina Wing admire each other's new cadet colonel insignia. Their new rank signified completion of the structured cadet program which qualified them for the General Carl A. Spaatz Award.

Chaplain Candidate. CAP Chaplain Donald W. Eubank, right, was given the oath of office as an Air Force Chaplain Candidate by Air Force Capt George Bowen, detachment commander of the Van Nuys Air National Guard. Eubank plans to seek appointment as an active duty Air Force chaplain. He has been a CAP chaplain for more than seven years and is a member of California Squadron Three. (Photo by Dennis Goff)

TABLE 3

CAP-USAF MANNING, 31 DECEMBER 1984

	Officer		Enlisted		Civilian		Total	
	Auth	Asgd	Auth	Asgd	Auth	Asgd	Auth	Asgd
Headquarters	24	22	38	37	43	39	105	98
Liaison Regions	24	24	16	16	16	16	56	56
Liaison Wings	52	52	52	52	0	0	104	104
Total	100	98	106	105	59	55	265	258

Source: HQ CAP-USAF DCS, Personnel manpower records.

CAP PERSONNEL

After several years of steady growth, CAP senior membership leveled out in 1984 with a year-end strength of 41,605 compared to 41,669 in December 1983. Cadet membership had increased by seven percent in 1982 and six percent in 1983, but declined by five percent in 1984 with a year-end strength of 24,900 compared to 26,104 in December 1983. The sudden reversal was especially notable since the two preceding growth years had followed several years of declining membership.[3]

A special business membership campaign intitiated by Congressman Nick J. Rahall, Commander of CAP's Congressional Squadron, and supported by the Directorate of CAP Personnel, netted $14,500 in additional revenue for the Civil Air Patrol Corporation in 1984. Three hundred firms were targeted of which 100 were contacted as a test for this specialized campaign. Based on the results of this effort, another campaign to contact the remaining 200 firms and resoliciting the first 100 firms was planned for 1985.[4]

As of 31 December, 634 new CAP/AOPA affiliate memberships comprised of 468 individual membership and 166 spouse memberships were reported by the Aircraft Owners Pilots Association. Civil Air Patrol realized $7,700 in revenue from this source in 1984. In addition to the dues income, Civil Air Patrol received valuable publicity through AOPA's Pilot magazine and newsletters. Every new AOPA member was provided a leaflet with a message from the AOPA president encouraging support of Civil Air Patrol. AOPA also provided recruiting leads for active CAP membership from inquiries to their headquarters. The publicity and referrals proved to be a valuable source of recruiting members of the active program.[5]

The junior membership category (formerly known as associate membership) designed to permit children and spouses of active senior members to accompany their sponsors on CAP aircraft flights was eliminated by the National Board in August to preclude potential problems with unauthorized members flying in corporate aircraft under the expanded FECA coverage provided by the CAP Supply Bill passed by the 99th Congress. The Civil Air Patrol Constitution and Bylaws were amended to permit acceptance of selected noncitizens, such as exchange officers or attache/embassy personnel, subject to approval of the National Commander.[6]

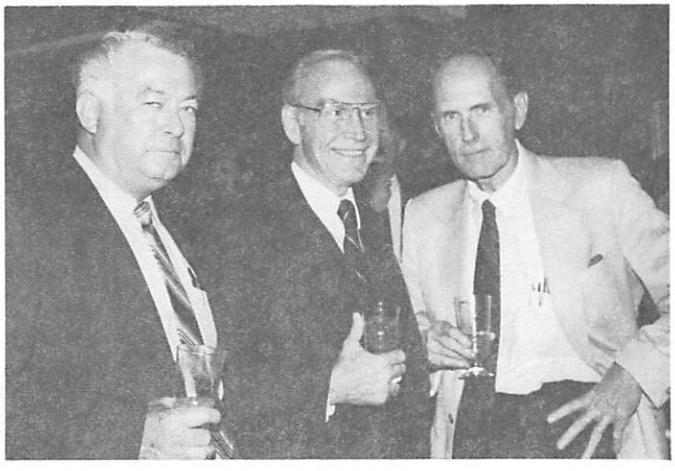
The single most significant achievement by the directorate during this period was conversion of CAP's personnel system from an NCR 8455 computer system to an NCR 9300 interactive system allowing direct user access through remote terminals. In order to implement the new operating philosophy, it was necessary to realign several manpower spaces and personnel functions. Despite manning problems and lack of trained employees, the system went on-line in October with such success that most members in the field were not even aware of the change. Membership cards and personnel actions were delayed only two weeks during the initial conversion. The new system quickly produced numerous improvements in the personnel area. Particularly significant was the improved turnaround time in processing memberships and depositing membership dues. Average turnaround time for new and renewed membership was reduced from one week to two days, with many memberships being processed and cards mailed the same day received. The system for checking for undesirable members was also greatly improved by restructuring the data base to include additional computer checks and reducing manual screening. A list of additional program changes to streamline the overall system was compiled and prioritized during the initial phase for implementation in early 1985.[7]

A new transfer policy was implemented in August which required all requests for transfer from one unit to another to have the signature of both the gaining and losing commanders. It was recognized that the new procedure would increase the workload in the field and in National Headquarters and that processing delays could be expected. However, CAP's leadership felt that the increased control would outweigh the disadvantages.[8]

The 80th Air Force Permanent Uniform Board approved the wear of a dark blue braid by CAP senior members on the shoulder boards and sleeves of the new USAF midnight blue uniform. The new dark blue braid replaced an ultramarine blue braid found objectionable to the majority of the membership. Civil Air Patrol's uniform manual (CAPM 39-1) was completely revised during this reporting period to reflect new USAF policy and to incorporate CAP changes. One significant change was the complete redesign of the cadet ribbons to remove what was commonly known as "mickey mouse" designs to give the cadet ribbons a more military appearance. The decision to change the ribbons was supported by a national survey of cadets through the Civil Air Patrol News.[9]

AFA Award. Maj Gerald H. Krueger of the CAP Wisconsin Wing was presented the Air Force Association's award for the Civil Air Patrol Senior Member of the Year by retired Air Force Maj Gen Daniel F. Callahan, a national director of AFA. (Photo by Rand McNatt)

Achievement Recognized. North Carolina Governor James B. Hunt, Jr., presented the Civil Air Patrol General Carl A. Spaatz Award to Cadet Lori A. Swanson in the presence of her parents, Major Robert J. and Captain Harriet A. Swanson. Lori is a member of the Raleigh-Wake Composite Squadron and was the first North Carolina female cadet to earn the award. (Photo by Gene Furr)



Congressional Reception. Congressman Jim Wright of Texas, House Majority Leader (center) hosted a pentagon reception for the Secretary of Defense and other high ranking Defense Department and military service officials. Among the invited guests were CAP National Administrator Carl S. Miller (left) and CAP Legal Counsel Tom Handley.

Cadets Recognized. The Illinois team representing the CAP Great Lakes Region won top honors in the National Cadet Competition held at Maxwell AFB, Alabama in December 1983. Cadet Drew Savage represented his team in accepting the Civil Air Patrol Unit Citation Award from U.S. Senator Jennings Randolph of West Virginia during the team's visit to Washington D. C. in March 1984.

Movie "Solo". Sherleen Jaussi poses with Bob Esper, Commander of Alaska's Polaris Senior Squadron during her visit to Anchorage for the premier of the movie "Solo." Sherleen is the subject of the movie which tells of her crash in 1981 near Grand Junction, Colorado and the five day search by Civil Air Patrol and other organizations that resulted in her rescue.

Brewer Award. Cadet Pedro J. Santiago of the CAP Puerto Rico Wing accepted the Frank G. Brewer Memorial Aerospace Award from Frank G. Brewer, Jr. during the annual meeting of the CAP National Board in Atlanta during August. (Photo by Rand McNatt)

RESERVE PERSONNEL

The CAP-USAF Reserve Affairs Directorate administered the Civil Air Patrol-Reserve Assistance Program (CAP-RAP) for military reservists who supported active duty Air Force personnel in the performance of the CAP-USAF liaison mission. The CAP-RAP structure paralleled the active duty USAF-CAP field liaison organization in the eight CAP regions and 52 CAP wings. Reservists provided advice and assistance to Civil Air Patrol during inactive duty training and temporary active duty tours. The 391 reservists in the CAP-RAP program on 31 December were assigned to CAP regions as shown in table 4.[10]

TABLE 4

RESERVISTS ASSIGNED BY CAP REGION

31 DECEMBER 1984

Northeast Region	44
Middle East Region	50
Great Lakes Region	35
Southeast Region	62
North Central Region	44
Southwest Region	55
Rocky Mountain Region	27
Pacific Region	74
Total	391

Source: Reserve Affairs Directorate records.

CAP-RAP provided an opportunity for reservists to earn promotion and retirement credit while making significant contributions to CAP. Non-paid point gaining activities for reservists included assisting in public affairs and media relations, and present programs to schools, civic groups and other interested organizations, and providing advice and assistance to local CAP units. Reservists also served on 5,835 paid active duty mandays during 1984 as shown in Table 5. They performed duties as liaison advisors; wing and region staff assistance visit team members; lecturers and briefers; course teachers, panel members and curriculum planners for leadership, technical courses, flight clinics and workshops; assistants

and faculty members for staff colleges; evaluation team members on emergency services exercises; and instructors at CAP unit meetings.[11]

TABLE 5 CAP-RAP MANDAYS 31 DECEMBER 1984	
National Headquarters	1,317
Northeast Region	539
Middle East Region	520
Great Lakes Region	719
Southeast Region	606
North Central Region	650
Southwest Region	535
Rocky Mountain Region	228
Pacific Region	721
Total	5,835
Source: Reserve Affairs Directorate records.	

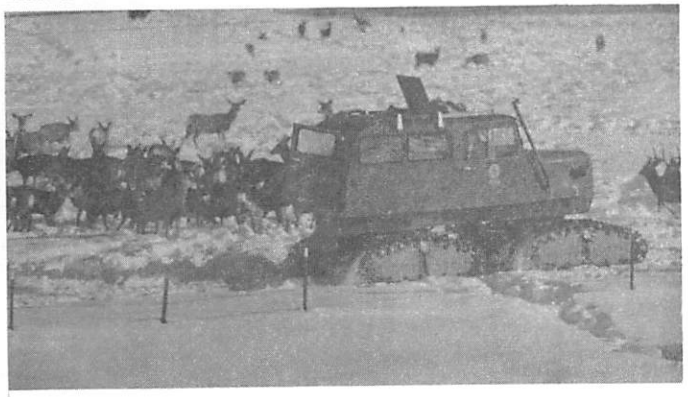
FINANCIAL MANAGEMENT

The CAP-USAF Comptroller advised the CAP-USAF Commander on financial matters, developed the Air Force appropriated fund budget and distributed funds to headquarters staff functions and field liaison offices. The Comptroller also provided financial advice to the Civil Air Patrol governing bodies and prepared the CAP corporate budget.

CAP-USAF FUNDS

The CAP-USAF Comptroller submitted the CAP-USAF Fiscal Year (FY) 1985 Operating Budget to Air University on 29 February 1984. The FY 85 non-personnel O&M funded program totalled $1,897,500 which represented a 5% increase over the FY 84 approved program. The CAP-USAF FY 84 operating budget was closed out on 30 September 1984 with over $199,000 returned to Air University as surplus

Mercy Mission. Lt Col Jo Ann Stone of Colorado's Monarch Pass Senior Squadron volunteered a CAP snow-cat and her services in a winter feeding program for 1,600 snowbound deer. Jo Ann and two other volunteers worked from 9 a.m. until 2 p.m. each day to distribute high protein food pellets provided by the Colorado Division of Wildlife.



Legislative Support. California Congressman Ronald V. Dellums received a Civil Air Patrol plaque from CAP Pacific Region Commander Col Warren J. Barry. The presentation was made to express appreciation for the Congressman's support of legislation to increase FECA benefits for CAP members and to expand Air Force support of CAP under the CAP Supply Bill. (Photo by Dennis Matrrese)

Florida Award. Cadet Janon D. Ellis was presented the General Carl A. Spaatz Award by Brig Gen David L. Patton, then Commander of CAP-USAF and Executive Director of CAP, as Janon's parents Joan and Johnny Ellis look on with pride. Janon is commander of Florida's Miami Springs Optimist Cadet Squadron and attends the University of Miami.

High Bird. Tom Todd, left, and Lee Zimmerman place radio gear on the "high bird" aircraft which was used to orbit the exercise area as a communications link between lower flying aircraft and ground based radios during the Southwest Region Search and Rescue Competition. (Photo by Rand McNatt)

Senator Honored. Senator Jennings Randolph of West Virginia and CAP Executive Director Colonel John T. Massingale Jr., at the CAP Congressional Squadron Appreciation Dinner for Senator Randolph. Randolph was a sponsor of the original legislation that chartered Civil Air Patrol as a nonprofit volunteer corporation in 1946 and granted it status as the civilian auxiliary of the Air Force in 1948. He continued thereafter as a strong supporter of CAP and was instrumental in the passage of recent legislation that increased FECA benefits for CAP members and expanded Air Force support of Civil Air Patrol.

Highest Award. Cadet Merrill D. Ballenger received the General Carl A. Spaatz Award from Air Force Vice Chief of Staff General Lawrence A. Skantze during a ceremony in the Pentagon. Merrill progressed through the program to earn CAP's highest cadet award during his six years as a member of the National Capital Wing's Mount Vernon Composite Squadron.

to requirements. The return was made possible by savings achieved through "opportune" airlift. Non-personnel expenditures for FY 84 came to $1,854,000. On 2 November 1984, Air University provided CAP-USAF with its tentative FY 85 non-personnel funding. The tentative funding of $2,075,000 was $221,000 more than FY 84 actual expenses. The CAP-USAF Financial Management Board was scheduled to meet in January 1985 to allocate the approved program to the headquarters staff agencies and field liaison offices. HQ USAF again purchased commercial insurance to protect CAP members engaged in Air Force authorized search and rescue missions. Because of CAP's improved safety record, the cost of this coverage decreased 47 percent over the last five years. The cost in FY 81 was $357,000 while FY 85 cost was only $190,000.[12]

CAP Funds

The Annual Financial Statement for the National Treasury of Civil Air Patrol showed a net loss for FY 84. The FY 84 net loss of $693,213 resulted in a fund balance of $10,062,345 as of 30 June 1984. The excess of expenses over revenue was the result of depreciation in the amount of $1,238,222 being taken in FY 84. The large depreciation expense was the result of the requirement to include all corporate aircraft on the books of the National Treasury beginning in FY 83. In June 1984, the National Executive Committee approved the FY 85 CAP Operating Budget of $1,264,550 which was an increase of 18% over FY 84.[13]

Materiel Management

The CAP-USAF Directorate of Logistics provided support and assistance to Civil Air Patrol in the areas of supply, equipment, transportation, real estate facilities and aircraft assignment, acquisition and maintenance. The Directorate also managed office facilities of the USAF-CAP field liaison structure and controlled government vehicles used by liaison personnel.

Management of Property

Public Law 557, also known as the "CAP Supply Bill", authorized Civil Air Patrol to acquire equipment and supplies that were excess to the needs of the Department of Defense. The Air Force transferred DOD excess property with an original acquisition cost to the DOD of $8,867,127 to Civil Air Patrol during the period 1 January to 31 December 1984. Major items acquired included aircraft, vehicles and communications equipment. Civil Air Patrol disposed of property previously acquired from DOD with an original acquisition value to DOD of $2,366,769 and realized a return of $539,053, which was to be reinvested in CAP equipment. The CAP Corporation used its limited funds for restoration of aircraft and vehicles to a safe operation condition and modification of aircraft to meet FAA airworthiness standards. The CAP corporate

vehicle fleet consisted of 2,156 at the end of 1984. CAP continued in its efforts to modernize the vehicle fleet by disposing of unserviceable vehicles and replacing them with newer models.[14]

MANAGEMENT OF AIRCRAFT

The Civil Air Patrol Corporation owned 545 aircraft at the end of 1984. During the year CAP disposed of 40 of its aircraft and procured 13 new or late model civil type aircraft from commercial sources and acquired an additional 17 excess DOD aircraft. Eight of the 17 excess DOD aircraft were certified in accordance with FAA directives and 7 were at maintenance facilities awaiting certification. All aircraft sales and procurements were with procedures of the CAP National Aircraft Modernization Program. The CAP-USAF Directorate of Logistics closely monitored the overall program because many of the aircraft sold were originally acquired from DOD excess sources. Modernization, repair, and conversion of ex-DOD aircraft was accomplished in civilian maintenance facilities in Alabama and Tennessee with all costs paid from CAP corporate funds.[15]

The Civil Air Patrol Corporation has conducted its own voluntary aircraft Hull Self Insurance Program for CAP owned aircraft since 1 July 1983. The insurance rate was established at 3% of the declared value of the aircraft with a $500 deductible. The declared value was established annually using the Aircraft Bluebook Price Digest. Insurance rates were, on an average, 40% lower than current commercial coverage. At the end of the year, 343 of CAP's 545 aircraft were insured for a value of $5,335,200, based on an actual value of $5,999,500.[16]

SAFETY

The CAP-USAF Directorate of Safety conducted flying and ground safety programs for both CAP-USAF and Civil Air Patrol. The Safety office directed a self-inspection of the headquarters in early January that later contributed to an excellent rating in the annual safety inspection conducted by Air University safety personnel.

CAP SAFETY PROGRAM

Civil Air Patrol experienced 14 major aircraft accidents during 1984. The accidents resulted in two fatalities, the same as in 1983. Aircraft accidents also caused injury to six CAP members. Civil Air Patrol continued to promote flight safety by providing financial assistance to CAP pilots who attend CAP sponsored flight clinics. CAP flight clinics were attended by 1,761 CAP pilots and an additional 1,187 participated in the FAA Pilot Proficiency Program which was also designed to enhance flight safety.[17]

ELT Search. Cadets Norm Robinson (left) and Andreas Wesemann of the Utah Wing Ground Team track an Emergency Locator Transmitter signal with a hand-held direction finder during the National Search and Rescue Competition at Whiteman AFB, Missouri. The Utah team placed first in the Ground ELT Search phase of the competition.

Good Citizen. Cadet David Horowitz of Florida's Tamiami Cadet Squadron was presented a Bronze Good Citizenship Medal by Charlene Harried, a sponsor of the Children of the American Revolution. Horowitz was recognized for his community service activities.

Cadets Recognized. Air Force Col John T. Massingale, Jr., CAP-USAF Commander and CAP Executive Director, presented awards to cadet winners during the 1984 Cadet Officer School graduation banquet. From left; Kevin Ellison, third place Speech Award; Mat Zelnik, Outstanding Cadet; Colonel Massingale; Harry Maguzu, first place Speech Award; Parker Shipley, second place Speech Award; and Kevin Higginbotham, Best Essay Award. (Photo by Mike Mickelson)

AIR FORCE SAFETY PROGRAM

CAP-USAF field liaison personnel continued their excellent vehicle safety record and again drove well over one-half million miles in Government Service Administration (GSA) vehicles with only two reportable accidents. One occurred when the vehicle slipped on ice and hit a guardrail and in the other accident the GSA vehicle was rear-ended while waiting at an intersection. In both instances the driver and passengers were wearing seatbelts and were not injured. CAP-USAF pilots flew over 6,000 accident free hours in civilian rental aircraft. One operational injury occurred when an employee tripped and a non-operational injury happened as a result of a twig striking an employee in the eye as he was trimming a hedge at his home.[18]

ADMINISTRATION

The Directorate of Administration supported both HQ CAP-USAF and Civil Air Patrol and the Director of Administration also served as Headquarters Section Commander and Executive Officer to the HQ CAP-USAF Commander.

PUBLISHING

The Publishing Division set 888 pages of type in final copy for printing, revised 65 CAP-USAF and CAP directives and either revised or designed 35 CAP-USAF and CAP forms. The Printing Plant published the CAP Annual Report to Congress in February. The report included eight full pages of four color process and 32 pages with 80 halftones printed in black and white (15,000 copies). Other color printing projects included a 24 page CAP Bookstore Catalog consisting of 40,000 copies, a Program for the National Congress on Aerospace Education, and the CAP Calendar. Plant production of 694 projects totaled 28.7 million pages. The printing plant acquired a 4-year old Davidson model 501p offset press from DOD excess.[19]

MORALE AND DISCIPLINE

Morale and dedication was high as the military and civilian force continued to provide excellent support to HQ CAP-USAF and CAP. However, there were three AFR 39-10 discharges, two Article 15's, and one letter of reprimand administered during 1984. The AFR 39-10 discharges were administered for two drug offenses and one AWOL, which was given in lieu of court-martial. One member was placed in the alcohol rehabilitation program for an alcohol related incident in which racial overtones were evident. While disciplinary actions seemed high, it should be noted that those actions were administered to only six individuals. One individual successfully completed the follow-on phase of the Weight Management Program and was removed from the program, and another was placed on the follow-on program and was making satisfactory progress.[20]

CHAPLAINCY

The CAP-USAF Staff Chaplain's Office also functioned as the Civil Air Patrol National Chaplain's Office and administered the Civil Air Patrol Chaplain Service. The Chaplain's Office appointed 123 new CAP chaplains bringing the number of chaplains assigned to 997 at the close of the year. Applicants for CAP chaplain appointment were required to obtain permission from their church and an endorsement from the denomination's ecclesiastical endorsing agency. Applicants were also required to have four years of college and three years' seminary training, or its equivalent. The chaplain manning goal continued to be at least one chaplain assigned to each CAP unit, or have volunteer visiting clergy to assist with the moral leadership program in units where a chaplain was not assigned.[21]

TRAINING MATERIALS

The Values for Living Writing Team came to the CAP-USAF Headquarters on 18 June and worked for three weeks on developing and rewriting the Level III Chaplain Training Specialty Track which was scheduled to be made available to CAP Chaplains by the Air Force Extension Course Institute beginning in January 1986. Completion of the course was to be required of all wing and region chaplains but was to be available to all chaplains who desired to enroll. The Values for Living Writing Team headed by Chaplain, Col, Frank H. Ebner, USAFR (Ret) consisted of four USAF Reserve chaplains attached to HQ CAP-USAF for reserve duty.[22]

CHAPLAIN ACTIVITIES

The Executive Board of the National Chaplain Committee met three times during the year and the National Chaplain Committee met on 3-4 August in Atlanta during the CAP National Board Meeting. Lt Col Dow Foxx, Director of Cadet Programs, led a seminar on cadet activities. An interfaith service celebrating the opening of the CAP National Board Meeting was held on 3 August in Atlanta with Chaplain, Maj Gen, Gerald E. Marsh, USAFR as guest speaker. CAP cadets and senior member escorts participated in three Air Force sponsored Christian Encounter Conferences held at Flat Rock, North Carolina; MO Ranch, Hunt, Texas; and North Arizona University, Flatstaff, Arizona.[23]

PUBLIC AFFAIRS

The Directorate of Public Affairs (PA) completed a successful 1984, despite personnel shortages and extremely high public affairs officer turnover in the field. Several planning and training initiatives were begun. HQ CAP-USAF/PA support of Air University and the 3800th Air Base Wing continued through PA membership on the Base Emergency Evaluation Team and the Disaster

Preparedness Support Team. All areas contributed to a better understanding and publicizing of Civil Air Patrol throughout the nation. An average of one major media story per month was accomplished and the CAP Display was seen by hundreds of thousands of people.[24]

Special PA Projects

A series of radio and television CAP recruiting public service announcements featuring retired USAF Brig Gen Chuck Yeager was produced and distributed throughout the United States. Civil Air Patrol selected Mr. Ted Turner, owner of the Atlanta Braves baseball team, to receive the first annual CAP Citizen of the Year Award which was presented in conjunction with the CAP National Board Meeting in Atlanta. The presentation was made during a game between the Atlanta Braves and San Francisco Giants which was dedicated as CAP Appreciation Night. Mr. Willard Scott, of the NBC Today Show, recognized CAP's 43rd Anniversary during a national telecast. CAP's first National Search and Rescue Competition at Whitmeman AFB, Missouri during the Labor Day Weekend generated numerous publicity releases and national media stories. The Air Force Academy/AFROTC Liaison structure contacted all CAP cadets born after 1968 through a letter from then CAP National Commander Brig Gen Howard L. Brookfield. The project resulted in several interested CAP cadets being recruited for the Air Force Academy. The PA office distributed more than 500,000 pieces of CAP recruiting material by direct mail and through CAP units.[25]

Inspection

Members of the HQ CAP-USAF inspection team conducted Management Effectiveness Inspections (MEIs) of 18 Civil Air Patrol wings and assigned 14 ratings of excellent, 3 satisfactory and 1 marginal. USAF-CAP Liaison Regions also conducted 21 Staff Supervisory Evaluations (SSEs) during 1984. The Inspector General staff planned and conducted a seminar in conjunction with the Civil Air Patrol National Board Meeting in Atlanta during August. Participants were briefed on responsibilities of the wing inspection program. An indepth discussion was conducted on revision of CAP Regulations 123-1 and 123-2 which established the inspection program. Several recommendations made by CAP wing inspectors were later incorporated in the revised publications. Emphasis was also placed on the importance for wing inspectors to actively monitor and resolve complaints at the lowest possible levels. As a result of wing inspector efforts, the number of Congressional complaints decreased for the second consecutive year, with only 18 processed during 1984.[26]

Plans and Programs

The Directorate of Plans and Programs continued to function as a special projects office for HQ CAP-USAF and National Headquarters Civil Air Patrol.

Command Support. CAP-USAF Commander Col John T. Massingale, Jr., was presented a special plaque in appreciation of his support of the 1984 CAP National Staff College. The presentation was made by CAP Col Bradford L. Sharp, Nevada Wing Commander and Staff College Director. (Photo by Mike Mickelson)

Best Wing. Col John P. Ratcliff accepted the "Top 8 of the 80's" Award which recognized West Virginia as the best wing in the Middle East Region and "Number One In The Nation" under the Civil Air Patrol Management Analysis Program (CAP-MAP). Then CAP National Commander Howard L. Brookfield presented the award at the CAP National Board Meeting in Atlanta. (Photo by Rand McNatt)

AFA Award. Cadet Ray Hurst of Nevada's Reno Composite Squadron was presented an Air Force Association CAP Cadet of the Year Award by retired Air Force Colonel Verv Frye, President of the Reno AFA Chapter. The AFA is a longstanding supporter of Civil Air Patrol at the national and local levels.

Highest Award. Cadet Christopher Jaekl was presented CAP's highest recognition for cadet achievement, the General Carl A. Spaatz Award, by Maj Gen Raymond Matera, Commander of the Wisconsin Air National Guard. Jaekl is a member of the Milwaukee Emergency Services Squadron.

Annual Report to Congress

The Plans and Programs office prepared the Civil Air Patrol Annual Report to Congress for Calendar Year 1984 as required by Public Law 476 of the 79th Congress. The 40-page document was well-illustrated with black and white photographs and included eight pages in full color. The report covered the activities of Civil Air Patrol in all mission areas, but with special emphasis on Emergency Services. All phases of the preparation and printing were accomplished in-house except for color separation. The report was published in 15,000 copies at a cost to the CAP corporation of less than $8,000. The report was widely distributed to national, regional, state and local levels. The booklet was sent to leaders in government, business, education, religion, and civic organizations and to Air Force officials from the Secretary down to wing and base commanders. The report was delivered to each member of Congress by cadet members of the winning team in the CAP National Cadet Competition. The New York wing cadets were assisted by cadet members of the CAP National Capital Wing. A personalized memo signed by respective CAP wing commanders was attached to the report to make it more constituent oriented for the individual Congressman. The Annual Report to Congress was CAP's only prestige publication and was used extensively in public relations activities.[27]

Civil Air Patrol Management Analysis Program

The Air Force and Civil Air Patrol leadership required a system to evaluate and monitor CAP mission readiness and effectiveness. The CAP-USAF Directorate of Plans and Programs developed and conducted the Civil Air Patrol Management Analysis Program (CAP-MAP) to achieve that objective and also to provide a mechanism to select and provide recognition for the top performing wing in each of the eight CAP regions under the "Top 8 of the 80's" awards program. The commanders of the top performing wings in the 1 January-31 December 1984 CAP-MAP cycle were to be presented plaques and appropriate recognition at the 4-5 October 1985 National Board Meeting in New Orleans. Oklahoma, as the highest scoring wing in the competition was also to be recognized as "Number One in the Nation." See Table 6 for the "Top 8 of the 80's" award winners. The Directorate of Plans and Programs published final CAP-MAP results and developed and published criteria for the 1985 CAP-MAP cycle.[28]

TABLE 6

CAP-MAP STANDINGS FOR 1984

Oklahoma	Southwest Region
West Virginia	Middle East Region
Nevada	Pacific Region
Tennessee	Southeast Region
Missouri	North Central Region
Wisconsin	Great Lakes Region
Rhode Island	Northeast Region
Colorado	Rocky Mountain Region

Source: CAP-MAP Final Report for 1984.

NEC Meetings

The Plans and Programs Directorate was the project office for two regular meetings and two special meetings of the Civil Air Patrol National Executive Committee (NEC) during 1984. Under the CAP Constitution and Bylaws, the NEC served as the governing body of the Civil Air Patrol Corporation at times when the National Board was not in session. The Directorate of Plans and Programs prepared for the two regular meetings of the NEC by soliciting proposed agenda items for NEC members, CAP wing commanders and the CAP-USAF staff. The agendas were staffed and coordinated within the headquarters and mailed to NEC members and CAP wing commanders 30 days prior to scheduled meeting date. The Directorate prepared meeting books with appropriate supporting documents and the Director of Plans and Programs served as floor manager and coordinator during the two-day sessions. The Directorate prepared edited minutes from verbatim transcript prepared by Plans and Programs secretary from notes and taped recordings. Minutes of the regular meetings of the NEC held at Maxwell AFB, Alabama on 22-23 June and 7-8 December and minutes of special meetings held in Denver, Colorado on 10 March and in Atlanta, Georgia on 3 August were provided to all NEC members, CAP wing commanders and HQ CAP-USAF staff and field liaison offices.[29]

National Board Meeting

The CAP Constitution and Bylaws established the National Board as the primary governing body of Civil Air Patrol and required that it meet at least once annually. The Directorate of Plans and Programs was the agency responsible for planning, coordinating and conducting the National Board Meeting and CAP National Convention held at the Hyatt-Regency Hotel in Atlanta, Georgia on 3-4 August 1984. The two events were attended by approximately 1,200 CAP members and guests. The board elected Brigadier General William B. Cass to the office of CAP National Commander and Colonel Larry D. Miller to the office of CAP National Vice Commander. Honorable Ronald D. Ray, Deputy Assistant Secretary of Defense for Reserve Affairs was the keynote speaker at the closing banquet to the board meeting and convention. As project office for the events, the Directorate of Plans and Programs planned, coordinated and monitored all details of the activity. That included site selection, negotiating with the Hyatt-Regency hotel convention manager for guest and meeting rooms and banquet facilities; coordinating and scheduling meeting room use; preparing the Program Action Directive to assign responsibilities to other staff agencies; preparing meeting programs and agendas; serving as on-scene manager for all activities; and editing and publishing minutes of the meeting.[30]

Orientation Training

The Plans and Programs Directorate scheduled and conducted orientation training for new personnel assigned to the CAP-USAF region and wing field liaison offices and the Headquarters CAP-USAF staff. A three-day training session was conducted on 16-18 October at Headquarters CAP-USAF for all eligible officers and noncommissioned officers. The Directorate of Plans and Programs prepared the training schedule, monitored the training and arranged transportation, billeting and an informal social function. The Director was also OPR for the USAF-CAP Liaison Staff Handbook which was included in the introductory package sent to all newly assigned liaison personnel.[31]

Commander's Conference

Plans and Programs provided support for the annual Liaison Region Commander's Conference held at HQ CAP-USAF on 6-8 November. The Directorate prepared and coordinated the meeting agenda and made arrangements for transportation and billeting. Colonel Massingale met with the eight USAF-CAP liaison region commanders to discuss and exchange information on procedures to provide the best possible liaison support to the Air Force's civilian auxiliary.[32]

LEGAL

The Staff Judge Advocate provided legal advice and service to the CAP-USAF Commander regarding the programs of the headquarters and its field liaison offices. He also advised CAP corporate policy makers concerning legal aspects of CAP activities and maintained liaison with CAP region and wing legal officers. Legal support for purely CAP corporate interests was provided by Mr. Thomas A. Handley, who was a paid employee of the Civil Air Patrol Corporation.

After several years of effort by Civil Air Patrol, Congress approved an amendement to the CAP Supply Bill (Public Law 80-557) that authorized the Air Force to expand its support of CAP by: (a) using appropriated funds to purchase light aircraft, vehicles, communications equipment and other mission related equipment; (b) using appropriated funds to renovate DOD excess aircraft and other mission equipment; (c) using appropriated funds for cadet uniforms, and; (d) authorize the Air Force to arrange for the use of other federal agencies services and facilities with the consent of those agencies.[33]

FOOTNOTES, CHAPTER I

INTRODUCTION

1. CAPM 50-1, Introduction to Civil Air Patrol, 1978, p 2.

2. Ibid, p 3.

3. Robert E. Nephrud, Flying Minute Men, The Story of Civil Air Patrol, p 23.

4. CAPM 50-1, Introduction to Civil Air Patrol, 1978, p 5.

5. Gill Robb Wilson, I Walked With Giants.

6. Robert E. Nephrud, Flying Minute Men, The Story of Civil Air Patrol, p 18.

7. CAPM 50-1, Introduction to Civil Air Patrol, 1978, p 6.

8. Ibid, p 10.

9. Robert E. Nephrud, Flying Minute Men, The Story of Civil Air Patrol, p 45.

10. Constitution and Bylaws of Civil Air Patrol, Revised 1983, (SD I-1).

11. Civil Air Patrol Annual Report to Congress for 1984, p 36, (SD VI-10).

12. Minutes of CAP National Board Meeting, 3-4 Aug 84, p 5, (SD VI-18).

13. Minutes of CAP National Executive Committee Meetings, 22-23 Jun 1984, 3-4 Aug 1984, 7-8 Dec 1984 (SDs VI-14, VI-15, VI-16).

14. CAPM 50-1, Introduction to Civil Air Patrol, 1978, p 9.

15. AFR 46-5, Employment of Civil Air Patrol, 15 Nov 1982.

16. AUR 23-9, Organization and Mission of Civil Air Patrol-USAF, 27 Nov 1984, p 1.

17. CAP-USAFR 23-1, USAF-CAP Field Liaison Officer, 16 Jun 1980.

18. AFR 46-4, Function and Organization of Civil Air Patrol, 17 Dec 1976.

19. AUR 23-2, Organization and Mission of Civil Air Patrol-USAF, 27 Nov 1984, p 1.

FOOTNOTES, CHAPTER II

TRAINING

1. AFR 46-4, Function and Organization of Civil Air Patrol, 17 Dec 1976.

2. CAPM 50-16, Cadet Program Manual, 31 Oct 1984, (SD II-1); CAPM 39-2, Civil Air Patrol Membership, 31 Jul 1984, (SD VI-1).

3. CAPM 50-16, Cadet Program Manual, 31 Oct 1984, (SD II-1), p 21.

4. Ibid, p 46.

5. Ibid, p 46.

6. Ibid, p 46.

7. Ibid, p 46.

8. Ibid, p 46.

9. CAPP 66, National Cadet Competition, 15 Nov 1982.

10. CAP Annual Report to Congress for 1984, p 30, (SD VI-10).

11. Ibid, p 36.

12. Ibid, p 30.

13. Ibid, p 36.

14. Ibid, p 3.

15. Ibid, p 3.

16. CAPP 53-1, CAP Scholarships and Grants, 5 May 1984, (SD II-2).

17. Civil Air Patrol Annual Report to Congress for 1984, p 5, (SD VI-10).

18. CAPM 50-17, CAP Senior Member Training Program, 1 May 1984, p 1, (SD II-3).

19. CAPM 50-1, Introduction to Civil Air Patrol, 1978; CAPM 20-1, Organization of Civil Air Patrol, 1 Jun 1982; CAPM 39-1, Civil Air Patrol Uniform Manual, 1 Jan 1983; CAPM 50-17 Senior Member Training Program, 1 May 1984; CAPP 302, The Function of Management, 1 Aug 1974; CAPP 303, Theories of Effective Leadership, 1 Jul 1975.

20. CAPM 50-17, CAP Senior Member Training Program, 1 May 1984, p 12, (SD II-3).

21. Ibid, p 13.

22. CAP Annual Report to Congress for 1984, p 21, (SD VI-10).

23. Ibid, p 21.

24. Ibid.

25.CAPM 50-17, CAP Senior Member Training Program, 1 May 1984, p 19, (SD II-3).

26. Ibid.

27. Civil Air Patrol Annual Report to Congress for 1984, p 21, (SD VI-10).

28. Ibid, p 22.

29. Ibid, p 21.

30. Ibid, pp 16, 21.

FOOTNOTES, CHAPTER III

AEROSPACE EDUCATION

1. CAPP 280-1, Test Administration and Security, 10 Feb 1984, (SD III-1); CAPR 280-2, Aerospace Education, 19 Feb 1984, (SD III-2).

2. Program for the Seventh Annual National Congress on Aerospace Education, (SD III-3); Notice to Exhibitors at the 1984 National Congress on Aerospace Education, (SD III-4).

3. Survey of Participants in the 1984 National Congress on Aerospace Education, (SD III-5).

4. Listing of College, University, and School System Aerospace Education Workshops for 1984, (SD III-6). CAPR 280-2, Aerospace Education, 19 Feb 1984, (SD III-2).

5. Hist (U), HQ CAP-USAF, CY 83, p 18.

6. Instructors Guide for the textbook Aerospace: The Challenge, Second Edition, 1 Mar 1984, (SD III-7); Aerospace Update, "Those Gallant Ladies", Civil Air Patrol News, Mar 1984, (SD III-8); Aerospace Update, "The Mission-Adaptive Wing", Civil Air Patrol News, Jun 1984, (SD III-9); Aerospace Update, "RX For Export Expansion", Civil Air Patrol News, Sep 1984, (SD III-10); Report on Status of Aerospace Education in Civil Air Patrol, (SD III-11).

7. CAP Annual Report to Congress for 1984, p 13, (SD VI-10).

8. Ibid, p 30.

FOOTNOTES, CHAPTER IV

OPERATIONS

1. AFR 46-4, Function and Organizations of Civil Air Patrol, 17 Dec 1976.

2. CAPM 50-15, Emergency Services, 15 Apr 1983; CAPR 55-1, Civil Air Patrol Emergency Services, 5 Dec 1980.

3. Civil Air Patrol Annual Report to Congress for 1984, pp 6-9, p 30, (SD VI-10).

4. Ibid.

5. Ibid, p 6.

6. Ibid, p 11.

7. Ibid, p 10.

8. Ibid, p 10.

9. Ibid, p 10.

10. Ltr, CAP-USAF/DO to CAP Regions and Wings, subj: CAP "Exercise FRIENDSHIP", 7 Oct 1983, (SD IV-1).

11. Civil Air Patrol Annual Report to Congress for 1984, p 12, (SD VI-10).

12. Ibid.

13. CAP-USAFR 76-2, CAP-USAF Administrative Military Airlift, 2 May 1983.

14. CAPR 50-11, Flight Clinics, 1 Apr 1983.

15. CAP-USAFR 60-2, Management of Civilian Rental Aircraft, 1 May 1981; CAP-USAFR 76-4, Governmental Rental and Aircraft Utilization Report, 15 Apr 1977.

16. Civil Air Patrol Annual Report to Congress for 1984, p 11, (SD VI-10).

17. CAPM 100-1, Communications, 13 Apr 1984, (SD IV-2).

18. Civil Air Patrol Annual Report to Congress for 1984, p 12, (SD VI-10); Ltr, HQ 23d Air Division (TAC)/CC to HQ CAP-USAF /DO, subj: /Communications Support/, 25 Apr 1984, (SD IV-3).

19. Ltr, HQ 23d Air Division (TAC)/CC to HQ CAP, subj: Letter of Appreciation, 19 Dec 1984 (SD IV-4).

FOOTNOTES, CHAPTER V

USAF-CAP FIELD LIAISON ACTIVITIES

1. CAP-USAFR 23-1, USAF-CAP Liaison Officer, 16 Jun 1980.

2. CAP-USAFR 55-5, USAF-Authorized Emergency Services Evaluations and Training Missions, 5 Dec 1980.

3. CAPR 280-2, Aerospace Education, 10 Feb 1984.

4. CAP-USAFR 50-9, Tasks of USAF-CAP Personnel in Support of the Cadet Program, 20 Sep 1984.

5. CAPP 66, National Cadet Competition, Sep 1981.

6. CAP-USAFR 55-5, USAF-Authorized Emergency Services Evaluation and Training Missions, 5 Dec 1980.

7. CAPR 280-2, Aerospace Education, 10 Feb 1984.

8. Civil Air Patrol Annual Report to Congress for 1984, p 10, (SD VI-10).

9. CAPR 280-2Aerospace Education, 10 Feb 1984.

10. CAPM 50-15, Emergency Services, 15 Apr 1983.

11. CAP-USAF 50-9, Tasks of USAF-CAP Personnel in Support of the Cadet Program, 20 Sep 1984.

12. CAPR 280-2, Aerospace Education, 10 Feb 1984.

13. CAPM 50-17, Senior Member Training Program, 1 May 1984.

14. CAPM 50-16, Cadet Program Manual, 31 Oct 1984.

15. CAPR 280-2, Aerospace Education, 10 Feb 1984.

16. CAP-USAFR 55-5, USAF-Authorized Emergency Services Evaluation and Training Missions, 5 Dec 1980.

17. CAPP 66, National Cadet Competition, Sep 1981.

18. CAPR 280-2, Aerospace Education, 10 Feb 1984.

19. CAPM 50-15, Emergency Services, 15 Apr 1983.

20. CAPP 66, National Cadet Competition, Sep 1981.

21. CAP-USAFR 45-10, Reserve Assistance Program for Civil Air Patrol, 15 Sep 1980.

FOOTNOTES, CHAPTER VI

RESOURCE MANAGEMENT

1. AFR 46-4, Function and Organization of Civil Air Patrol, 17 Dec 1976.

2. Hist (U), HQ CAP-USAF, CY 83, p 45.

3. CAP Annual Report to Congress for 1984, p 36, (SD VI-10).

4. Minutes of the CAP National Executive Committee Meeting, 22-23 Jue 1984, p 11, (SD VI-14).

5. Ibid, p 14.

6. Minutes of the CAP National Board Meeting, 3-4 Aug 1984, p 6, (SD VI-18).

7. Minutes of the CAP National Executive Committee, 22-23 June 1984, p 10, (SD VI-14).

8. CAPM 39-2, Civil Air Patrol Membership, 31 Jul 1984, (SD VI-1).

9. CAPM 39-1, Civil Air Patrol Uniform Manual, 1 Jan 1983.

10. CAP-USAFR 45-10, Reserve Assistance Program for Civil Air Patrol, 15 Sep 1980.

11. CAP Annual Report to Congress for 1984, p 25, (SD VI-10).

12. Hist (U), HQ CAP-USAF, CY 83, p 49; Minutes of the HQ CAP-USAF Financial Management Board, 15 Jan 1985 (SD VI-2).

13. Audited Financial Statement of the National Treasury of Civil Air Patrol, 26 Oct 1984, (SD VI-3); CAP Corporate Budget for FY 1985 (SD VI-4).

14. CAPM 67-1, Civil Air Patrol Supply Manual, 1 Nov 1984, (SD VI-5).

15. CAPR 67-4, Acquiring, Reporting and Disposing of Corporate Aircraft, 1 Oct 1984, (SD VI-6).

16. CAPR 900-6, Hull Self Insurance, 15 Oct 1984, (SD VI-7).

17. CAPR 50-11, Flight Clinics, 1 Apr 83; CAPR 62-1, Civil Air Patrol Safety Responsibilities and Procedures, 31 Jan 1984, (SD VI-8).

18. CAP-USAFR 127-1, Accident Prevention Plan and Mishap Reporting Procedures, 24 Aug 1981.

19. CAP-USAF Supplement to AFR 10-7, Administrative Orders, 10 Sep 1982; CAP-USAF Special Orders G-1 through G-11, (SD VI-9).

20. AFR 35-11, Military Personnel AF Physical Fitness Program, 28 Jul 1981.

21. CAPR 265-1, The Civil Air Patrol Chaplain Service, 1 Oct 1983.

22. CAPP 265-1, The Civil Air Patrol Chaplain Service, May 1983.

23. The CAP Annual Report to Congress for 1984, p 23, (SD VI-10).

24. CAPM 19-1, Handbook for Public Affairs Officers, 1 May 1983.

25. Ibid.

26. CAPR 123-1, The Civil Air Patrol Inspection Program, 5 Dec 1980; CAPR 123-2, Grievances and Investigations, 15 Apr 1982; CAPR 123-3, Management Effectiveness Inspections and Staff Supervirosy Evaluations of Civil Air Patrol, 1 Mar 1982.

27. Civil Air Patrol Annual Report to Congress for 1984, (SD VI-10).

28. Final Report, Civil Air Patrol Management Analysis Program (CAP-MAP) for period 1 Jan-31 Dec 84, (SD VI-11); Criteria, Civil Air Patrol Management Analysis Program (CAP-MAP) for period 1 Jan-31 Dec 85, (SD VI-12).

29. Minutes of the 10 Mar 84 special meeting of the CAP National Executive Committee, (SD VI-13); Minutes of the 22-23 Jun 84 meeting of the CAP National Executive Committee, (SD VI-14); Minutes of the 3 Aug 84 special meeting of the CAP National Executive Committee, (SD VI-15); Minutes of the 7-8 Dec 84 meeting of the CAP National Executive Committee, (SD VI-16).

30. Meeting Program for the 3-4 August Meeting of the CAP National Board, (SD VI-17); Minutes of the 3-4 Aug 84 meeting of the CAP National Board, (SD VI-18).

31. Ltr, CAP-USAF/XR to USAF-CAP Liaison Regions, subj: LO/LNCO Orientation, 16-18 Oct 84, 26 Sep 84, (SD VI-19).

32. Agenda for Liaison Region Commander's Conference, 6-8 Nov 1984, (SD VI-20).

33. Civil Air Patrol Annual Report to Congress for 1984, p 24, (SD VI-10).

APPENDIX I

LINEAGE AND HONORS DATA

Unit Designation:	Headquarters Civil Air Patrol-United States Air Force (HQ CAP-USAF)
Previous Designation:	32nd Air Force Base Unit
Higher Headquarters:	Air University
Commanders:	Brig Gen David L. Patton (29 Aug 81, HQ CAP-USAF SO G-11, 31 Aug 81), Col John T. Massingale, Jr. (21 May 84, HQ AU 50 G-13, 1 Jun 84).
Vice Commander:	Col Win E. DePoorter (13 Sep 81, from USAF-CAP Northeast Liaison Region Commander, CAP-USAF Personnel Action Change A00 3807, 25 Sep 81).
Assigned Units Inactivated:	None
Assigned Units Gained:	None
Station:	Maxwell AFB, Alabama
Aircraft Flown:	Air Force Civilian Rental Aircraft
Awards and Decorations:	None
Emblem:	Same

APPENDIX II

ROSTER OF KEY PERSONNEL

AS OF 31 DECEMBER 1984

POSITION	NAME	FROM	TO	REMARKS
Commander	Brig Gen David L. Patton	31 Aug 81	31 May 84	Retired
	Col John T. Massingale, Jr	29 May 84	Present	
Vice Commander	Col Win E. DePoorter	13 Sep 81	Present	
Senior Enlisted Advisor	CMSgt James C. Knowles	15 Jun 80	30 Jun 84	PCA to 3800 ABW
Reserve Advisor to Commander	Col Joseph A. L'Abbe	07 May 81	Present	
DCS, Aerospace Education	Mr. Harold R. Bacon	26 Jun 83	Present	
DCS, Training	Col Arthur W. Ahl	01 May 83	Present	
DCS, Operations	Col Byron W. King, Jr.	15 Dec 80	Present	
DCS, Personnel	Lt Col Russell E. Barber	01 Feb 84	Present	
Director of Administration	Lt Col Michael D. Duto	30 Jun 82	Present	
Director of Logistics	Lt Col Ronald J. Skoneki	15 May 78	Present	
Director of Plans & Programs	Col Robert J. Hunt	01 Dec 82	Present	
Director of Public Affairs	Maj Donald F. Giglio	29 May 83	Present	
Director of Safety	Lt Col John E. Cannaday, Jr	27 May 80	Present	
DCS, Comptroller	Lt Col Patrick E. O'Reilly	03 Jul 82	Present	

APPENDIX II - ROSTER OF KEY PERSONNEL (CONT'D)

POSITION	NAME	FROM	TO	REMARKS
Chaplain	Col Henry L. Spencer	16 Jul 80	Present	
Inspector General	Maj William S. Allee	31 Jul 79	31 Mar 84	Retired
	Maj Richard T. Thurman	09 Aug 84	Present	
Staff Judge Advocate	Maj Richard E. Slipsky	30 Oct 82	Present	
USAF-CAP Northeast Liaison Region/Commander	Col Richard J. Harris	19 Oct 81	Present	
USAF-CAP Middle East Liaison Region/Commander	Col David D. Brandt, Jr.	01 Feb 80	30 Apr 84	Retired
	Col Charles E. Gries	01 Dec 83	Present	
USAF-CAP North Central Liaison Region/Commander	Col Val W. Taylor	02 Mar 82	Present	
USAF-CAP Great Lakes Liaison Region/Commander	Col Bruce K. Ware	21 Oct 83	Present	
USAF-CAP Southeast Liaison Region/Commander	Col James R. Withers	20 Jan 82	Present	
USAF-CAP Southwest Liaison Region/Commander	Col John B. France	07 Jul 83	Present	
USAF-CAP Rocky Mountain Liaison Region/Commander	Col E. J. Zulauf	22 Oct 78	31 Oct 84	Retired
	Col Howard J. Rice	03 Jul 84	Present	
USAF-CAP Pacific Liaison Region/Commander	Col John C. Cody	07 Dec 81	Present	

APPENDIX III

CIVIL AIR PATROL DATA

As of 31 December

	1983	1984
MEMBERSHIP		
Cadets	26,104	24,900
Seniors	41,669	41,605
Total Members	67,773	66,505
ORGANIZATIONAL UNITS		
Regions	8	8
Wings	52	52
Groups	174	186
Senior Squadrons	320	323
Cadet Squadrons	321	329
Composite Squadrons	985	956
Flights	81	79
Total Units	1,941	1,933
RADIO STATIONS		
Fixed Land	4,027	4,065
Ground Mobile	17,010	18,270
Air Mobile	4,455	5,075
Search and Rescue	670	1,066
Corporate Aeronautical	565	545
Repeater Stations	255	265
Emergency Locator	149	181
Total Stations	27,131	29,467
AIRCRAFT		
Corporate Owned	565	545
Member Owned	9,502	9,583
Total Aircraft	10,067	10,128
EMERGENCY SERVICES		
Missions	1,745	1,979
Sorties	8,542	9,112
Hours Flown (Finds)	16,725	17,351
Objectives Located/	1,074	1,204
Lives Saved (Saves)	154	128
ENCAMPMENTS		
Active Air Force Bases	28	29
Other DOD Facilities	18	16
Non-DOD Facilities	21	12
Cadets Attending	5,878	6,345
Seniors Participating	1,050	1,204
CADET AWARDS		
Mitchell Awards	1,357	1,271
Earhart Awards	443	456
Spaatz Awards	48	51

CHAPTER ABSTRACTS

CHAPTER I - INTRODUCTION

Reviews the history of CAP's creation and activities during World War II and the legistlation following the war that resulted in int congressional charter and status as the civilian auxiliary of the United States Air Force. Outlines the organization and mission of Civil Air Patrol-United States Air Force (CAP-USAF) and Civil Air Patrol (CAP) and describes the relationship of the two organizations. Summarizes command policy and priorities in performing the mission of CAP-USAF and administering the activities of Civil Air Patrol.

CHAPTER II - TRAINING

Discusses the leadership and citizenship development objectives of the structured CAP Cadet Program and highlights the cadet special activities, encampments, flight training, academic scholarships and awards. Reviews the standardized training program for senior members that consisted of five levels beginning with an introductory phase to orient new members and progressing to the final phase of executive training for senior CAP leaders.

CHAPTER III - AEROSPACE EDUCATION

Details the activities of the CAP-USAF professional aerospace education staff in performing the basic CAP mission of providing aerospace education to the CAP membership and the general public. Reviews the activities at the annual National Congress on Aerospace Education held at the Astro Village in Houston, Texas and discusses the external program of aerospace education workshops for teachers sponsored by CAP and conducted in universities, colleges and individual school systems throughout the country. Reports on the development of aerospace education publications and recognizes recipients of the Frank G. Brewer Memorial Aerospace Awards. Outlines CAP involvement in a new Presidential initiative called the "Young Astronauts Program" designed to use the young person's interest in space exploration as a vehicle to teach other subject matter.

CHAPTER IV - OPERATIONS

Discusses the emergency services mission of Civil Air Patrol and the relationship of CAP to the Air Force in its performance.

Recaps the search and rescue accomplishments of individual CAP wings in terms of search objectives located and lives saved. Explains CAP involvement in disaster relief activities and its cooperation with other organizations with a similar mission. Discusses CAP's cooperation with the Air Force and other federal and state organizations in CARDA and SARDA exercises. Provides update on the CAP Organ/Tissue Transport Program. Discusses Air Force airlift support of CAP programs and the civilian aircraft rental program that enables field liaison personnel to more effectively perform the mission. Reviews the CAP Flight Clinic Program which is designed to promote flight safety. Discusses CAP support of the Air Force by assisting in military training route surveys. Explains the CAP communications program and its nationwide radio capability for use in emergencies and for training CAP communicators.

CHAPTER V - USAF-CAP FIELD LIAISON ACTIVITIES

Summarizes the activities of the USAF-CAP field liaison structure that corresponds to the eight CAP regions that geographically divide the 50 states, Puerto Rico and the District of Columbia. Outlines the authorization of Public Law 557 that permits the Secretary of the Air Force to establish the offices and assign Air Force personnel to the liaison duty of advising and assisting CAP commanders. Reviews the activities of field liaison personnel in monitoring CAP emergency services capabilities, assisting in arranging and conducting cadet encampments and special activities, supporting the aerospace education mission, and the varied day-to-day details of serving as the communications link between the Air Force and its civilian auxiliary.

CHAPTER VI - RESOURCE MANAGEMENT

Reviews the management and administration of Air Force, Civil Air Patrol and Air Force Reserve personnel in relation to performance of the CAP-USAF and CAP missions. Provides data on CAP-USAF manning and status of CAP cadet and senior membership. Discusses a special CAP business membership recruiting campaign and funds generated. Provides update on status of the special CAP/AOPA membership category and notes changes in the CAP Constitution and Bylaws that eliminated the Junior Membership category and permitted CAP membership for certain noncitizens. Summarizes the activities of the Reserve Assistance Program.

Reviews the development of the Air Force appropriated fund budget and distribution of funds to the headquarters staff functions and field liaison offices and notes increase in funds over previous fiscal year and return of funds from previous year that were surplus to requirements. Notes that the annual financial statement of the National Treasury of Civil Air Patrol showed a net loss for FY 84 and explains the cause.

Discusses the assistance provided to CAP in the procurement and management of supplies, equipment, motor vehicles, real estate facilities, and aircraft. Summarizes both CAP-USAF and CAP safety program and reports 14 major aircraft with two fatalities for CAP and a year of accident free flying for CAP-USAF.

Summarizes the activities of the Directorate of Public Affairs in informing CAP members and the American public about Civil Air Patrol programs and potential. Outlines the accomplishments of the Media Relations, Creative Products and Internal Information Divisions in promoting and publicizing Civil Air Patrol.

Discusses the functions of the CAP-USAF Staff Chaplain's Office and its function as the Civil Air Patrol National Chaplain Office. Discusses the development of new chaplain training material by the Values for Living Writing Team and chaplain activities during 1984. Outlines the procedures for appointment of new CAP chaplains and the responsibilities associated with administering the Civil Air Patrol Chaplain Service.

Discusses the Inspector General actions in conducting management effectiveness inspections of CAP wings and USAF-CAP liaison offices and in monitoring staff supervisory inspections conducted by USAF-CAP liaison staff personnel. Reviews Inspector General actions in processing complaints and congressional inquiries.

Reviews the role of the Directorate of Plans and Programs in planning and conducting CAP National Executive Committee Meetings and the National Board Meetings and publication of Civil Air Patrol Annual Report to Congress. Explains the requirement for the Civil Air Patrol Management Analysis Program and the Directorate of Plans and Programs responsibility for developing and conducting the program. Discusses Plans and Programs responsibility for conducting training for newly assigned liaison personnel and preparation of the Liaison Staff Handbook.

GLOSSARY

AAC	Alaskan Air Command
AAF	Army Air Forces
ACSC	Air Command and Staff College
AFA	Air Force Association
AFB	Air Force Base
AREOC	Air Force Emergency Operating Center
AFJROTC	Air Force Junior Reserve Officer Training Corps
AFLC	Air Force Logistics Command
AFM	Air Force Manual
AFR	Air Force Regulation
AFRCC	Air Force Rescue Coordination Center
AFRES	Air Force Reserve
AFS	Air Force Station
ANG	Air National Guard
AOPA	Aircraft Owners and Pilots Association
ARRL	Amateur Radio Relay League
ARRS	Aerospace Rescue and Recovery Service
ATC	Air Training Command
AU	Air University
AWOL	Absent Without Leave
CAP	Civil Air Patrol
CAPM	Civil Air Patrol Manual
CAP-MAP	Civil Air Patrol-Management Analysis Program
CAPP	Civil Air Patrol Pamphlet
CAPR	Civil Air Patrol Regulation
CAP-RAP	Civil Air Patrol-Reserve Assistance Program
CAP-USAF	Civil Air Patrol-United States Air Force
CARDA	Continental Air Reconnaissance for Damage Assessment
CD	Civil Defense
CLC	Corporate Learning Course
CONUS	Continental United States
CY	Calendar Year
DCS	Deputy Chief of Staff
DOD	Department of Defense
DR	Disaster Relief
ECI	Extension Course Institute
ELT	Emergency Locator Transmitter
FAA	Federal Aviation Administration
FCC	Federal Communications Commission
FECA	Federal Employees Compensation Act
FEMA	Federal Emergency Management Agency
FY	Fiscal Year

GLR	Great Lakes Region
GSA	General Services Administration
HQ	Headquarters
HF	High Frequency
IACE	International Air Cadet Exchange
JCS	Joint Chiefs of Staff
MAC	Military Airlift Command
MARS	Military Affiliate Radio System
MEI	Management Effectiveness Inspection
MER	Middle East Region
MOU	Memorandun of Understanding
MSCD	Military Support of Civil Defense
NASA	National Aeronautics and Space Administration
NCAE	National Congress on Aerospace Education
NCO	Noncommissioned Officer
NCR	North Central Region
NCS	National Communications System
NEC	National Executive Committee
NER	Northeast Region
NORAD	North American Aerospace Defense Command
NOVAD	National Organization of Volunteers Active in Disasters
NSC	National Staff College
OCD	Office of Civilian Defense
OPLAN	Operations Plan
PA	Public Affairs
PACR	Pacific Region
POM	Program Objective Memorandum
RAP	Reserve Assistance Program
RMR	Rocky Mountain Region
ROTC	Reserve Officer Training Corps
RSC	Region Staff College
SAC	Strategic Air Command
SAR	Search and Rescue
SARSAT	Search and Rescue Satellite Aided Tracking
SARDA	State and Region Defense Airlift
SER	Southeast Region
SLS	Squadron Leadership School
SSE	Staff Supervisory Evaluation
SWR	Southwest Region
TAC	Tactical Air Command
US	United States

USAF	United States Air Force
USAFR	United States Air Force Reserve
USAF-CAP	United States Air Force-Civil Air Patrol
USCG	United States Coast Guard
USCGA	United States Coast Guard Auxiliary
USREDCOM	United States Readiness Command
VHF	Very High Frequency

INDEX

LIST OF SUPPORTING DOCUMENTS

I-1. Constitution and Bylaws of Civil Air Patrol, Revised 1983.

II-1. CAPM 50-16, Cadet Program Manual, 31 Oct 1984.

II-2. CAPP 53-1, CAP Scholarships and Grants, 5 May 1984.

II-3. CAPM 50-17, CAP Senior Member Training Program, 1 May 1984.

III-1. CAPR 280-1, Test Administration and Security, 10 February 1984.

III-2. CAPR 280-2, Aerospace Education, 19 February 1984.

III-3. Program for the Seventh Annual National Congress on Aerospace Education.

III-4. Notice to Exhibitors at the 1984 National Congress on Aerospace Education.

III-5. Survey of Participants in the 1984 National Congress on Aerospace Education.

III-6. Listing of College, University, and School System Aerospace Education Workshops for 1984.

III-7. Instructor's Guide for the textbook Aerospace: The Challenge, Second Edition, 1 March 1984.

III-8. Aerospace Update, "Those Gallant Ladies", Civil Air Patrol News, March 1984.

III-9. Aerospace Update, "The Mission-Adaptive Wing", Civil Air Patrol News, June 1984.

III-10. Aerospace Update, "RX for Export Expansion", Civil Air Patrol News, September 1984.

III-11. Report on Status of Aerospace Education in Civil Air Patrol.

IV-1. Ltr, CAP-USAF/DO to CAP Regions and Wings, subj: CAP "Exercise Friendship", 7 October 1983.

IV-2. CAPM 100-1, Communications, 13 April 1984.

IV-3. Ltr, HQ 23rd Air Division (TAC)/CC to HQ CAP-USAF/DO, subj: Communications Support, 25 April 1984.