



CIVIL AIR PATROL

1997

THE 1997 ANNUAL REPORT TO CONGRESS



Our story

IS NOT *just*

about **flying** airplanes AND

wearing uniforms ...



Illustrated by Tony Trigg

A CAP STORY

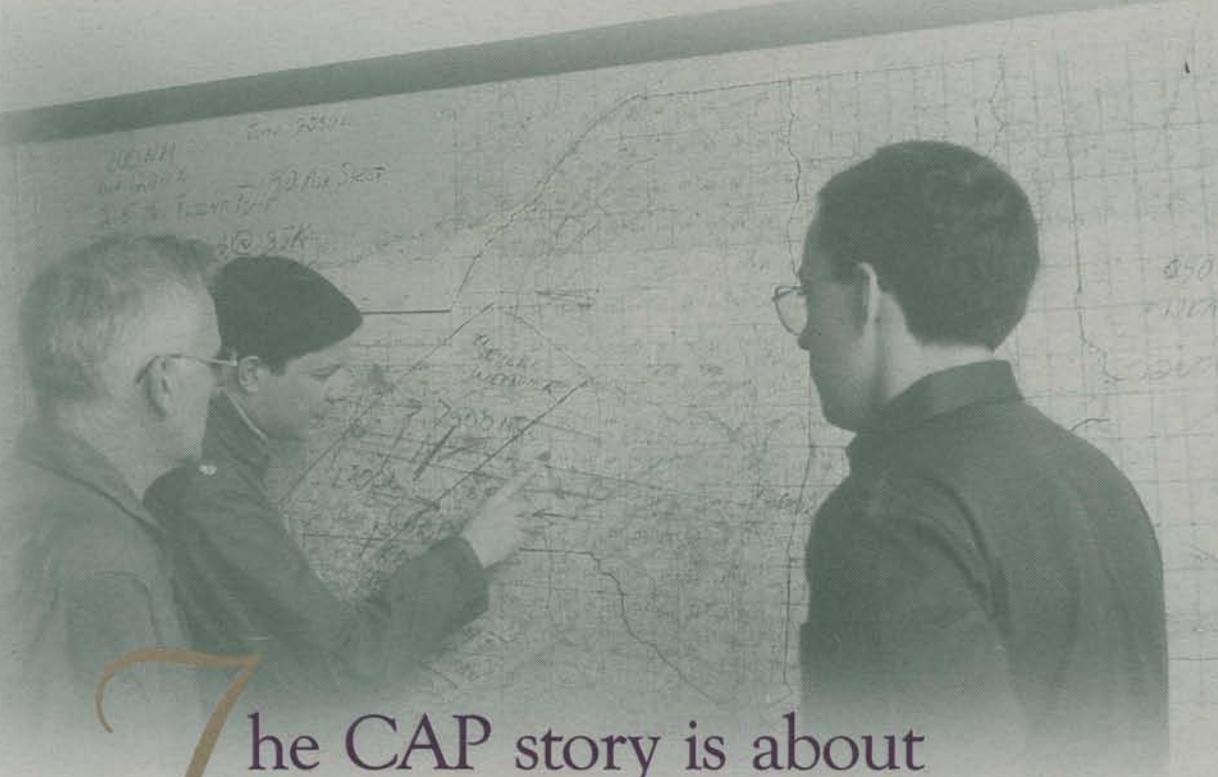
By C.M. Crowe

Jason "J.J." Judd stumbled down the uneven sidewalk, flanked by aging houses and buildings. He thought of science class yesterday when Ms. Whinnie talked about outer space and rockets and airplanes. He imagined

himself soaring silently through the skies in a glider, piercing the white, fluffy clouds that interrupted an azure blue sky. *(Continued on page 17)*

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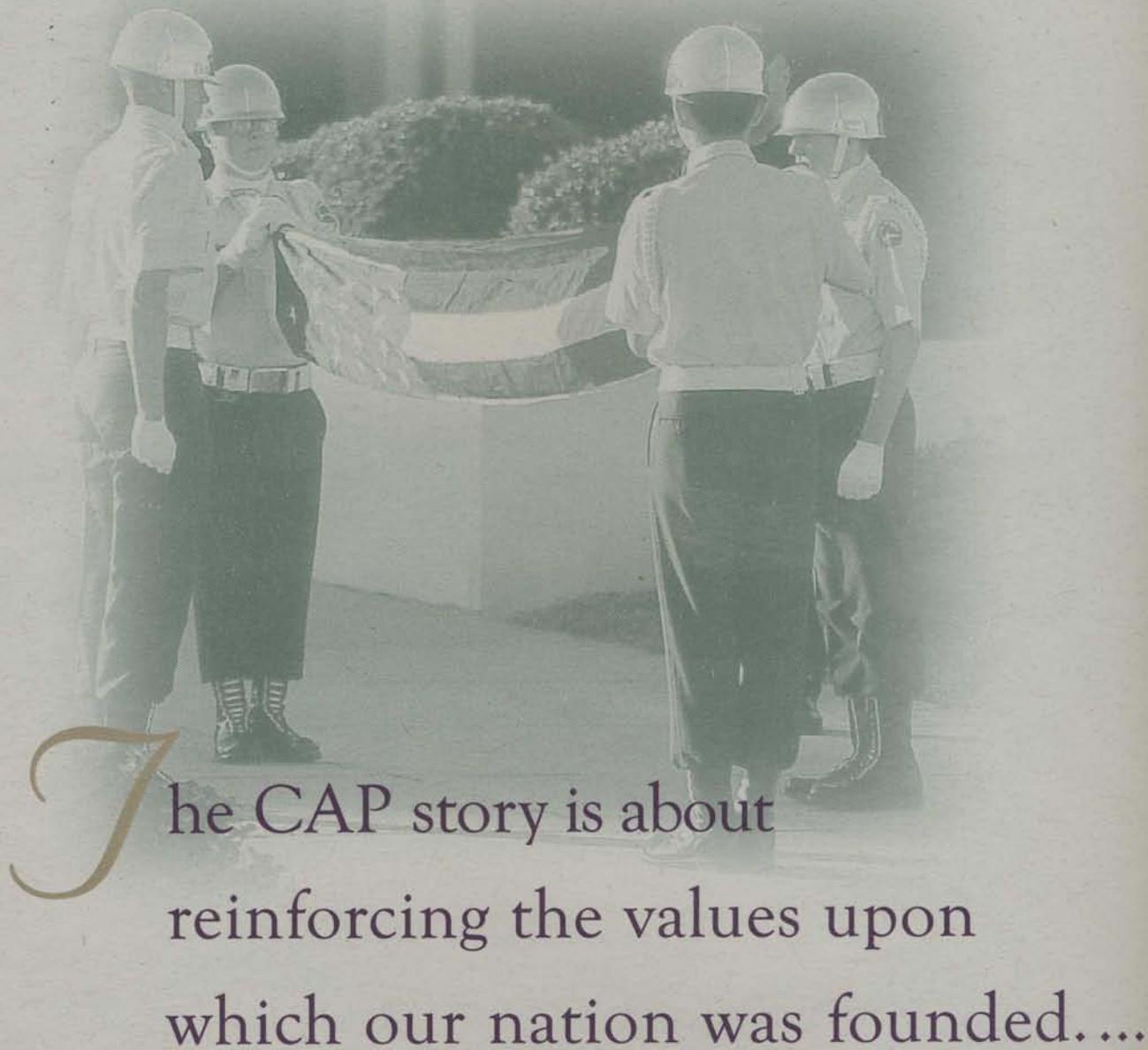


The CAP story is about
volunteers sacrificing
their time and resources. ...

\$56 MILLION

Taxpayer Savings

Search and Rescue, Disaster Relief, Emergency Services

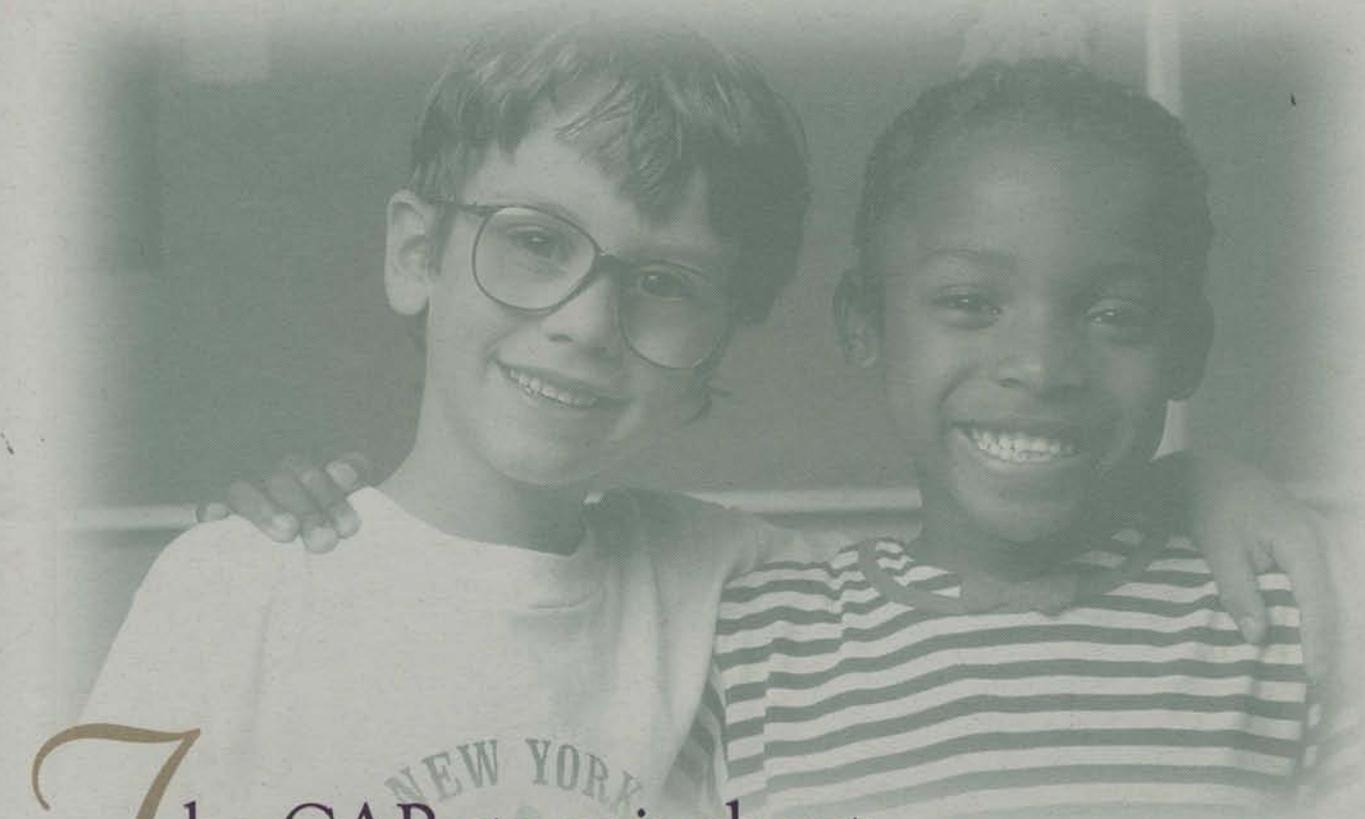


The CAP story is about reinforcing the values upon which our nation was founded....

\$2.6 BILLION

Illegal Drug Eradication

Counterdrug Reconnaissance Missions



The CAP story is about teaching, training and developing lifelong values for America's youth....

\$1.2 MILLION

Savings to the U.S. Air Force

Six-percent higher graduation rate from the Air Force Academy

More than 500,000 youth are reached through the aerospace education program





The CAP story, more than ever,
is about individual service, ...



... service to the United States Air Force,
service to the local community,
service to general aviation....



*I*t's about men, women, boys
and girls contributing their
time and talents to help others.



TO THE CONGRESS OF THE UNITED STATES OF AMERICA

On behalf of the more than 56,000 citizen volunteers of Civil Air Patrol (CAP), and as required by Public Law 79-476, I proudly submit this Civil Air Patrol Annual Report to Congress. This summary reflects the contributions and achievements of America's Air Force Auxiliary during fiscal year 1997.

As Civil Air Patrol celebrates its 56th year of service to America, we have a right to be proud. This past year again presented many memorable challenges and opportunities for CAP in all three mission areas: Aerospace Education, Cadet Programs, and Emergency Services. As always, CAP volunteers answered every challenge and met each opportunity with an unparalleled strength of character.

This report chronicles the humanitarian nature of CAP's missions through the continued selfless contributions of our citizen volunteers. Joining forces with the American Red Cross and the Federal Emergency Management Agency, CAP officers and cadets provided disaster-relief services to communities all across our land that were devastated by floods, fire and storms. Working arm-in-arm with our Air Force partners, member volunteers again provided 87 percent of all inland search and rescue support tasked by the Air Force Rescue Coordination Center at Langley Air Force Base, Va. In addition, CAP reconnaissance efforts in support of U.S. Customs and Drug Enforcement Administration prevented billions of dollars in illegal drugs from reaching the streets and endangering our nation's youth.

Cadet ranks continue to grow within CAP. Last year we provided more than 23,000 young people an alternative lifestyle to drugs and teen-age violence, while at the same time giving them the opportunity to embrace the leadership roles of the 21st century with confidence and determination. Through our aerospace education efforts, CAP has exposed hundreds of thousands of America's students to aerospace, allowing them to touch the future.

The unshakable partnership between CAP's member volunteers, our Air Force sponsors, and a supportive Congress has allowed us to make these contributions during fiscal year 1997. Thank you for the privilege to serve this great nation and to present this 1997 Civil Air Patrol Report to Congress.

PAUL M. BERGMAN
Brigadier General, CAP
Commander

SECRETARY OF THE AIR FORCE
WASHINGTON



31 Oct 1997

Brigadier General Paul M. Bergman
105 South Hansell St.
Maxwell AFB, AL 36112-5001

Dear General Bergman

As I approach the end of my tenure as Secretary of the Air Force, I thought it appropriate to send a short note of appreciation and thanks to the men and women of the Civil Air Patrol. As the auxiliary of the United States Air Force, your efforts in search and rescue, airmanship and character development are to be applauded. CAP performs a valuable mission not only for the Air Force but to the entire nation.

During my tenure as Secretary, CAP has made significant progress with the adoption of Air Force core values as your own. Additionally, your goal of enhanced professionalism of your members as they serve with our Active, Guard, and Reserve forces is an attainable and essential part of being a member of our Air Force family.

On behalf of the Air Force, please convey my appreciation to all your units for their outstanding work. Best wishes for continued success in the future.

Sincerely,

A handwritten signature in cursive script, reading "Shute E. Wilmsell".

Aerospace Education

During 1997, CAP continued to fulfill its 1946 charter from Congress to enhance aerospace education for CAP members, for America's schools and for the general public. CAP has a proud tradition of humanitarian and educational service to all who want to learn about the wonders of aerospace.

National Congress on Aviation and Space Education

In April, more than 800 educators traveled to Houston, Tex., for the 30th National Congress on Aviation and Space Education. The Congress is the premier aerospace education event in the nation and is one of CAP's major contributions to aviation and space progress in America. Teachers attending the 1997 Congress received information and practical training on how to more effectively motivate their students and prepare them for an increasingly complex world. During the 30th Congress, 37 master teachers from across the nation and overseas demonstrated individualized training techniques using aerospace themes. Fifteen aerospace experts lectured on topics ranging from lunar exploration to design-

ing, developing, and restoring air and space vehicles. Twenty-six exhibitors provided materials, information and displays of innovative educational products. More than 5,500 hours of volunteer time and thousands of dollars in resources were donated to support this event.

One of the main purposes of the Congress is to generate appreciation and understanding of how aviation research and space exploration have contributed to technological development in our society. Space is a frontier that mankind has barely pierced, and CAP

believes that the continuation of

... He thought of science class yesterday when Ms. Whinnie talked about outer space and rockets. ...

America's supremacy in this arena will require the support of a well-informed and educated citizenry. The best evidence of the dividends generated by the Congress comes from teachers who attend. An enthusiastic teacher from Kentucky wrote: "(The Congress) is the most motivational activity I have ever attended. (It) just makes you want to do more. It gets kids excited about the prospects for

their future." Her response is typical of comments from other attendees.

Educational Products

CAP is extremely proud to help our nation's schools. During the year, more than 20,000 free educational products were distributed to teachers across the nation. Eight regional and one national distribution center filled telephone and mail orders and shipped them directly to schools. Also, these products were used to support other educational activities such as teacher workshops, educational conventions, conferences, airshows and aviation days.

To expand the educational resources of teachers across the nation, CAP went on line. By the end of the year, 14 aerospace education lesson plans were on the internet and conveniently available to teachers covering the sciences, math, astronomy, physics and chemistry. For advanced instruction, two aerospace design and flight-test simulations were available for classroom use. And to bring the thrill of flight and space to even greater numbers of students, electronic visits to the Smithsonian's National Air and Space

Museum and the U.S. Air Force Museum were made available via CAP's on-line service. During the year, hundreds of teachers used CAP's Great Lakes Aerospace Education web page to download materials, conduct classes, and gain ideas for use in their classrooms.

More than 80 new aerospace education lesson plans were prepared and made available for distribution to teachers, aerospace education members, and aerospace education officers in Civil Air Patrol units. CAP's aerospace education program is illustrated best by comments like the following from a Florida teacher and Civil Air Patrol member: "I really love this one and will take it into my classroom next week. It will also become part of the cadet program I teach. This showed me



we really can build and fly. Hands-on, that is the name of the game."

To keep the price of educational products low, CAP compiled and published a 48-page catalog of classroom support materials. This catalog outlined a multitude of educational products which can be ordered with a special discount for teachers and shipped for delivery within 48 hours. This ensures materials are available on a timely basis to support teachers who use

aerospace education topics to enhance their classroom activities.

Through partnership with international aerospace foundations, Civil Air Patrol was granted reproduction rights to the award-winning aerospace video, "The Kid and The Kite," produced by the Daimler Benz Foundation. This video will be used to supplement CAP's free materials program for 1998. Furthermore, through partnership with national aerospace education specialists, Civil

Air Patrol joined with Ohio State University's "Rockets Away," training workshops. Teachers and youth from seven states were provided instruction in electronic design and launching of rockets

using the Internet.

Educator Support

In early 1997, the Aerospace Education Membership program was re-energized. The existing program was expanded by the development of new teaching tools and class-



room support services for teachers who join. Newsletters, special lesson plans, and access to an Aerospace Education web page were just a few of the new additions. These initiatives resulted in a 13-percent increase in membership. But more important, CAP is proud of its increased support to these valued members of the education community.

Developing and enhancing the educational skills of teachers is an ongoing and significant portion of

Civil Air Patrol's aerospace education program. In 1997, the Civil Air Patrol promoted 112 basic and advanced graduate level, aerospace education workshops for more than 2,500 teachers. Instructional modules prepared teachers to use aerospace themes and techniques to teach mathematics, science, geography, history, social science, art, literature and music. These workshops were augmented by Civil Air Patrol sponsored field trips to historic aviation sites, aerospace research laboratories,

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silently through skies in a glider,
piercing the white, fluffy clouds. ...**

and air
and
space
facilities.
Also, to
comple-

ment the workshops, orientation flights were arranged with the U.S. Air Force. These flights exposed teachers to the challenges of aerospace missions and helped promote an understanding of career opportunities available in today's Air Force.

In 1997, Civil Air Patrol members provided more than 100 in-school presentations for teachers and supported over 70 aerospace education field days in schools. Many of these efforts were statewide.

For example, CAP members

were key players in planning and executing the Alabama Aerospace Education Week for all Alabama schools. Among other initiatives was the development of a program to engage youth in positive after school activities. The Rocky Mountain Region of CAP took the lead in this effort and helped establish many aerospace clubs to serve as models for further expansion of the program.

Additionally, in 1997 CAP made a concerted effort to attract youth from inner city schools. More than 300 students and 14 teachers from inner city schools joined CAP. This initiative is serving as a model for programs being developed in other regions of the country.

"Aerospace 2000," a special aerospace education and activity program for CAP cadets and senior members, was expanded with a fourth volume of activities for 1997. This special program truly offers hands-on aerospace for CAP's 56,000 members.

Senior Membership Training

During 1997, CAP offered members a variety of training opportunities. The goal of the senior member training program is to provide a motivated and professional senior volunteer staff.

Training opportunities begin as soon as a person joins CAP. The first level of training is an introduction to the organization and history of CAP.

In addition, all new members are required to attend a cadet protection class, which explains how to recognize and prevent abuse of our cadet members.

Technical Training

Senior members begin technical training and leadership development at Level II. Members attend Squadron Leadership School and complete CAP's Senior

grams, logistics and command ensure a well-prepared staff at the local level.

Level III continues with training in management skills and leadership development.

Leadership Development

Level IV prepares CAP the membership for the advanced leadership positions of command and staff within CAP. Members are expected to represent CAP in their communities and to take a more active role in CAP national, regional and wing events.

CAP's highest level of achievement, the executive level of training for senior members, is Level V. This level is designed to prepare members to perform duty as commanders or staff officers.

Academic training consists of a seven-day CAP National Staff College conducted annually at Maxwell Air Force Base, Ala. Using instructors from Air University and CAP leaders, members are provided with advanced leadership and management instruction.



Training 1997 Attendees

Region/Wing Commanders Crs	14
National Staff College	46
Region Staff College	256
Corporate Learning Crs	944
Squadron Leadership School	1,502
Level 1 Completions	3,782

Officer Course. Specialized training in areas such as human relations, aerospace education, search and rescue, finance, flight safety, cadet pro-

A part of the story...

Recruiting and Retention

Membership totaled 56,689 at the close of the year, an increase of more than 3,800 members. The joint initiative with the Air Force Reserve Officer Training Corps (AFROTC) has grown since last year, with more than 1,500 AFROTC/CAP affiliate members

... There, they met other parents, many who were also CAP members. Jan and James never dreamed Civil Air Patrol might provide opportunities for adults. ...

joining. Using aircraft orientation rides to intro-

duce the AFROTC cadets to aviation, CAP supports an important Air Force requirement and continues to strengthen its role as the Air Force's auxiliary.

Membership 2000

"Membership 2000," CAP's ongoing membership recruitment campaign, has been very successful. Recognition of top recruiters, more prizes, and the introduction of an annual Recruiter of the Year award significantly contributed to making fiscal year '97 the best 12-month recruiting period in seven years.

Now emphasis has shifted to teaching our volunteer leadership professional recruiting and retention skills.

Retention Initiatives

A seminar on "Care and Feeding of the New CAP Member" at regional and national conferences is now provided on a continuing basis. This briefing is also available to members who are unable to attend a seminar.

Senior commanders receive advanced professional training in personnel issues, discipline, and performance. A revised CAP Pamphlet 4, *How to Start a CAP Unit*, has also been released. This new guide updates the old one with increased guidance on recruiting and, more important, tips and ideas on how to retain and motivate new members.

Wing Membership

Wing	Senior Members	Cadet Members
Alabama	740	194
Alaska	1,119	192
Arizona	840	466
Arkansas	361	193
California	2,253	1,387
Colorado	1,073	706
Connecticut	269	277
Delaware	170	130
Florida	2,043	1,692
Georgia	980	662
Hawaii	397	172
Idaho	275	216
Illinois	781	716
Indiana	418	344
Iowa	237	115
Kansas	263	155
Kentucky	399	241
Louisiana	540	266
Maine	268	121
Maryland	583	678
Massachusetts	575	497
Michigan	743	553
Minnesota	671	535
Mississippi	314	223
Missouri	449	390
Montana	205	142
National Capital	247	364
Nebraska	298	198
Nevada	525	205
New Hampshire	278	189
New Jersey	461	551
New Mexico	566	258
New York	1,256	1,033
North Carolina	908	333
North Dakota	171	111
Ohio	883	758
Oklahoma	451	448
Oregon	481	357
Pennsylvania	1,193	984
Puerto Rico	405	1,449
Rhode Island	118	100
South Carolina	554	550
South Dakota	211	130
Tennessee	773	430
Texas	1,729	1,253
Utah	420	202
Vermont	155	91
Virginia	667	505
Washington	611	688
West Virginia	382	241
Wisconsin	686	380
Wyoming	165	42
Northeast Region	88	
Middle East Region	62	1
Great Lakes Region	43	
Southeast Region	73	
North Central Region	43	
Southwest Region	68	
Rocky Mountain Region	50	
Pacific Region	64	
Congessional Squadron	222	
Aerospace Education Members	845	
Overseas Members	77	90
Other Members	283	7
TOTALS	33,478	23,211

Chaplaincy

Spiritual care and ethical leadership continue to be the cornerstones of the Civil Air Patrol Chaplain Service.

With a priority on developing a strong spiritual faith among cadets and senior members, 64 chaplains and 29 moral leadership officers were added during fiscal year '97.

"Values for Living," a moral leadership curriculum written for CAP by Air Force chaplains, gives written guidance on preparing values and leadership training for cadets across the country.

Meeting the diverse faith perspectives of CAP members are 63 Catholic priests, four rabbis, and 640 Protestant clergy, representing more than 80 denominations. All clergy desiring to become CAP chaplains must qualify for ecclesiastical endorsement by Department of Defense approved church officials. They must meet the same religious requirements as their active-duty counterparts. This year, CAP appointed the Air Force's first Muslim chaplain, a California imam fully endorsed by the Islamic Society of North America.

Every year the Chaplain Service conducts Region Staff Colleges in each of CAP's eight regions to ensure that training standards for chaplains and moral leadership officers are maintained.

In all phases of the CAP mission, chaplains provide spiritual resources and religious programs. From emergency counseling at aircraft accident scenes, to counseling cadets, to assisting families who want a CAP presence at a senior member's funeral service, CAP chaplains meet the spiritual needs of the units they serve.

Thousands of hours are given annually by Chaplain service personnel who provide the highest quality spiritual care for our people while modeling and facilitating ethical leadership.

Communications

CAP is home to one of the largest dedicated communications networks in the world. According to the U.S. Air Force, it surpasses those of all other Air Force major commands.

CAP's communications network is one of the largest in the world and links the organization's fleet of 530 aircraft, 950 vehicles and 1,700 operational units. During times of disaster relief, search and rescue, damage assessment and counterdrug activity, this vast tool becomes indispensable. The

... CAP's radio network often serves as backup communications in times of disaster," Maj. Adams explained. ...

network is capable of linking

hundreds of mission bases; ground teams; command posts; and federal, state and county emergency management operations centers.

Real-Time Aerial Imaging

CAP is leading the way in the practical application of developing technologies with its real-time aerial imaging program. This technology provides real-time high-resolution photographs taken from aircraft in flight and then transmitted to a receiving station on the ground.

The ability of this technology to provide critically needed information to emergency operations agencies within minutes is a powerful tool during times of disaster relief, damage assessment and search and rescue activity. The value and usefulness of this technology as reported back from emergency management agencies have led Civil Air Patrol to seek funding to deploy aerial imaging nationwide.

National Technology Center

In June of 1997 CAP founded the National Technology Center (NTC) located in Richmond, Va. NTC is a resource management clearinghouse established to recoup and recycle communications and computer equipment that the Department of Defense and other federal agencies routinely take out of service as they upgrade their systems.

By the close of 1997, the NTC had identified and placed back into service \$230,000 worth of equipment. By extending the shelf life of this equipment, CAP is able to do more with less by stretching its limited resources.



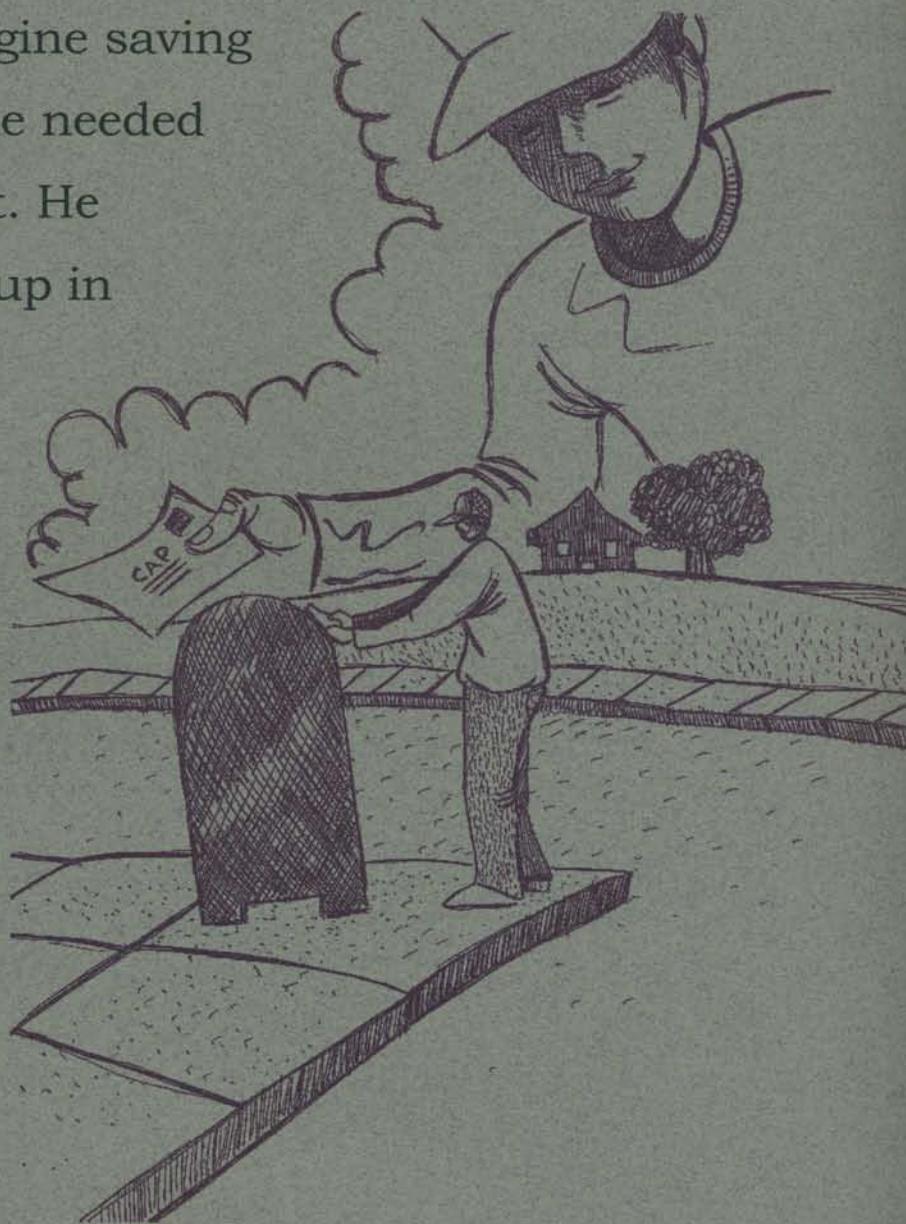
(Continued from Inside front cover)

He remembered the man in a blue uniform who talked to his class about Civil Air Patrol's Cadet Programs. The man appeared crisp and clean, his hair cropped short. He seemed so straightforward as he told the students about young people — kids his age — who learned how to fly. The man also said the same young people helped save lives.

J.J. couldn't imagine saving others. It seemed he needed to save himself first. He didn't want to end up in jail like many of the older kids he'd heard about. He wanted more, something different, from life.

J.J. pulled the crumpled brochure from his coat pocket. On the back panel a form overprinted the sky like the one in his daydream.

"Could I really learn to fly?" he asked himself. He stopped at a mail-drop box, filled out the form, and dropped it in the box.



A few weeks later, J.J. received a package.

“A letter, for me?” he asked himself. He rarely received mail addressed specifically to him.

He admired the blue and white envelope with the official-looking seal: Civil Air Patrol-U.S. Air Force Auxiliary.

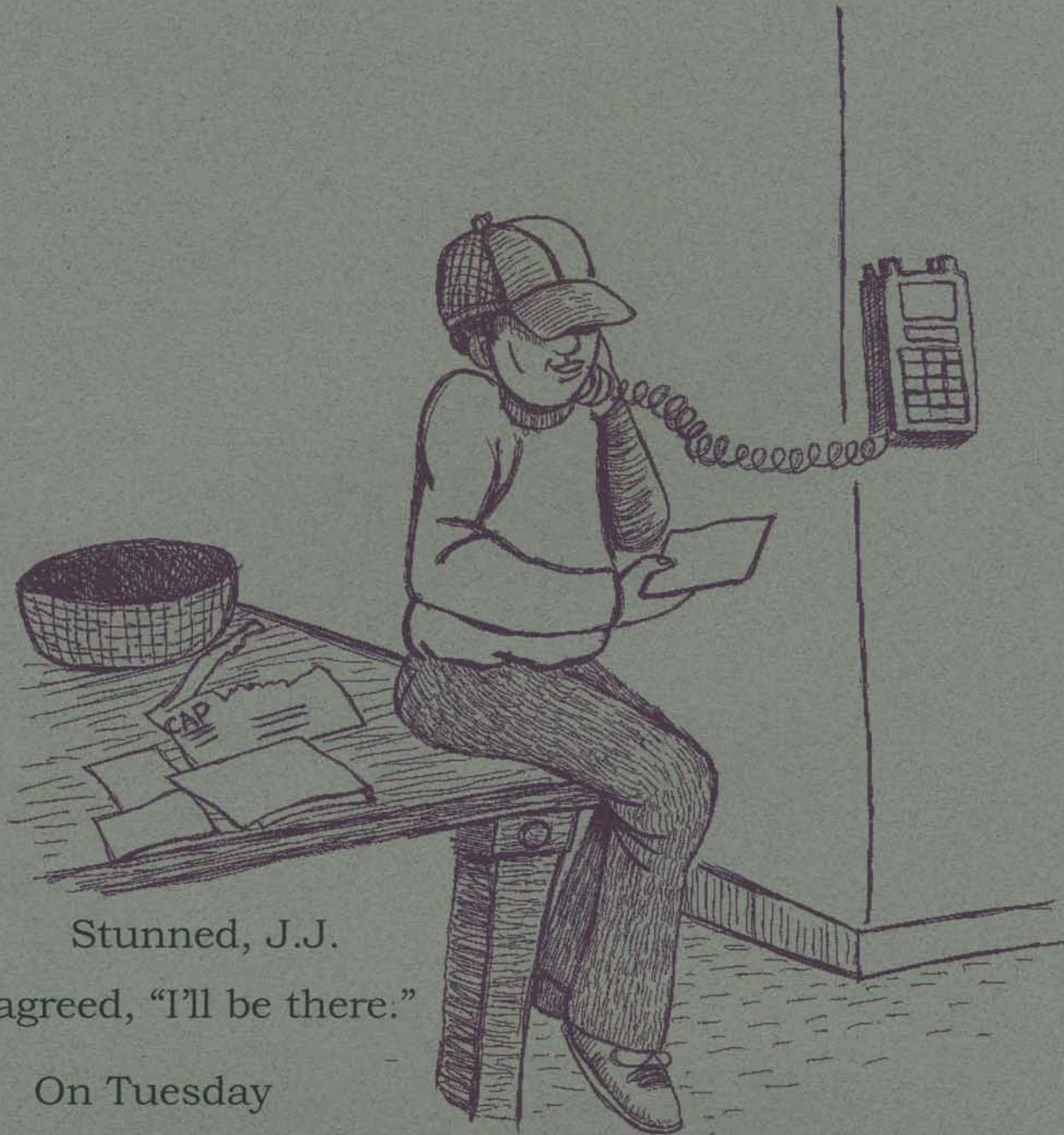
“Wow, I could be part of the U.S. Air Force.”

He called the telephone number listed inside. The voice on the other end of the phone was warm and welcoming. In the background he heard the crackle and static of a radio and the bustle of hustling bodies.

The voice said, “Please excuse the commotion, we’re in the middle of a search and rescue mission.

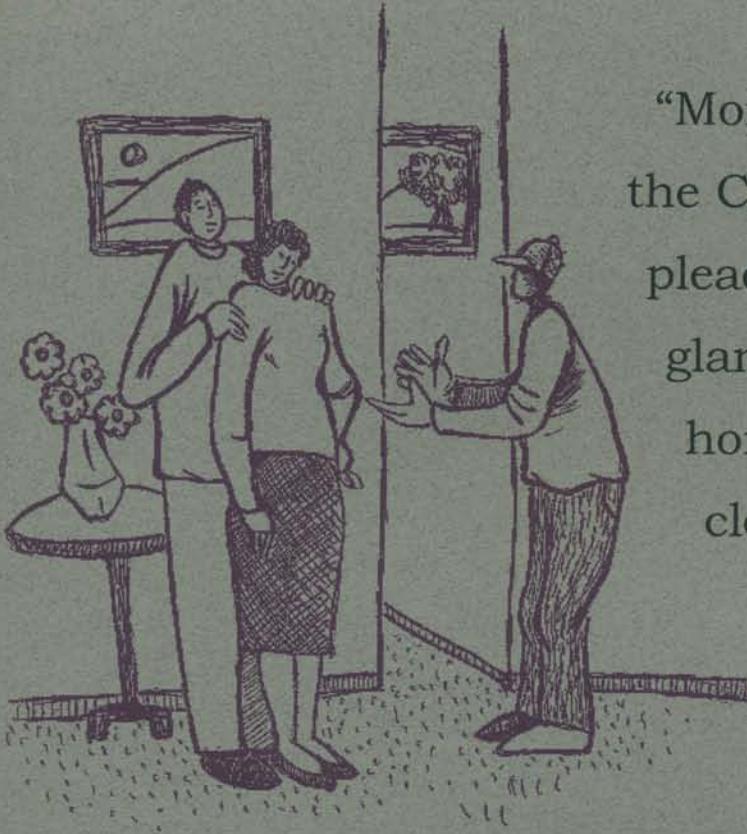
Our squadron meeting is next Tuesday, we’d love for you to stop by.”





Stunned, J.J. agreed, "I'll be there."

On Tuesday afternoon, J.J. raced home from school, and rushed through all of his chores. He wanted nothing to stand in the way of his chance to fly. He even finished his homework before his parents came home.



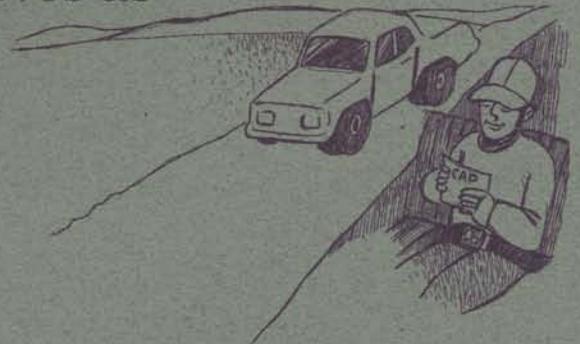
“Mom, Dad, please take me to the Civil Air Patrol meeting,” he pleaded. Jan and James Judd glanced around their small home, everything was neat, clean and in its place.

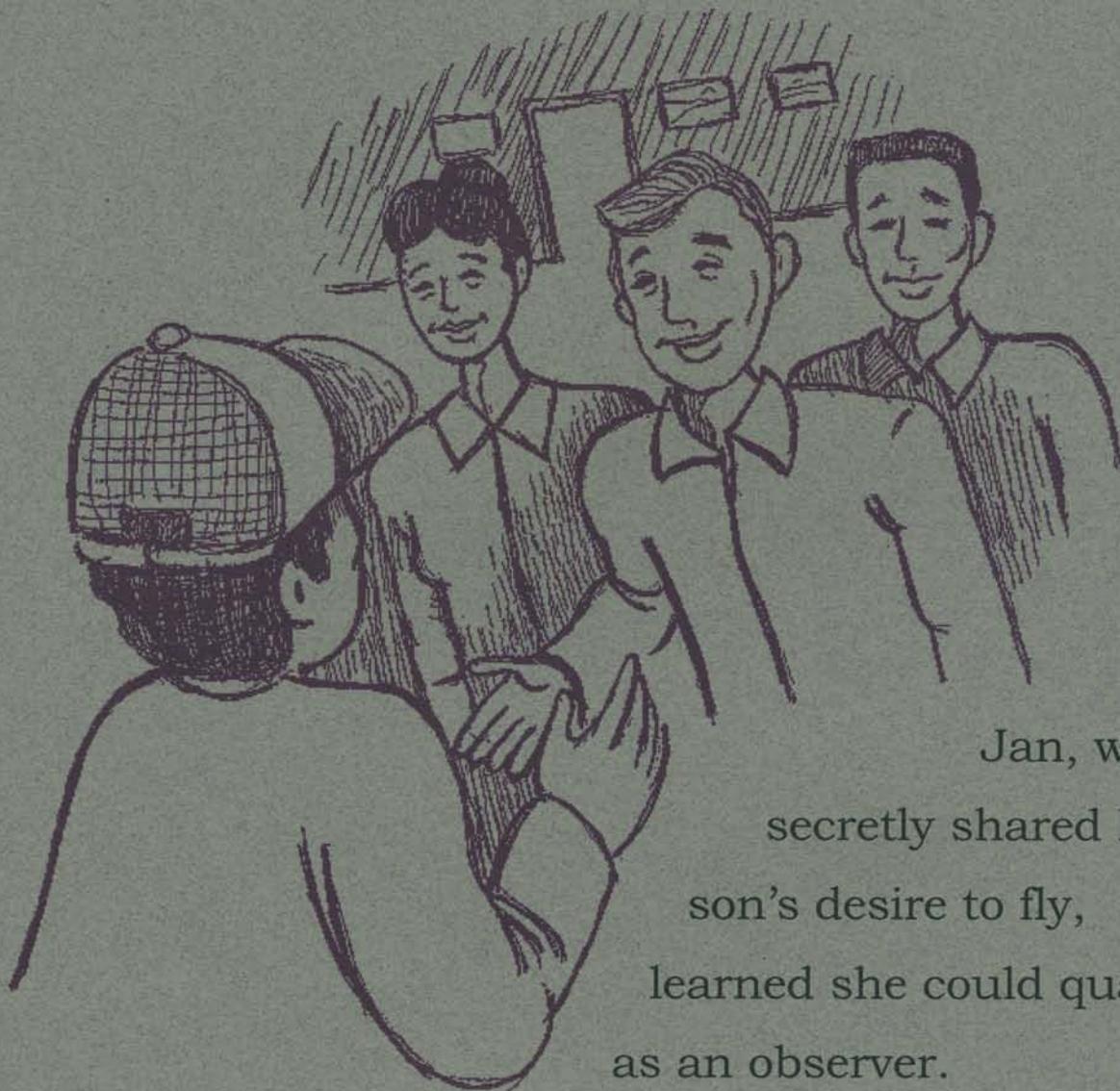
“How can we resist J.J.’s request?” they asked one another. So they loaded up in their car and drove

J.J. to his very important meeting. There, they met other parents, many who were also CAP members.

Jan and James never dreamed that Civil Air Patrol might provide opportunities for adults. James listened to Maj. Adams describe CAP’s vast network of radio communications.

“CAP’s radio network often serves as backup communications in times of disaster,” Maj. Adams explained.





Jan, who secretly shared her son's desire to fly, learned she could qualify as an observer.

"An observer flies in the passenger seat and alerts the pilot to crash sites," Capt. Allen pointed out.

"Observers also are helpful on drug reconnaissance flights, where CAP members scout the landscape for marijuana plots."

J.J. migrated toward a group of young people. They were so different from the kids he knew in school.

They wore blue uniforms and seemed so smart — like young grown-ups!

One kid told him about going overseas to England last summer, part of the International Air Cadet Exchange. Another one showed off solo wings she had earned at a flight encampment.

“I went to a basic encampment,” piped one of the younger kids.

“What’s that?” asked J.J. “That’s where you learn about being a CAP cadet,” the young man explained.

“I’m Airman Mike Beasley,” he introduced himself. “At encampment, you sleep on bunk beds, get up early in the morning, run a mile, go to class,” Mike continued. “Then, they inspect you.”

“Inspect?” gasped J.J. “They just want to check to make sure you wear your uniform right,” Mike reassured the new guy.

“Have you ever flown?” J.J. asked. “Yup, I got to go on an orientation flight last spring. That was soooooo cool,” Mike said. “I want to be a pilot when I grow up.”

“Me too,” said J.J.

Soon, it was time to go. On the way home, James, Jan and J.J. talked about all they learned at the meeting. Civil Air Patrol had something to offer everybody.

J.J. liked the idea of being able to help out in times of disaster.

Jan never realized she could directly play a part in keeping drugs off the street. And J.J. was more convinced than ever he wanted to fly.



Disaster Relief

*I*t was a quiet year for CAP, with the number of major disasters less than in previous years. However, the year was not without major human suffering when severe flooding hit Oregon, California and Nevada in January. As with hurricanes in recent years and the myriad of other natural disasters that befell our communities, CAP volunteers were there to support flood-relief operations. Oregon volunteers amassed hundreds of man hours assisting the American Red Cross in disaster relief operations especially with displaced victims. CAP also helped monitor water levels, stream flows and flooding projections. In California, flooding left thousands homeless in the northern and central parts of the state. CAP again provided

much-needed shelter assistance for the American Red Cross. Volunteers also provided damage assessment for state officials.

Midwest Floods

As the year unfolded, weather continued to wreak havoc when in April devastating floods hit Iowa, Minnesota, Kentucky and Ohio. In Minnesota, CAP volunteers flew air sorties for the Army Corps of Engineers, National Guard and state and county emergency management agencies. Ground operations included sandbagging, dike patrol,

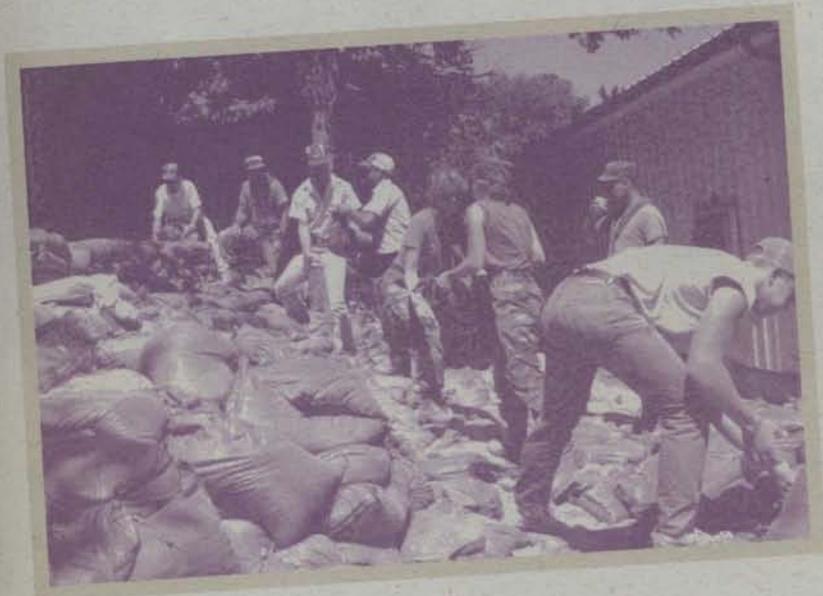
emergency-shelter feeding and staffing flood-relief hotlines.

In Ohio, CAP aircrews provided real-time, slow-scan television images of flood ravaged areas. The images were transmitted directly from the aircraft to the emergency



Disaster Relief Mission Flying Hours

1,272



operations center in Columbus, which greatly augmented the center's ability to coordinate with other relief agencies. Aircrews also transported vaccine to county health departments and flew medical doctors over the flooded area so that they could assess potential health problems.

Texas Tornadoes

Later in the year, tornadoes ravaged counties around Waco, Tex. CAP aircrews supported the National Weather Service by providing reconnaissance support to help determine the actual tornado strength.

CAP worked alongside other agencies in the disaster-relief business to improve responsiveness and to minimize human suffering. In May, CAP National Commander Brig. Gen. Paul M. Bergman and American Red Cross President Elizabeth Dole signed a memorandum of understanding at American Red Cross Headquarters in Washington, D.C. The agreement outlined

services each agency may provide to the other in times of disaster or other humanitarian crisis. The Federal Aviation Administration in its revitalization of SARDA (state and regional disaster airlift) called upon CAP to provide assistance in briefing state emergency management agencies on the program. SARDA organizes private industry, government and the general aviation community to provide emergency evacuation of communities. These agencies join the Federal Emergency Management Agency, the National Oceanic and Atmospheric Administration, the Salvation Army and state and local emergency management agencies in operations agreements with CAP.



"It is of great benefit to America's communities when two organizations like CAP and American Red Cross, who exist to help reduce human suffering, form a partnership to enhance each other's effectiveness when disaster strikes," Elizabeth Dole, President of the American Red Cross, May 7, 1997.

Search and Rescue

Civil Air Patrol is the nation's leader in general aviation search and rescue. During 1997 CAP performed 87 percent of all missions tasked by the Air Force Rescue Coordination Center (AFRCC) at Langley Air Force Base, Va. Flying 4,308 sorties covering 2,819 missions, CAP volunteers were credited with saving 75 lives during fiscal year 1997.

News wire stories of CAP search and rescue leadership totaled more than 350 during the year. The spirit of CAP volunteerism is illustrated below through excerpts taken from a letter to members written by a long-standing AFRCC mission coordinator:

"I've seen you respond to one disaster after another, stopping your lives, in hopes of finding a missing person or pilot ... seen you search for weeks for an overdue pilot and find nothing ... you still pressed on. ...

"I've seen firsthand how much heart the USAF and CAP puts into the preservation of a life in distress. ... I saw each day that I was working with one of our nation's most vigilant volunteer groups."

Colorado A-10 Search

In April, more than 500 CAP volunteers from four states — Arizona, Colorado, Wyoming and Utah participated in the dramatic and highly visible search for a missing Air Force A-10 Thunderbolt that had broken formation near Tucson, Ariz., and headed northeast.

The wreckage was located

... The voice said, "Please excuse the commotion, we're in the middle of a search and rescue mission."...

on April 20 near Eagle, Colo., after an intensive 21-day effort that was one of CAP's most critical missions in several years.

"We couldn't have done it without the Civil Air Patrol," said Col. Denver L. Pletcher, commander of the AFRCC, "They were the key factor in helping us bring the probability of detection up to an acceptable level."

CAP members also provided services to the U.S. Coast Guard, and to rescue coordination centers in Alaska, Hawaii and Puerto Rico, as well as other agencies.

Members logged 15,957 training hours flown to ensure they were prepared to respond when called.

Search & Rescue Flying Statistics

Wing	Missions	Sorties	Flying Hours	Finds	Saves
Alabama	59	120	569	43	1
Alaska	247	479	1,681	156	22
Arizona	91	125	757	52	0
Arkansas	25	13	266	19	1
California	285	846	3,604	213	0
Colorado	44	372	1,375	35	1
Connecticut	24	17	115	24	0
Delaware	16	11	55	12	0
Florida	312	210	715	245	1
Georgia	80	90	322	72	0
Hawaii	8	12	498	1	0
Idaho	32	62	460	28	3
Illinois	41	30	223	26	0
Indiana	36	114	367	19	0
Iowa	16	15	227	12	0
Kansas	33	31	240	26	0
Kentucky	16	7	319	11	0
Louisiana	64	26	1,238	47	0
Maine	33	33	155	24	0
Maryland	53	14	438	38	0
Massachusetts	57	68	288	46	0
Michigan	44	140	491	14	0
Minnesota	39	81	398	34	0
Mississippi	23	12	133	16	0
Missouri	40	78	427	29	1
Montana	12	21	144	10	1
National Capital	6	3	100	6	0
Nebraska	21	12	183	13	0
Nevada	19	74	814	15	6
New Hampshire	10	115	355	8	0
New Jersey	65	46	173	41	1
New Mexico	22	43	632	18	5
New York	70	40	236	50	0
North Carolina	88	76	413	62	1
North Dakota	11	13	179	10	1
Ohio	75	25	241	57	0
Oklahoma	35	81	345	30	1
Oregon	40	37	444	25	5
Pennsylvania	79	97	508	52	8
Puerto Rico	0	0	5	0	0
Rhode Island	13	8	40	8	0
South Carolina	53	42	413	39	1
South Dakota	8	10	306	7	0
Tennessee	43	65	286	30	0
Texas	211	124	873	160	0
Utah	31	97	899	24	1
Vermont	6	20	90	4	0
Virginia	96	112	586	78	8
Washington	11	57	590	6	0
West Virginia	12	7	170	9	0
Wisconsin	41	29	450	29	1
Wyoming	23	48	197	20	5
TOTALS	2,819	4,308	25,033	2,053	75

Safety

CAP's aircraft accident rate remained below that of general aviation in 1997, with the number of accidents significantly reduced. Vehicle and bodily injury mishaps were also reduced in 1997. Much of the credit for this accomplishment should be given to the national commander's emphasis on safety throughout the year. Every CAP wing and region commander participated in a two-day safety retreat. The theme of organizational culture change was delivered through guest speakers at regional conferences and a video produced by the national headquarters.

A Safety Review Process Action Team was appointed by Brig. Gen. Bergman to examine CAP's operations and mishap prevention program. The team was comprised of veteran CAP volunteers who had a wide range of field experience. Many of the team's recommendations have been adopted and should make CAP operations even safer in the years to come.

In a display of unity with the U.S. Air Force, CAP, as the official auxiliary, recognized the Air Force's Safety Down Day. All training flights were suspended during a 24-hour period so that members could gather to review the inherent risks of CAP operations and develop plans to manage that risk.

The CAP motto "*Semper Vigilans*" — Always Vigilant — has become a great safety theme for Civil Air Patrol.

Counterdrug Operations

Counterdrug Operations Flying Statistics

Wing	Missions	Sorties	Flying Hours
Alabama	300	867	1,628
Arizona	41	131	519
Arkansas	222	459	1,050
California	100	614	1,590
Colorado	17	32	149
Connecticut	62	87	322
Delaware	429	1,510	1,803
Florida	230	329	943
Georgia	83	295	334
Hawaii	107	877	2,593
Idaho	57	307	714
Illinois	39	133	191
Indiana	26	715	2,228
Iowa	71	283	431
Kansas	90	124	249
Kentucky	806	1,941	2,472
Louisiana	423	995	1,405
Maine	87	334	1,213
Maryland	32	66	160
Massachusetts	62	260	687
Michigan	151	498	531
Minnesota	62	226	271
Mississippi	110	495	436
Missouri	112	369	671
Montana	68	186	467
National Capital	8	33	59
Nebraska	13	45	105
Nevada	344	377	1,376
New Hampshire	10	20	33
New Jersey	55	228	634
New Mexico	296	1,033	2,024
New York	107	378	1,061
North Carolina	210	312	1,039
North Dakota	11	49	134
Ohio	117	742	404
Oklahoma	44	270	424
Oregon	14	19	47
Pennsylvania	90	658	2,027
Puerto Rico	16	18	39
Rhode Island	29	81	169
South Carolina	6	18	50
South Dakota	29	211	432
Tennessee	68	143	263
Texas	678	2,960	2,830
Utah	128	311	870
Vermont	42	75	110
Virginia	36	211	354
Washington	111	488	676
West Virginia	34	76	79
Wisconsin	308	1,133	1,284
Wyoming	3	26	101
TOTALS	6,594	22,048	39,681

During 1997, CAP assisted in confiscating or eradicating more than \$2.6 billion in illegal drugs. In May, CAP volunteers performing routine aerial reconnaissance provided photographs that helped New Jersey and Pennsylvania police break up a \$15-million-a-year drug ring. The Pennsylvania attorney general reported, "This is a case of major proportions." The ring was allegedly negotiating with a Mexican cartel to import cocaine. Later in the year, a CAP pilot on a routine search in North Carolina spotted a plot of marijuana. After alerting local law enforcement authorities and then guiding them by air to the remote area, more than 580 plants were discovered with a street value of \$1.2 million.

These are only two examples of nearly 6,600 counterdrug missions that CAP volunteers provided to local, state and federal agencies battling

the war on drugs during the year. Federal agencies such as the Department of Defense, Drug Enforcement Administration, U.S. Customs, U.S. Forest Service and numerous state and local law enforcement agencies routinely call on CAP to provide reconnaissance and eradication support.

In addition to complying with CAP flying regulations, volunteers authorized to assist with counterdrug activities undergo a security check and training by either U.S. Customs, the Drug Enforcement Administration, and/or the Federal Aviation Administration. Highly trained volunteers from CAP add even greater value to the services they provide to agencies battling the war on drugs. Each dollar appropriated by Congress to CAP for counterdrug operations prevents \$713 of illegal drugs from reaching the streets.

... Observers also help on drug reconnaissance flights, where CAP members scout the landscape for illegal marijuana plots. ... Jan never realized she could directly play a part in keeping drugs off the street. ...

Drug Demand Reduction

Largely due to the support and leadership from Air Force Surgeon General, Lt. Gen. (Dr.) Edgar R. Anderson Jr., CAP's Drug Demand Reduction Program (DDR) flourished during 1997. The program reached a record 38 states and enabled more CAP volunteers to attend the National Interagency Counterdrug Institute than in all previous years combined. NICI offers the best drug prevention course in the country and is an

... He didn't want to end up in jail like many of the older kids he knew. ...

excel-
lent
tool for
train-
ing

volunteers. As a strong sign of CAP's commitment to drug prevention, the position of DDR chief was created and our first National DDR Conference was held in April.

Local Funding

During 1997, hundreds of local initiatives were sponsored by the DDR program. They illustrate the educational and humanitarian support that DDR volunteers provide to communities across America, especially those near U.S. Air Force bases.

In Manchester, N.H., CAP continues to meet monthly with

"Makin' It Happen," a coalition composed of representatives from the local school district, health and human services department and the National Guard. The meetings provide a forum for coalition members to exchange ideas and discuss issues facing American youth.

In conjunction with the Armed Forces YMCA, CAP conducted a summer day camp for school-aged children of junior enlisted families in Maryland and Virginia. Placing resources in the hands of local volunteers and community groups is essential to the success of CAP's DDR initiatives. This hands-on grassroots community approach is producing innovative solutions to many of our country's social problems.

Middle School Initiative

Because of its positive influence on youth, DDR's Middle School Initiative is piquing interest from school administrators across the country. This program places CAP squadrons into schools either during the day or after school, as an extracurricular activity. It has begun an impressive pay-off to the members and possible future service members.

Sixteen cadets from the Wilson Middle School in Albuquerque, N.M., have received four-year scholarships worth \$10,000 per year to the New Mexico Military Institute. This is something no past graduate from this school has ever achieved.

Benefits of Drug Demand Reduction

Exposing youth to positive life skills such as respect for others, accountability for one's actions and good manners has dramatic implications for their future as well as for the future of our cities. With this initiative, DDR is providing local communities with the

knowledge and tools to help attack the problem of drug abuse among our youth.

South Carolina, New Mexico and Florida deserve special recognition for their efforts with this initiative. These states served as test grounds for CAP's Middle School program and the results are encouraging. These three wings recorded the highest growth in cadets in 1997.

CAP volunteers are now mentoring hundreds of middle-school-age youth who need their encouragement to choose positive and productive lifestyles.

CAP Shares Air Force Pride

On September 18, 1947, the United States Air Force became an independent military service. A mere eight months later, on May 26, 1948, Congress passed a law permanently establishing Civil Air Patrol as the Auxiliary of the new U.S. Air Force. As part of the Air Force family, Civil Air Patrol was privileged to participate in many of the U.S. Air Force 50th Anniversary celebrations during 1997.

With the sweeping visibility given the Air Force celebrations worldwide, CAP was able to significantly heighten public awareness of its citizen volunteers' humanitarian efforts. From the desert sands of Las Vegas and the Global Air Chiefs Conference, over to the blue grass of Kentucky and the Thunder Over Louisville airshow, on up to the plains of Oshkosh, Wis., and the Experimental Aircraft Association's Fly-In, CAP was there to honor our Air Force Partners as millions helped celebrate the 50th Anniversary of the U.S. Air Force.

... He admired the blue and white envelope with the official-looking seal: Civil Air Patrol-U.S. Air Force Auxiliary. ...

Cadet Programs

Civil Air Patrol's Cadet Program provides young men and women ages 12-20 with a safe and motivating environment in which to grow and explore opportunities in the military and aviation industries.

Civil Air Patrol cadets participate in a tiered program of progression. The program consists of 15 achievements, earning awards such as Gen. Billy

... J.J. migrated toward a group of young people. They were so different from the kids he knew in school. ...

Mitchell,
Amelia
Earhart,
Ira C.
Eaker,

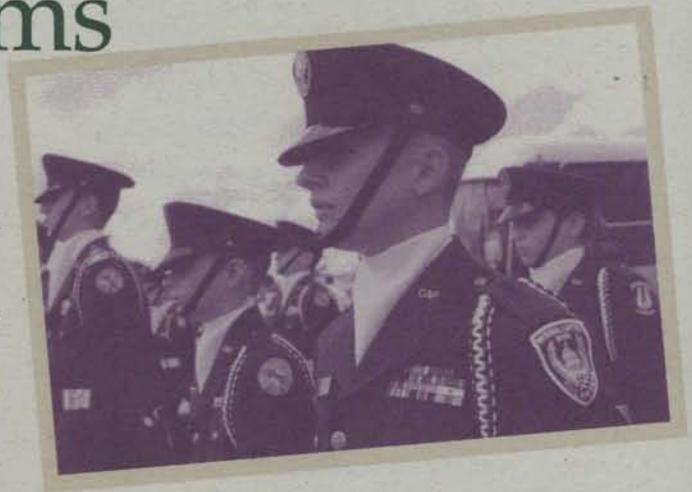
and Gen. Carl A. Spaatz.

The Military Experience

CAP's Cadet Program has a strong impact on the youth of America, especially those with an interest in the military and in particular the U.S. Air Force. The Cadet Program provides the training necessary to excel in the

military and the opportunity to apply it to real-life situations.

The U.S. Air Force recognizes the high



standards that CAP cadets must meet. For that reason, cadets who earn the Gen. Billy Mitchell Award in the Cadet Program are eligible to enlist in the Air Force, Air Force Reserve, or the Air National Guard in an advanced pay grade as an E-3 (airman first class) instead of as an airman basic. Cadets reaching this level are also entitled to training credit when applying for entry into the Air Force Reserve Officer Training Corps.

The attrition rate for CAP cadets entering the Air Force Basic Military Training is 3.9 percent compared to 7.6 percent for general enlistees.

In addition, Civil Air Patrol cadets who have earned the Gen. Carl A. Spaatz Award often receive preference when applying for Air Force commissioning or entry into the Air Force Academy. Each year,



approximately 10 percent of the student population at the U.S. Air Force Academy are former CAP cadets. These cadets experience a six-percent higher graduation rate overall than other academy cadets. Other CAP cadets interested in a military career elect to attend the U.S. Military Academy at West

Point or the U.S. Naval Academy at Annapolis, Md.

The better than average attrition rate of CAP cadets means significant savings for the U.S. Air Force.

Special Activities

During 1997, CAP's Cadet Program saw membership climb 19 percent, to more than 23,200 youth. A record 8,500 cadets attended wing and regional special activities and 1,400 cadets attended activities at the national level. Three glider and two flight encampments were added this year at the national level. These activities offered even more cadets the opportunity to learn to fly.

An astounding 15,000 orientation flights were provided to

cadets during the year, doubling the 1996 number. Through a series of nine structured flight sessions, cadets are exposed to flight and the general aviation environment. Most of these orientation flights are piloted by CAP members.

The highlight of CAP's national

activities is the International Air Cadet Exchange (IACE). In July, 113 cadets and escorts, divided into 18 groups, visited one of 18 participating countries in Europe, Australia and the Pacific Rim. At the same time, 132 foreign cadets and escorts visited CAP wings

in the United States. The 2½-week visit provided many opportunities for participants to learn and experience the host country's customs. Through IACE, cadets develop an understanding of other cultures and help promote international goodwill.

Academics and Scholarships

During the year, cadets were given the opportunity to explore many exciting career possibilities



in the field of aviation through special programs and academic scholarships that totaled \$284,000 for the year.

More than 100 cadets attended Aviation Challenge in Huntsville, Ala., on scholarships donated by the Space Camp Foundation.

Flight Safety International, a New York corporation that provides high-technology training to operators of aircraft and ships, developed a national program for CAP cadets at more than 40 of their locations.

The Spartan School of Aeronautics announced an agreement to provide \$500 scholarships to 104 cadets to attend any of the school's 26 technical or flight programs.

CAP's Cadet Program was in the national spotlight in January when three young cadets were



among the first group of women accepted by the prestigious Virginia Military Institute, formerly an all-male institution.

"We consider involvement in CAP as valuable because it shows an interest in the military and demonstrates teamwork and leadership," comments Maj. Reggie Webb, associate director

of admissions at VMI.

"Their involvement in CAP demonstrates dedication and a record of completion."



CAP Benchmarking Study

During fiscal year '97, Civil Air Patrol's Board of Directors commissioned an independent Overhead Cost Benchmarking study to determine whether CAP assets and resources were being utilized in a manner comparable to similar not-for-profit organizations. The study was performed from September 1996 to February 1997 by the Government Consulting Practice of Coopers & Lybrand, L.L.P. (C&L), located in Tyson Corner, Va.

The study used CAP fiscal year '96 actual expenditures to compare CAP costs to the overhead costs of similar organizations. In addition, C&L quantified the cost of volunteer labor and resources expended for fiscal year '96 CAP operations to determine an equivalent program distribution.

The study compared the overhead costs to the direct costs of executing CAP missions. Once the overhead costs were determined, they were compared to the costs of similar organizations. Specific overhead costs that were analyzed were the size of the CAP headquarters staff, compensation of the staff, ratio of paid staff to volunteer, cost effectiveness of flying hours, and cost benefits of

the Cadet Program to the U.S. Air Force.

The benchmark study resulted in the following findings:

CAP's actual overhead costs were 46 percent of actual expenditures.

As with most volunteer organizations, there appears to be a high ratio of overhead costs to direct costs because the direct labor is volunteered. Therefore, C&L developed an equivalent cost for CAP by quantifying the costs of volunteer labor and resources.

After quantifying the costs of volunteer labor and resources and incorporating the volunteer direct cost into the fiscal year '96 CAP funding, overhead costs were reduced to 29 percent.

Due to the similarity of the organizations, the Office of the Auxiliary, Coast Guard Headquarters was used as a benchmark to measure the reasonableness of CAP headquarter staffing. The result of the comparison and analysis is that CAP headquarters is not overstaffed.

Similar national, not-for-profit organizations with a headquarters, field staff, and volunteers who perform the mission were used as

Benchmarks Overview

Benchmark	Comparison	Result
Coast Guard Auxiliary	Staff Size	Comparable
Field Staff	Staff Size	Comparable
Charities	Staff Size	Favorable
	Staff Compensation	Comparable
Government CAP HQ	Staff Compensation	Favorable
Flying Hour Costs	Flying Hour Costs	Comparable
Counter-narcotics Results	Drug Interdiction Value	Comparable
AFJROTC	Program Results	Comparable

Coopers & Lybrand L.L.P.

employee is lower than the average cost for the charities interviewed for the study. The study also revealed that the personnel manning of CAP headquarters is lower than the average of the charities that were interviewed.

An analysis of the reasonableness of CAP's flying hour cost was included in the study. The finding revealed that CAP's flying hour cost fell in the median range for the five organizations studied and was lower than the law enforcement average.

To ascertain the value of CAP's operational missions, the study analyzed CAP's counterdrug reconnaissance efforts. Using a formula established by law enforcement agencies, revealed an estimated \$14.9 billion of narcotics were interdicted as a result of these missions. The study further stated that this is an understated figure.

a benchmark to measure the relative cost and size of CAP staffing. The finding revealed that the level of funding per CAP em-

The study included a comparison of the CAP Cadet Program to the Air Force Reserve Officer Training Corps program, to determine the benefits each program provides to the Air Force and the cost to the Air Force for those benefits. The study resulted in several findings as follows:

The attrition rates for CAP cadets enrolled in military academies and Basic Military Training (BMT) are better than the Air Force averages for BMT and AFROTC. The attrition rate for Basic Military Training for general enlistees is 7.6 percent, for former AFJROTC cadets is 5.8 percent and for former CAP cadets is 3.9 percent. For the U.S. Air Force Academy, the average attrition rate is 32.1 percent, while for former CAP cadets enrolled at the academy, the average attrition rate is 27 percent. This translates to savings for the U.S. Air Force because less money is spent on enrollees/enlistees who do not complete their respective training programs.

The final analysis of this area found that the CAP Cadet Program's contributions to the U.S. Air Force are similar to those made by the Air Force Junior Reserve Officer Training Corps program.

Assets and Finances

U.S. Air Force Appropriated Funds

Provided to Support Civil Air Patrol Programs

CAP Inc.

Operations & Maintenance:	\$20,066,978
Procurement	\$ 3,662,000
Total CAP Inc.	\$23,728,978

Appropriated funding supports payments to America's Air Force Auxiliary, Civil Air Patrol Corporation. The Corporation supports over 56,000 members, 530 corporate aircraft, and 950 corporate vehicles at more than 1,700 operating locations. Some of the expenses supported by O&M funding included staff compensation and benefits, travel, rent, utilities, maintenance for aircraft and vehicles, flight reimbursement for search and rescue, disaster relief, and counterdrug missions, cadet uniforms (limited), and liability insurance. The procurement dollars allowed CAP to purchase new aircraft, vehicles, and communication equipment.

Corporate Assets

Aircraft	530
Vehicles	950
Member-owned aircraft	4,000
Communications	
Base stations	8,160
Ground mobile stations	12,960
Repeaters	540
Aeronautical ground stations	1,020
Practice emergency locator transponders	528
High-level digital radio nodes	449
Digital radio end-user stations	1,740
Total radio stations	25,927

State Appropriated Funds Fiscal Year 1997

Alabama	\$ 75,000	Maryland	38,700	Oklahoma	18,500
Alaska	503,100	Massachusetts	22,500	Oregon	16,000
Arizona	61,500	Minnesota	65,000	Pennsylvania	200,000
Arkansas	69,650	Mississippi	40,000	Puerto Rico	10,000
California	65,000	Missouri	47,692	South Carolina	78,068
Colorado	199,264	Nebraska	32,406	South Dakota	23,123
Connecticut	38,692	Nevada	85,000	Tennessee	184,971
Delaware	20,000	New Hampshire	12,000	Utah	75,000
Florida	55,000	New Jersey	25,000	Vermont	20,000
Georgia	60,000	New Mexico	95,000	Virginia	184,572
Illinois	150,000	North Carolina	121,693	West Virginia	106,952
Kansas	25,000	North Dakota	46,411	Wisconsin	19,000

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Initiatives

- ▲ Develop a comprehensive, integrated curriculum to recruit, retain and develop youth members.
- ▲ Increase the value of CAP membership by providing increased leadership opportunities, mission training and member benefits.
- ▲ Implement Federal Aviation Administration Drop-In Program.
- ▲ Support DOD initiatives to enhance CAP's disaster-relief response efforts to federal, state and local agencies.
- ▲ Obtain funding for single-frame video equipment to be installed in aircraft in each CAP Wing to enhance emergency services.
- ▲ Develop a national public awareness campaign utilizing professional quality public service announcements to educate the public that the CAP Cadet Program provides an alternative to drugs and gangs.
- ▲ Expand the national encampment program to enable more youth to participate.
- ▲ Increase the number of academic scholarships available to CAP cadets at colleges and universities nationwide.
- ▲ Expand the Aerospace Education 2000 program (four-volume set of hands-on aerospace education activities) to more squadrons.
- ▲ Expand CAP's partnership alliances with affiliated organizations.
- ▲ Complete a communications strategic plan meeting the challenges of emerging technology including the year 2008 National Telecommunications and Information Administration's mandated specifications.
- ▲ Establish joint Drug Demand Reduction Program activities with National Guard Bureau in all CAP Wings.
- ▲ Field test the six new activity oriented aerospace education modules recommended by the Cadet Aerospace Education Task Force.
- ▲ Expand the new Aerospace Education Membership program to serve more school systems and educators throughout the nation.

Mission Summary

CIVIL AIR PATROL FLYING HIGH; ENROLLMENT UP IN GEORGIA
MISSING PLANE FOUND IN WEST VIRGINIA CIVIL AIR PATROL
SECURES CRASH SITE IN VIRGINIA GOVERNOR FOB JAMES
DECLARES DECEMBER 1 CIVIL AIR PATROL DAY PENNSYLVANIA
CIVIL AIR PATROL ASSIST IN SAVING FOUR PEOPLE AFTER SMALL
PLANE CRASHES CADETS ATTEND BIRTHDAY PARTY FOR THE KING
OF THAILAND VMI ACCEPTS FIRST FOUR WOMEN VMI OFFERS
FULL SCHOLARSHIP TO POQUOSON SENIOR SIMULATED
EARTHQUAKE TESTS CALIFORNIA VOLUNTEERS TROOPERS SEARCH
FOR SNOWMACHINERS MISSING AT HATCHER PASS WRECKAGE,
BODIES FOUND OF PLANE CRASH VICTIMS EN ROUTE TO AUSTIN
CIVIL AIR PATROL ASSISTS THE PRESIDENTIAL INAUGURAL
COMMITTEE GILLETTE'S POLICE CHIEF, COMPANION KILLED IN
PLANE CRASH SMALL PLANE CRASHES IN STORM; CELL PHONES
LINK STRANDED HIKERS-RESCUERS IN CALIFORNIA CIVIL AIR
PATROL DIVERS RECOVER AIRCRAFT DEBRIS IN OKLAHOMA
SNOWBOARDER'S TRACKS LEAD OREGON CIVIL AIR PATROL TO
RESCUE MONTANA CIVIL AIR PATROL PILOTS AERIAL MAP ICE-
JAMMED RIVERS MINNESOTA CIVIL AIR PATROL CADETS, CITY
WORKERS AND VOLUNTEERS FUNNEL SAND INTO BAGS WYOMING

CIVIL AIR PATROL SPOT MISSING MAN'S VEHICLE CIVIL AIR
PATROL, NATIONAL GUARD AND THE RED CROSS BATTLE THE
RISING MINNESOTA RIVER BOYS PLAYING 'SEARCH AND RESCUE'
FIND MAN'S BODY FIRST WOMAN APPOINTED TO COMMAND
OREGON WING OF CIVIL AIR PATROL CIVIL AIR PATROL
SEARCHES FOR NORTH DAKOTA COUPLE CIVIL AIR PATROL FINDS
FOUR-YEAR-OLD GIRL IN WYOMING FOREST SENATOR CONRAD
BURNS INDUCTED INTO CONGRESSIONAL SQUADRON TEXAS
OFFICIALS UPGRADED THE TORNADO FROM A LEVEL 4 TO A LEVEL
5 STORM BASED ON C
FLOW OF SNAKE RIV

Civil Air Patrol volunteers lead
search for missing Air Force A-10

HONORED AS OUTSTANDING CADET AT U.S AIR FORCE ACADEMY
WISCONSIN CIVIL AIR PATROL SEARCHERS LOOK FOR BOY SCOUT
MISSING IN NATIONAL FOREST CIVIL AIR PATROL PILOTS EMPLOY
VIDEO IMAGERY AND GLOBAL POSITIONING SYSTEMS TO HELP
COLORADO FIREFIGHTERS MISSOURI CIVIL AIR PATROL FINDS
WRECKAGE OF SMALL PLANE IDAHO PILOT'S QUICK RESPONSE
SAVES THREE LIVES MARYLAND VOLUNTEERS ENLISTED TO HELP
AFTER F-117 CRASH

U.S. Air Force Auxiliary-Civil Air Patrol
1997 Annual Report to Congress

1997 CIVIL AIR PATROL ANNUAL REPORT TO CONGRESS



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[HTTP://WWW.CAP.AF.MIL/800-FLY-2338](http://www.cap.af.mil/800-FLY-2338)