Today's Missions - Tomorrow's Technology

CIVIL AIR PATROL

2004 ANNUAL REPORT TO CONGRESS

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Maj. Gen. Dwight H. Wheless, CAP
National Commander
Attorney, Manteo, North Carolina
Volunteer since 1981

Welcome from the National Commander

The world is a very different place today from the world of 1941, when Civil Air Patrol was formed. Undoubtedly the most important change has been the unbridled momentum in technology advances. Never have so few generations seen their workplaces and lifestyles change so much in a matter of decades.

CAP has changed dramatically, too. In the aftermath of the Sept. 11 terrorist attacks, our members are using today's sophisticated aircraft, reconnaissance and communications equipment to help safeguard America's skies.

When natural disasters strike, we are using that same equipment to help our neighbors. Using our satellite-transmitted digital imaging system, we can send detailed aerial photographs from our aircraft to emergency responders on the ground in less than two minutes. How? We use technology that was not even invented 30 years ago – a digital camera, a laptop computer, a satellite phone and e-mail.

Thanks to technology like this, our aerial photographs were invaluable this year when four hurricanes swept through the southeastern United States. With immediate access to our aerial images, emergency management agencies were better able to locate disaster victims who needed help immediately and help the many affected counties better assess the extent of damage.

As I write this letter, CAP is preparing to roll out yet another "high-tech" system. In early 2005, we will have the first fully operational hyperspectral-imaging system to be used nationwide for search and rescue and reconnaissance work. First used in military operations, this new HSI system will allow us to preprogram an item's unique light-reflecting properties into a computer on board a CAP aircraft. We can then use a special camera to scan the ground below and locate any items that match the spectral signature.

Such technology will help us find what we are searching for more quickly, and that translates into more lives saved and more communities on the road to faster recovery.

Today's young people have grown up with technology, and it is clear the leaders of the future will be those who embrace and grow with these changes. Through our cadet and aerospace education programs, we are helping young people explore the exciting new careers of a "high-tech" society, especially those in aerospace and engineering.

Even as we embrace technology, however, we in CAP understand we must never elevate the desire to achieve above the responsibility to serve. By upholding our traditional values of excellence, integrity, leadership and respect, we grant to technology its rightful place.

Technology may change the way CAP serves, but it will never change our CAP volunteers' commitment to service itself. President John F. Kennedy understood that, even as he led a nation moving inexorably into the "Information Age" — "Man is still the most extraordinary computer of all."

DWIGHT H. WHELESS
Major General, CAP
National Commander

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Civil Air Patrol Mission

To serve America by performing homeland security and humanitarian missions for our communities, states and nation; developing our country's youth; and educating our citizens on the importance of air and space power.

Civil Air Patrol Vision

America's Air Force Auxiliary, Civil Air Patrol, building the nation's finest force of citizen volunteers - performing missions for America.

Civil Air Patrol Core Values

Excellence • Respect • Volunteer Service • Integrity

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"Our group in Lake Charles, La. is small, but dedicated. We're very good at visual observation. We can fly low and slow, so we're an excellent resource for local and state agencies that need aerial reconnaissance. And since we're volunteers, we don't mind working overtime and weekends without pay."

Col. Rock Palermo, CAP
Attorney for Bice, Palermo & Veron, LLC
Policy advisor, mission pilot
Sulphur, La.
Volunteer since 1996

WELCOME FROM THE NATIONAL COMMANDER 1
CIVIL AIR PATROL STRATEGIC PLAN 3
EMERGENCY SERVICES AND OPERATIONS 4
CADET PROGRAM 9
AEROSPACE EDUCATION PROGRAM 12
CHAPLAIN SERVICE PROGRAM 14
MEMBERSHIP SERVICES 15
PUBLIC EDUCATION AND OUTREACH 17
CIVIL AIR PATROL PARTNERS 18
CIVIL AIR PATROL LEADERSHIP 19
FY04 FINANCIALS 20
FROM THE SENIOR U.S. AIR FORCE ADVISOR 21
FROM THE EXECUTIVE DIRECTOR 21

"I was already interested in flying when I joined CAP. I didn't grow up in an affluent family, so normally I wouldn't have gotten much exposure to aviation. CAP helped me explore that interest and develop it. CAP showed me it really was possible for me to be an aviator – and a leader. There were adults in my CAP squadron who had served in the military and they told me about their experiences. It made me want to be part of a well-respected force that served the country."

Capt. R. C. "Archie" De Jesus, USAF
Awarded the Bronze Star in 2004 for service in Iraq
Member of the CAP National Capital Wing
Volunteer since 1990

"I'll always be grateful to the teacher who showed me there was something really cool to do out there in the world – and aviation was it."

Eric Boe
NASA astronaut
Houston, Texas
Former cadet and volunteer since 1977

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A plan for the future

Civil Air Patrol leaders approved a formal strategic plan in 2003. They continue to review and update this plan in response to the changing needs of the many organizations CAP serves, as well as the CAP members who provide those services.

The strategic plan not only outlines CAP's immediate goals, but also seeks to envision future needs and position the organization to meet them.

CAP's current plan, as approved by the CAP Board of Governors, includes these objectives:

- **PROVIDE A SELECT CORPS OF MOTIVATED, HIGHLY TRAINED AND WELL-LED VOLUNTEERS TO PERFORM MISSIONS FOR AMERICA**
- **MAKE CAP THE RESOURCE OF CHOICE FOR PUBLIC AGENCIES REQUIRING SERVICES IN HOMELAND SECURITY, SEARCH AND RESCUE, DISASTER RELIEF, COUNTERDRUG AND OTHER OPERATIONAL MISSIONS**
- **MAXIMIZE ADVANCED TECHNOLOGIES THROUGHOUT THE ORGANIZATION**
- **FULLY INTEGRATE CAP INTO THE TOTAL AIR FORCE AS A VALUED AND RESPECTED PARTNER IN A MIX OF ACTIVE, GUARD, RESERVE AND AUXILIARY COMPONENTS**
- **ESTABLISH ZERO-TOLERANCE FOR SUBSTANDARD PRACTICES REGARDING THE SAFETY, HEALTH AND WELFARE OF OUR MEMBERS**
- **DEVELOP LEADERSHIP, MANAGEMENT SKILLS AND ETHICAL PRINCIPLES IN AMERICA'S YOUTH THROUGH THE CAP CADET PROGRAM**
- **PROVIDE WORLD-CLASS AVIATION AND SPACE EDUCATION TO CAP MEMBERS AND THE GENERAL PUBLIC**
- **IMPLEMENT QUALITY-OF-LIFE INITIATIVES TO PROVIDE OPPORTUNITIES FOR MEANINGFUL AND REWARDING SERVICE TO THE NATION**
- **PROMOTE PROFESSIONALISM IN ALL DIMENSIONS OF CAP LIFE**
- **ESTABLISH UNMISTAKABLE LINES OF AUTHORITY, RESPONSIBILITY AND COMMUNICATION THAT ARE CLEAR, EFFICIENT AND FAIR**
- **SECURE MULTIPLE SOURCES OF FUNDING TO SUPPORT SUSTAINED GROWTH OF CAP BEYOND CURRENT FUNDING CONSTRAINTS**
- **ESTABLISH STRATEGIC PARTNERSHIPS WITH OTHER ORGANIZATIONS AND AGENCIES TO BROADEN CAP'S MEANS OF PROVIDING PUBLIC SERVICE**
- **DEVELOP AND CONDUCT PUBLIC EDUCATION CAMPAIGNS TARGETED TO SPECIFIC AUDIENCES**

On the following pages, you will see how CAP addressed these goals in 2004.

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Looking back at 2004

In 2004, **technology was key** to CAP's meeting the objectives of the strategic plan.

Like the change from the Stinsons flown in 1941 to the Cessnas of 2005, CAP is ever changing with the times.

In operations and emergency services, CAP developed and trained members to use **state-of-the-art satellite-transmitted digital imaging systems** and hyperspectral imaging for search and rescue, disaster relief, homeland security and counterdrug missions. CAP National Headquarters further centralized mission coordination in its **National Operations Center** with a custom operations database accessible to CAP commanders, CAP-U. S. Air Force and headquarters operations staff.

Throughout the nation, CAP helped young people develop **real-world technical skills** in radio communications, glider and powered aircraft operation, computerized satellite tracking, and aircraft design and testing. CAP also introduced young adults to a wide range of **technical careers** in engineering, aerospace, scientific research, computer systems and military service.

In line with the increasing popularity of **distance learning**, CAP provided additional operations, aerospace and professional development training online. CAP also increased its Web presence with an online news service, streaming video, a Knowledgebase, and a wide range of downloadable documents and photos.

To help members manage their units more efficiently, CAP provided computer systems and Internet access for units throughout the nation. To better serve members, CAP tapped into the power of the Internet to distribute time-sensitive information, conduct member surveys, register members for national meetings and deliver news. Management reduced the number of paper documents required for unit administration, replacing them with better-designed online data entry. Even CAPMart, the official source for CAP supplies and uniform items, simplified its order system to make it easier for members to purchase CAP supplies online.

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Special recognition

CAP was recognized for national awards in 2004 by both the **National Aeronautic Association** and **American Society of Association Executives**.

The NAA honored CAP with a **Public Benefit Flying Team Award** for its work following the terrorist attacks of Sept. 11, 2001. CAP was recognized for its effective coordination with other agencies in aerial assessment and the transportation of emergency personnel, supplies and equipment in the days immediately following the terrorist attacks.

ASAE named CAP to its **Associations Advance America Honor Roll** for its aerospace career exploration program for cadets. Through that program, CAP offered more than 30 week-long camps to showcase the advantages of aerospace careers. Cadets focused on the aerospace industry's effect on commerce, defense and scientific research.

ASAE also presented CAP with an **Award of Excellence** for its response missions after the onslaught of hurricanes Charley, Francis, Ivan and Jeanne. As an Award of Excellence winner, CAP is now in the running to receive ASAE's top volunteer association program honor, the 2005 Summit Award.

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MAKE CAP THE RESOURCE OF CHOICE FOR PUBLIC AGENCIES REQUIRING SERVICES IN HOMELAND SECURITY, SEARCH AND RESCUE, DISASTER RELIEF, COUNTERDRUG AND OTHER OPERATIONAL MISSIONS

When disaster strikes, CAP is prepared to help

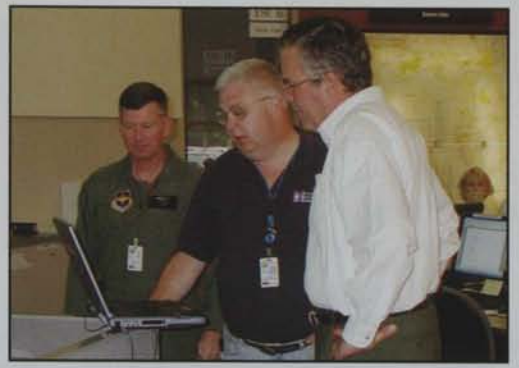
In August and September 2004, when four major hurricanes swept through the eastern United States and pounded the state of Florida, CAP was the resource of choice. Using satellite-transmitted digital imaging systems technology, CAP provided **valuable impact assessment** for emergency responders in the affected areas.

CAP volunteers plan an aerial search and rescue mission in response to a downed aircraft report.

SDIS allowed CAP members to take digital **images of storm damage** from the air and transmit those images to state and federal officials on the ground – **all in less than two minutes** – using an on board laptop computer and satellite phone. More than 1,000 members worked these missions, including members from Florida, Mississippi, Alabama, Georgia, Tennessee, Arkansas, Virginia, Ohio, Kentucky, South Carolina, North Carolina, Pennsylvania, Maine, Puerto Rico, New Jersey, West Virginia and CAP National Headquarters. CAP volunteers flew 486 sorties with a total of 813 flight hours.

CAP members are **specially trained** to help federal, state and local agencies with air and ground missions for **search and rescue, disaster relief, homeland security, and counterdrug reconnaissance.** In 2004, CAP members flew almost 115,000 total hours, performed more than 75,000 Air Force mission hours, and **saved 64 lives**.

With **thousands of trained pilots** and crew members nationwide, CAP can put an **airborne platform over any major U.S. metropolitan area or strategic resource in two hours or less for under $100 an hour**. The cost is slightly more, but still economical, for missions requiring specialized equipment. CAP has aircraft and equipment located in key areas throughout the nation, and coordinates missions through its National Operations Center at Maxwell AFB, Ala.



CAP volunteers review SDIS images of hurricane damage with Florida Governor Jeb Bush.

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Aerial photography straight to your laptop in less than two minutes

CAP's **SDIS system** allows images to be **transmitted immediately** so officials can evaluate storm damage, flooding and other information as quickly as possible. This new technology is available at a **minimal cost** to help state agencies respond to situations quickly.

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This diagram demonstrates how CAP uses SDIS equipment to take images and transmit them to computers on the ground via satellite phone.

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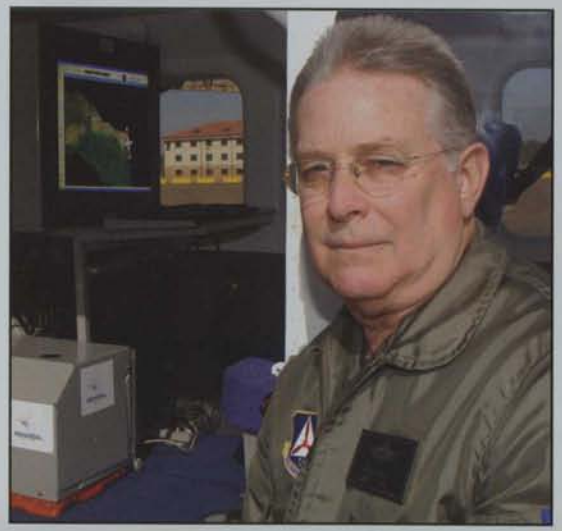
MAXIMIZE ADVANCED TECHNOLOGIES THROUGHOUT THE ORGANIZATION

Volunteers doing what they do best

It's no surprise that CAP has made tremendous advances in technology, when it has the dedication of volunteers like Col. Drew Alexa, who headed up CAP's **Advanced Technologies Group.** The CAP members in this group contributed not only their personal technical experience, but also their wide range of resources across many industries. They researched and identified the best equipment currently on the market, determined how to integrate it with existing equipment, set up testing and helped negotiate contracts. As a result, CAP benefitted from the expertise of representatives from the **Air Force Research Laboratory, Naval Research Laboratory, U.S. Coast Guard Research and Design Center,** and **U.S. Army** to develop its **Airborne Real-Time Cueing Hyperspectral Enhanced Reconnaissance** system, ARCHER, scheduled to be rolled out in 2005.



"CAP ultimately will be able to pinpoint an object using the HSI system, freeze the image and then, using the SDIS, transmit the image immediately via e-mail to the ground."

Col. Drew Alexa, CAP
Management Consultant
Director of CAP Advanced Technology
Colorado Springs, Colo.
Volunteer since 1982

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We can find it ...anywhere

CAP is proud to introduce to its fleet one of the most advanced technologies available for search and rescue ...**ARCHER.** Objects have a unique "spectral signature," for example, the white paint on a Cessna aircraft, a hiker's backpack or a leaf from a marijuana plant. ARCHER's hyperspectral-imaging system allows CAP members to search the ground for objects having a specific spectral signature. Information relative to this signature is entered by the operator, and the HSI camera detects the objects that match that particular description. ARCHER's HSI technology is based on reflected light, so some small portion of the item must be exposed to light to be detected. Imagery can also be archived for later analysis.

Another technology fielded is the **Visual Computing Network.** The VCN is comprised of laptop computers preloaded with customized visualization software, accompanied by satellite imagery and maps. VCN helps with planning missions by allowing users to rehearse with unclassified satellite imagery. It also allows users to rehearse missions with 3-D imagery.

HSI technology identifies targets on the ground as seen in this computer screen shot.

As a result, both air crews and ground **crews can better prepare for their missions,** understanding both the expected and unexpected scenarios. Pilots and mission planners can quickly and accurately preview their areas of responsibility, pre-fly their missions, and become familiar with the terrain conditions they're likely to encounter. CAP delivered a complete VCN system to each of its wings in 2004. Since 2003, CAP has invested $6 million in its ARCHER and VCN systems. In 2004, CAP purchased Gippsland's GA-8 Airvans to serve as the system platforms.

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New planes for new equipment

CAP purchased 16 larger-than-usual single-engine aircraft in 2004 specifically to support the ARCHER system. Selected as the platform for ARCHER was the **Gippsland GA-8 Airvan**, an eight-seat, single-engine, high-wing utility aircraft. CAP selected the Airvan because of its large cabin and wide door, which provided space for mission equipment and additional crew members. The Airvan's large windows also provided excellent visibility, important for missions requiring aerial photography or videography. Its fuel capacity allows the Gippsland to remain airborne for approximately seven hours.

Designed and manufactured by **Gippsland Aeronautics in Australia, approximately 85 percent** of the Airvan's parts **are manufactured in the United States.**

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State-of-the-art technology

CAP continued to update its corporate aircraft fleet in 2004 by placing orders for 40 **Cessna Skylanes** with the new **Garmin G1000** glass cockpit. This **state-of-the-art flight deck package** integrates all primary flight, navigation, engine and sensor data onto two large, colorful 10-inch active-matrix LCDs.

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FULLY INTEGRATE CAP INTO THE TOTAL AIR FORCE AS A VALUED AND RESPECTED PARTNER IN A MIX OF ACTIVE, GUARD, RESERVE AND AUXILIARY COMPONENTS

Agreement for the future

For many years, CAP and the Air Force have collaborated their efforts. Even before the terrorist attacks of Sept. 11, 2001, CAP worked with the **Southeast Air Defense Sector** to fly target-intercept training missions for their fighter pilots. In 2004, CAP continued to assist the Air Force in homeland security training missions such as Determined Promise 04, in which more than 100 members assisted in simulated bioterror scenarios on the East and West coasts.

In 2004, **1st Air Force**, the air component of the **U.S. Northern Command**, signed an official memorandum of understanding with CAP and CAP-USAF, the agency charged with advice, liaison and oversight of CAP. According to the agreement, 1st Air Force considers the use of CAP air and ground capabilities as a highly cost-effective option for any of its noncombat missions.

Keeping America safe

Primarily through its relationship with the U.S. Air Force, CAP continued to participate in national and state homeland security missions and training exercises in 2004. Among those were:

- **United Defense 2004** with NORTHCOM, testing military support to civil authorities;
- **Heartland Response 2004** with 1st ARMY, testing New Madrid Fault earthquake responses;
- **Determined Promise 2004**, testing responses to chemical, biological, radiological, nuclear and explosive hazards in California and Virginia;
- **Amalgam Virgo**, assisting with **NORAD** exercises focusing on air piracy, airborne terrorism, cruise missile and unmanned aerial-vehicle defense along the Canadian border, Southern California and the Florida Panhandle;

Col. Rick Greenhut, CAP, New York City, volunteer since 1991, brings CAP full circle in supporting Air Force training missions …from towing targets in the 1940s to being targets in 2004!

- **Air Defense Sector** and **84th Radar Evaluation Squadron** counterdrug and homeland security intercepts;
- **Low-Slow Intercept Training**, providing targets for fighter-intercept squadrons;
- **Ground Forward Air Controller Training**, providing aerial targets for ground-based military spotters; and
- **G8 Economic Summit** at Sea Island, Ga., providing 63 sorties (142 hours of pre-event imagery and VIP transport).

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"We believe the Air Force Auxiliary is the most undervalued USAF capability in the homeland security arena. Our 1st Air Force goal is to ensure the Air Force efficiently promotes and receives proper credit for Air Force Auxiliary contributions. We believe it is time to make 1st Air Force and CAP permanent partners in homeland security."

Maj. Gen. Craig R. McKinley, USAF
Commander, 1st Air Force
Sept. 27, 2004

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Maj. Cindy Aulbach, CAP
Environmental Biology Consultant
CAP pilot
Lexington, S.C.
Volunteer since 1995

Mission accomplished

In 2004, CAP streamlined procedures in its **National Operations Center** for obtaining mission approvals, recording and reporting mission data, and tracking CAP resources. The NOC coordinated 3,699 missions in 2004.

Technical support for CAP operations and communications is provided by the CAP **National Technology Center** in Richmond, Va. The NTC maintains CAP's communications network and hosts several mission-critical Internet systems. The NTC can also serve as an alternate location for the **Air Force Rescue Coordination Center** if the center's location at Langley AFB, Va., is threatened or unusable, as occurred during the 2003 onslaught of Hurricane Isabel.

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We're here for you

When a private plane is late for arrival, a hiker is lost in the mountains, or melting snow causes flooding in your community, CAP's trained volunteers are there for you, prepared to assist in every way. In 2004, CAP volunteers performed search and rescue missions which resulted in **saving the lives of 64 persons**.

CAP's aircraft are particularly suitable for search and rescue missions. Our planes are well-equipped and able to fly **low and slow**, which offers maximum opportunity to locate the target. Trained personnel are available nationwide and ground transportation is in place to support aerial SAR missions as well as perform ground searches. CAP has one of the **largest unified communications networks in the country**.

Currently, CAP performs **95 percent** of continental U.S. inland search and rescue missions as tasked by the Air Force Rescue Coordination Center at Langley AFB, Va., and has working agreements with such agencies as the **Federal Emergency Management Agency**, **Red Cross**, **U.S. Coast Guard** and **Coast Guard Auxiliary**, and **U.S. Weather Service**.

Seek and we will find

CAP members also found their share of emergency locator transmitters in 2004. In the aftermath of Hurricane Charley, CAP members were called out to locate hundreds of emergency beacons that were activated when hangared aircraft and docked boats were damaged in the storm. The beacons had to be located and disabled so emergency responders could differentiate any real distress signals.

CAP usually **performs about 3,000 missions per year related to ELTs** and about 10 percent of those are true distress signals.

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PROVIDE A SELECT CORPS OF MOTIVATED, HIGHLY TRAINED AND WELL-LED VOLUNTEERS TO PERFORM MISSIONS FOR AMERICA

When only the best will do

Men, women and young people from all walks of life continued to **volunteer their time** to CAP in 2004. Motivated by a desire to help their communities, CAP members **spent thousands of hours training** for such roles as mission pilots, radio operators, logistics specialists and public affairs officers.

CAP members are **fingerprinted and background checks** are conducted prior to obtaining full membership status. Certain missions involving homeland security require members to have a security clearance.

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Cadet Tyler R. Sepp
Phoenix, Ariz.
Volunteer since 1998

ESTABLISH ZERO-TOLERANCE FOR SUBSTANDARD PRACTICES REGARDING THE SAFETY, HEALTH AND WELFARE OF OUR MEMBERS

Safety first

CAP's safety record is consistently better than general aviation as a whole, and that trend continued in 2004 when CAP performed all emergency services missions accident-free. CAP developed a new safety committee and established a partnership with **FlightSafety International** for crew resource management training. The **Air Force Safety Center** assigned a new Air Force Safety liaison to CAP.

CAP distributed the **Aircraft Owners and Pilots Association's** "Seminar in a Box" to CAP wings, and made available a presentation on "The Seven Skills of Crew Resource Management," which focused on aircrew effectiveness and safety. CAP also added two new seminars to its CAP Commanders Course, emphasizing accountability and the creation of a safety "culture."

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Assistance in the 'war on drugs'

In 1986, Congress authorized CAP to support law enforcement in the government's "war on drugs." Ever since, CAP members have helped the nation's federal, state and local governments and law enforcement agencies eliminate the use, production and sale of illicit drugs. CAP members assist in counterdrug operations, although they do not take part in law enforcement activities. The unpaid volunteer CAP members who perform counterdrug missions receive extensive training and additional background screening. As a result, **CAP helps the government keep millions of dollars in illegal drugs off the street** each year.

In 2004, 47 CAP wings assisted states in counterdrug operations, working with such agencies as the **U.S. Forest Service** and **Drug Enforcement Administration**. Included were operations for Imperial Valley in California, operations Swingblade and Evergreen in Washington, Operation Endeavor in Idaho and Montana, and Operation Grand Slam in Virginia.

CAP spent $1.2M and took $433M in drugs and cash off the streets of America in 2004.

CAP counterdrug flying hours by wing for FY04

Wing	Missions	Sorties	Hours
AK	2	34	70
AL	67	248	389
AR	31	94	178
AZ	22	22	128
CA	78	947	2,121
CO	43	78	169
DC	1	8	27
DE	9	34	60
FL	79	175	353
GA	12	12	23
HI	40	105	179
IA	2	8	23
ID	22	90	177
IL	47	132	204
IN	246	282	963
KS	3	3	7
KY	175	175	988
LA	283	368	900
MA	2	13	22
ME	4	56	78
MI	19	31	98
MN	1	12	27
MO	5	5	10
MS	50	178	320
MT	30	58	114
NC	2	3	5
ND	1	15	24
NE	3	47	56
NH	2	22	24
NJ	2	21	28
NM	93	150	178
NV	94	161	250
NY	78	98	266
OH	5	21	26
OK	85	147	275
OR	17	39	105
PA	34	242	384
PR	1	2	5
SC	2	6	4
SD	1	30	37
TN	1	1	2
TX	72	210	552
UT	6	25	71
VA	2	49	142
WA	153	248	849
WI	17	59	101
NHQ	19	29	58
Totals	**1,963**	**4,793**	**11,070**

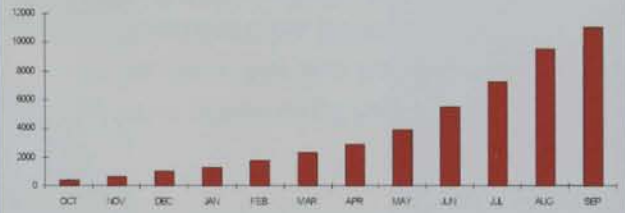
Note: Some wings did not conduct CD operations in FY04, and thus are not reported here.

CAP overall flying hours by wing

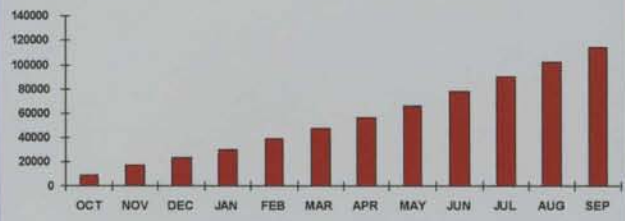
Unit	Air Force	Corporate	Total	Lives Saved
Alabama	2,057	1,625	3,682	0
Alaska	2,757	1,373	4,130	15
Arizona	2,039	1,190	3,229	1
Arkansas	1,697	650	2,347	0
California	5,471	1,774	7,245	2
Colorado	2,006	659	2,665	3
Connecticut	172	108	280	0
Delaware	364	1,205	1,569	0
Florida	3,726	1,149	4,875	1
Georgia	1,700	1,083	2,782	0
Hawaii	676	326	1,002	0
Idaho	1,037	272	1,310	4
Illinois	1,137	1,003	2,140	0
Indiana	1,437	266	1,702	0
Iowa	697	738	1,435	0
Kansas	524	123	647	0
Kentucky	2,161	756	2,917	0
Louisiana	1,860	638	2,497	0
Maine	619	584	1,202	0
Maryland	1,344	1,526	2,870	0
Massachusetts	857	700	1,556	0
Michigan	1,042	821	1,863	0
Minnesota	2,473	2,813	5,286	3
Mississippi	1,594	554	2,148	1
Missouri	291	246	538	0
Montana	621	125	746	3
National Capitol	390	251	641	1
Nebraska	702	405	1,107	0
Nevada	1,556	287	1,844	3
New Hampshire	720	542	1,262	1
New Jersey	1,056	741	1,797	0
New Mexico	1,719	295	2,014	6
New York	1,994	590	2,584	0
North Carolina	1,147	597	1,745	3
North Dakota	882	683	1,566	1
Ohio	1,211	512	1,723	0
Oklahoma	1,502	841	2,342	0
Oregon	791	322	1,112	3
Pennsylvania	2,852	1,434	4,285	1
Puerto Rico	266	51	317	0
Rhode Island	308	89	397	0
South Carolina	1,530	840	2,370	0
South Dakota	663	551	1,214	0
Tennessee	1,470	702	2,172	0
Texas	3,618	2,026	5,644	1
Utah	1,492	591	2,083	4
Vermont	263	210	473	0
Virginia	2,352	908	3,259	1
Washington	2,065	810	2,875	1
West Virginia	725	683	1,408	0
Wisconsin	2,028	1,279	3,307	2
Wyoming	488	396	884	7
Headquarters, Cong. Sq. & Regions	1,603	237	1,840	0
Total	**75,749**	**39,179**	**114,927**	**64**

Note, four lives were saved on joint missions, and all wings involved were given credit for the saves by the Air Force Rescue Coordination Center.

FY2004 counterdrug flying hours



FY2004 search and rescue flying hours



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DEVELOP LEADERSHIP, MANAGEMENT SKILLS AND ETHICAL PRINCIPLES IN AMERICA'S YOUTH THROUGH THE CAP CADET PROGRAM

Making a difference in the lives of America's youth

When a young person has direction, goals and a role model to set an example, it can make a difference in the path he chooses for his life. One of the best examples of the impact CAP's Cadet Programs has on America's youth is its **outreach to disadvantaged students**. Through the CAP **School Program**, CAP establishes cadet units in public schools throughout the nation, focusing on those with large at-risk student populations.

In 2004, **eight more schools adopted the School Program**, incorporating new squadrons into their regular and after-school curricula. The program is now working **in 40 schools and serves more than 1,600 students**. 2004 saw the most School Program growth in Florida, Arizona and Pennsylvania.

The School Program focuses on individual leadership qualities, drawing its material from Air Force, Army, business, faith, sports and academic sources. Through this program, CAP helps students **develop respect, good manners and accountability** – along with critical-thinking skills necessary for success in today's world.

The CAP School Program also focuses on reducing drug use among teenagers. CAP is a full partner in the national **Red Ribbon Campaign** and provides drug awareness lessons as part of its curriculum.

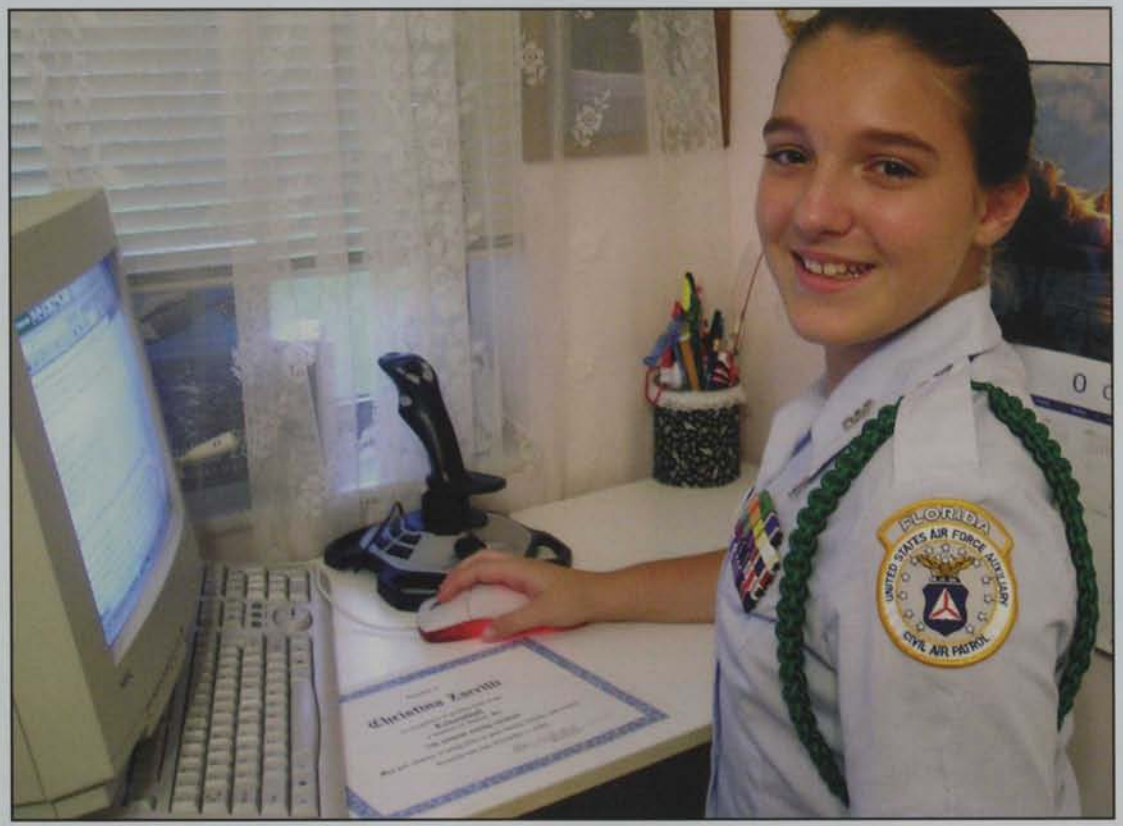
Some 25,000 young people, ages 12 to 20, are CAP cadets, and like all CAP members, they participate as volunteers. These remarkable young people spend after-school and vacation hours in CAP's academic classes, physical fitness training, drill instruction and local activities. In 2004, CAP provided a **free uniform to new cadets** joining the program – more than 11,000 uniforms nationwide.

CAP's inner-city school program offers young adults the opportunity to develop skills that will benefit them later in life.

Inner-city school children are involved in supervised group activities that help them learn the importance of respect, discipline and the meaning of good character.

"Just the other day, I had a parent tell me since her son has been in the CAP squadron his behavior has changed dramatically. He is much more respectful and self-controlled, his grades have improved and he is exercising and losing weight."

Maj. Linda E. Trimpey, CAP
Deputy Commander of Cadets
and Aerospace Education Officer
Florida Wing, Group 800 – Florida Schools Group



Cadet Christina Zarrilli
Boca Raton, Fla.
Volunteer since 2002

Computer training that's fun

As part of its **Aerospace Education Program**, CAP provides students and cadets free copies of technical software called the **Satellite Tool Kit**.

Donated to CAP by **Analytical Graphics, Inc.**, STK is the leading off-the-shelf software package that supports end-to-end satellite systems from mission planning through operations. The software is used by tens of thousands of aerospace professionals worldwide, including more than **70 major universities**, government and commercial operations, branches of the military, and CAP cadets. With STK, cadets **can track satellite locations** and determine what those satellites are able to "see" at any point in time.

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Building America's leaders

In today's world, many young people have strayed from the responsibilities of leadership, self-discipline, and civic duty. CAP strives to keep these **values alive in America's youth** through its Cadet Program. Realizing leadership is an important part of cadet advancement, CAP provides leadership mentoring and training, at the unit and wing levels, and through national academies. Cadets advance in rank by completing a rigorous 16-step program, culminating in the **Gen. Carl A. Spaatz Award**, the highest honor bestowed upon a cadet. In 2004, **33 cadets earned the Spaatz award**.

CAP instituted a new **Civic Leadership Academy** in 2004, held in Washington, D.C., with instruction on civic responsibility, the democratic process and showcase public service careers.

During this week-long event, cadets visited their Congressional representatives and had an opportunity to meet **Secretary of State Colin Powell**.

Cadets also had the chance to work with active-duty Air Force personnel at the national **Cadet Officers School**, at Maxwell AFB, Ala., where they focused on the psychology of leadership, problem-solving, effective writing and speaking, and group dynamics.

To better equip cadets for tomorrow's leadership roles, CAP made more than **$300,000 in academic and flight scholarships** available to cadets in 2004. One cadet was appointed to the **U.S. Air Force Academy**, and two won scholarships to the **U.S. Air Force Academy Preparatory School**. Each year, about 10 percent of the incoming class at the USAFA is comprised of current or former CAP cadets.

Future ambassadors

2004 saw increasing emphasis on global economics and international business. To this end, CAP's **International Air Cadet Exchange** was especially popular. Thirteen nations participated in the 2004 IACE, sending aviation-minded young people across the globe as ambassadors for their countries. As the U.S. sponsor for IACE, CAP arranged the exchange of **84 cadets and 15 escorts to 13 countries**, including Australia, Belgium, Canada, Germany, Hong Kong, Japan, the Netherlands, New Zealand, Singapore, Sweden, Turkey and the United Kingdom.

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Teamwork critical for cadets

Cadets learn and practice management skills from the time they join CAP. One of the national events that spotlights management skills is the annual **National Blue Beret Academy** with the **Experimental Aircraft Association**, which is associated with the EAA AirVenture convention in Oshkosh, Wis. As a part of the prestigious Blue Beret team, cadets receive hands-on training in aircraft marshalling and electronic direction-finding.

Although CAP cadets do not participate in aerial search and rescue, they are trained to serve on ground teams. Each year, they can train at the **National Emergency Services Academy** at Camp Atterbury, Ind., in conjunction with the **U.S. Army National Guard**. They can also get a taste of life on a military pararescue team by participating in **Air Force Pararescue Orientation Course**.

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Patriotism sets the tone

In their local units, cadets explore contemporary ethical issues in **monthly character-development forums**. They are led by CAP's adult moral leadership officers, who foster open discussion and encourage accountability, responsibility, mature decision-making and integrity.

Many CAP cadet units provide ceremonial drill for community events, posting the U.S. flag and marching in patriotic parades. CAP adult members assist in their training on a local level, and cadets can also take advantage of national training with Air Force honor guards at the **National Honor Guard Academy** at Camp Pendleton, Va. The leadership, teamwork and demonstrated respect in drill training supports CAP's goal of instilling personal pride and ethics for America's next generation of leaders.

Music is an important part of America's ceremonial military heritage. Cadets interested in developing their musical talents for ceremonial performances can attend the **National Military Music Academy** at Camp Fretterd Military Reservation, Md.

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Learning to fly

CAP has the unique ability to offer America's youth the thrill of experiencing all the wonder of aviation. CAP provides cadets the opportunity to learn to fly to cadets, and through its flight orientation program, it **offers many young adults their first opportunity to fly in an aircraft.** CAP conducted over **7,500 orientation flights** for cadets in 2004.

In the summer of 2004, more than **11,000 cadets** participated in CAP leadership programs. More than **100 explored careers in engineering and aerospace technology**, and **115 soloed** at summer flight academies.

Each summer, CAP offers more than **30 different national activities** for cadets, emphasizing leadership, careers and instruction in the principles of aviation. In 2004, some 1,250 cadets attended these special activities. Since most CAP cadets are particularly interested in aviation and aerospace, many of the national activities focused on flying and military or aviation-related careers. Included were:

- **National Flight Academies** for experience in powered and glider aircraft – cadets flew more than 16,000 hours in powered aircraft and more than 7,000 sorties in gliders in 2004;
- **Advanced Technology Academy** at Dowling College, N.Y., and Peterson Colo., for instruction in the latest aviation technology, basic computer programming, Web-site design and instruction on the Satellite Tool Kit used by many CAP cadet squadrons;
- **Engineering Technologies Academy** at Auburn University, Ala., for instruction by engineering professors and NASA researchers on aero, fiber, industrial and mechanical engineering;
- **Aerospace Education Academy** with the Experimental Aircraft Association, for instruction on aviation and its history;
- **Air Education and Training Command Familiarization** courses at Laughlin AFB, Texas, and Columbus AFB, Miss., for a taste of how the Air Force conducts its flight training; and
- **Air Force Space Command Familiarization** courses at Patrick AFB, Fl., and Peterson AFB, Colo., for exposure to real-life assignment to the Air Force Space Command.

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Learning self-discipline and respect

At the 2004 **CAP National Cadet Competition,** it was especially apparent that CAP **met its goal of developing leadership, aerospace, fitness and teamwork** in its cadets throughout the year. Cadet teams from each of CAP's eight regions gathered for a week of competition at Wright-Patterson AFB, Ohio, and the **Air Force Museum** in Dayton, Ohio. The 168 cadets competed in academic, physical fitness and drill events, but were also judged throughout the week on teamwork, leadership, responsibility and pride in appearance.

Members of the **U. S. Air Force Honor Guard** helped judge the cadets, who participated either as members of a drill team or color guard team. Both national awards went to the Southeast Region in 2004, with Florida Wing cadets earning the top color guard award and Puerto Rico Wing cadets emerging as the top drill team.

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Learning survival skills

In 2004, over 200 CAP members attended the **Hawk Mountain Ground Search and Rescue School** and **Ranger Training Facility**, managed by CAP's Pennsylvania Wing. Conducted in the mountains of Pennsylvania, the physically demanding school is one of CAP's most popular training opportunities for cadets.

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Elementary school children are introduced to aviation through CAP's Aerospace Education Program.

PROVIDE WORLD-CLASS AVIATION AND SPACE EDUCATION TO CAP MEMBERS AND THE GENERAL PUBLIC

Making aerospace real for students

To watch a child's face light up in awe of an astronaut or a rocket is only a small part of the reward of the CAP Aerospace Education Program. CAP's AE program educates members and the general public about the aerospace industry, and **introduces career opportunities** to the youth of America. CAP strives to keep alive those dreams of becoming an astronaut and the curiosity of space travel. CAP's AE program can change the life of a child by introducing career possibilities that may have seemed unattainable.

Addressing the needs of the industry

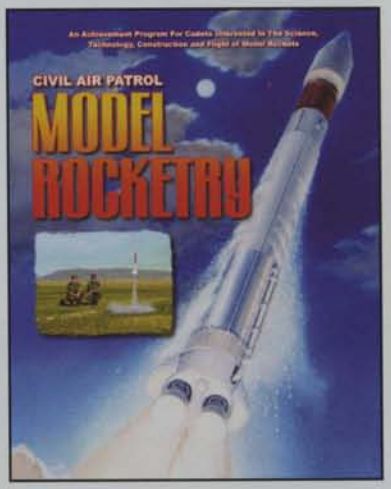
The average worker in the aerospace industry today is 51 years old. If our nation is to maintain its dominance in aviation and aerospace, experts agree we must address the "graying" of the industry by encouraging students to pursue aerospace careers.

As part of its mission to promote aerospace education, CAP concentrated its efforts in 2004 on **technical career education**. The CAP **Cadet Program** made career education a primary goal for all members, and through its AE program, CAP **provided training and classroom materials** to help teachers bring the wonders of aviation and space to students of all ages.

One of the best examples of CAP's emphasis on career education was the 2004 **Engineering Technologies Academy,** held at **Auburn University's** renowned **Samuel Ginn School of Engineering**. During E-Tech, cadets explored fibrous materials to see how they were linked to new technologies like hard armor and bulletproofing. They also experimented with propulsion systems and constructed model rockets, and tested their designs in wind tunnels.

CAP cadets from across the nation converged on Auburn University's department of textile engineering for E-Tech. The cadets attended engineering lectures and worked in university labs, and even tested their engineering projects. "I'm here to see if I like this kind of work," said Drew McIlvaine, 16, from Tennessee, "and to find out if I want to spend my life as an aerospace engineer."

Educational materials to take you out of this world



In 2004, CAP released new aerospace education teaching materials, including the book ***Civil Air Patrol Model Rocketry*** and an instructional module on the International Space Station.

CAP continued to provide these and other educational products to CAP units, public and private schools, and homeschoolers throughout the year. As a result, **CAP provided aerospace instruction to nearly 185,000 students.**

CAP's aerospace education materials are popular with teachers because major publishers can't adequately serve this niche market. Through such textbooks as ***Aerospace Dimensions*** and ***Aerospace: The Journey of Flight***, CAP provides students with hands-on experiments and activities that make the technology behind aviation and aerospace come alive.

CAP members and program managers at CAP National Headquarters research, write and design these products, and most are published at the CAP Print Plant.

"The U.S. aerospace work force is declining ... the statistics are startling.

... in 1963, one third of those receiving U.S. university science and engineering degrees went into aerospace. Today, it's less than 5 percent. At its peak in 1989, the industry employed 1.3 million. Last year it was 790,000, down more than half a million people...

The average aerospace industry employee is now 51 years old, with many nearing retirement. The number of employees between 25 and 34 – the recent graduates gaining experience to sustain U.S. aerospace leadership – is off 10 percentage points since officials began collecting such data 10 years ago."

"U.S. Aerospace Leadership: A Wake-Up Call" by John W. Douglass, President and CEO, Aerospace Industries Association

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Teachers join in on aviation fun

CAP has a special category of membership just for teachers. More than 1,500 teachers and homeschooling parents were CAP Aerospace Education Members in 2004.

These teachers are instrumental in exposing students to the fascinating world of aviation and space. To support them in 2004, CAP combined all of its education services under one umbrella, in a program called **Making Aerospace Real for Students** or MARS.

To train its teacher members and feed their enthusiasm for aviation and space, CAP took dozens of AEM's on flights in its single-engine planes through the **CAP Fly-A-Teacher Program**. Some teachers enjoyed the flights so much they embarked on training for their private pilot's license.

In cooperation with the **Air Force Association's Aerospace Education Foundation**, CAP made grants available to its AEMs to purchase materials for their classrooms.

CAP also arranged for its AEMs to receive **continuing education credit** for participating in CAP teacher-training activities like the **Aerospace Excellence Program** and National Congress on Aviation and Space Education.

CAP also teamed up with the **Federal Aviation Administration** in 2004 to make its aerospace instructional materials available to teachers in the Federal Aviation Administration Aviation Education Outreach Program.

Mary Gurley, CAP
Kindergarten teacher
AEM member
Montgomery, Ala.
Volunteer since 2002

"At my first aerospace education conference, I was impressed with the hands-on flying machines we made, as well as the workshop speakers from the Air Force and Civil Air Patrol. I joined CAP that year as an Aerospace Education Member and got wonderful classroom materials from CAP for kindergarten through eighth grade. They've helped me create some unique learning activities."

Mary Gurley, CAP AEM member, kindergarten teacher, and Air Force Association Aerospace Education Foundation's Alabama Teacher of the Year

Aerospace is for everyone

Each year, CAP works with other organizations to sponsor the **National Congress on Aviation and Space Education**. The conference has been a tradition in the aerospace education community for almost 40 years.

In 2004, NCASE was held in Atlanta, where educators mingled with industry notables such as: Former astronauts **Jim Voss** and **Joe Edwards**; aviators **Scott Crossfield** and **Gus McLeod**; and **Betsy Rogers**, 2003 National Teacher of the Year. The attendees chose from workshops on such topics as aviation Web courses, aircraft as research tools, microgravity and scholarship opportunities in aerospace.

Homeschool children learn about aviation through hands-on activities during a concurrent session at CAP's NCASE conference in Atlanta.

They were particularly interested in aerospace education as it relates to the new **No Child Left Behind Act**. This legislation requires schools to use more evidence-based teaching methods in math and science.

Teachers enjoy visiting industry booths and gathering information to take back to their classrooms in the NCASE Exhibit Hall.

Addressing this issue was **Tony Fowler**, interagency coordinator for the **U.S. Department of Education**. Fowler said his review of the literature led him to believe that aerospace-themed teaching is one way to meet the legislation's new requirements. He pointed to a study conducted by the EAA and Oshkosh, Wis. schools, showing a rise in test scores shown by third-graders in an Oshkosh charter school when aerospace themes were introduced in lesson plans across the curriculum. Fowler said test score improvement was particularly evident in math, science and social studies.

NCASE's "Hangar Talk" is always a highlight as aviators share their experiences in an open-forum discussion.

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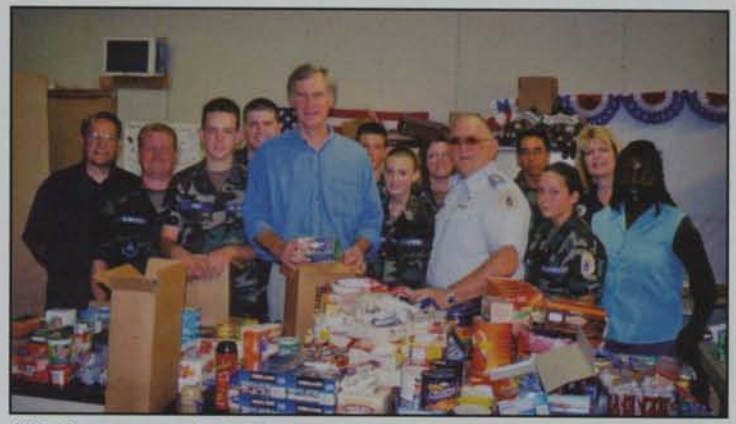

U.S. Congressman Ander Crenshaw provided support to CAP cadets and Chaplain Dewey Painter as they put together care packages for troops.

IMPLEMENT QUALITY-OF-LIFE INITIATIVES TO PROVIDE OPPORTUNITIES FOR MEANINGFUL AND REWARDING SERVICE TO THE NATION

Lending a helping hand

CAP met its quality of life initiatives in a variety of ways during 2004, especially through the CAP **Chaplain Service**, the **largest volunteer chaplaincy in the United States.** Participation in the Chaplain Service increased by 6 percent in 2004 with 675 members serving as chaplains and 260 as moral leadership officers.

CAP chaplains assist commanders in the moral, religious and spiritual growth of CAP members. Since CAP chaplains are required to meet the same ecclesiastical, educational and professional standards of Air Force chaplains, they can stand in for deployed active-duty and Reserve chaplains. CAP chaplains also **assist other national relief organizations** in times of disaster and minister to victims and volunteer workers, using their training in **critical incident stress management.** CISM is an important and effective tool used to help first responders (firemen, law enforcement, medical personnel) **deal with the psychological and spiritual impact of disasters, trauma or terrorism.** CAP chaplains use this tool to help prevent the first-line caregivers from developing longer-term difficulties.

With so many military chaplains deployed overseas in 2004, CAP chaplains were frequently called into service at the nation's military bases and at disaster relief sites. They regularly performed weddings and military funerals, visited hospitals, and performed chapel services. They offered prayers for soldiers leaving the country and performed services of thanksgiving for those returning. CAP chaplains supported **National Guard** units in Maryland, Kentucky, Florida, Utah, Oregon and Alabama. During 2004 CAP chaplains served at more than 40 different units, including **Army** and **Coast Guard Reserve** units.

CAP **Chaplain Service Staff Colleges**, held each year in CAP's eight regions, train CAP chaplains for the contingency and Air Force ministries they face. This annual professional development offers **training in emergency services, CISM, suicide prevention and intervention**, and a full range of other ministry skill workshops. In 2004, more than 300 chaplains and moral leadership officers received this training.

CAP Chaplain Lt. Col. Robert Balnicky performs his 200th wedding at MacDill AFB, Fla.

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While restocking the clothing closet with her mom and fellow cadets in Landstuhl Regional Medical Center, cadet Ashley Campbell had the opportunity to provide clothing to a recovering deployed soldier.

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"It's encouraging and humbling to know so many people back home are thinking of us, praying for us and taking the time to make sure we know they care ...with all the prayers, love and support we've been getting out here from folks like you, morale out here is very high. Mine went higher when I opened your package. Your stuffed 'stockings' were a wonderful and thoughtful Christmas gift! We tried to spread them out to those who can use them most."

Chaplain Bruce Anderson
1st Marine Division

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Serving the community

In the aftermath of four hurricanes that swept the Southeast in 2004, Florida Wing Lt. Col. Dewey Painter organized efforts to **provide supplies to victims who desperately needed food, water and clothing**. Painter and other chaplains also worked tirelessly in the **Soldier Share Package Program**, organizing CAP members to collect items for military personnel overseas. Communication from troops "down-range" are often received expressing appreciation for the care packages they have received. Florida **U. S. Congressman, Ander Crenshaw** of Jacksonville, Fla., district personally supported and encouraged this CAP ministry.

California Wing CAP Chaplain Maj. Chuck Ingram drew upon his training in CISM when an unexpected tragedy occurred during a Fullerton, Calif., air show. Chaplain Ingram's unit was working the show so numerous CAP cadets and senior members were on hand when an aircraft crashed, critically injuring the two men on board and another person on the ground. Chaplain Ingram immediately calmed the cadets and senior members who had witnessed the crash, accounted for all the cadets, and had them notify their families they were safe. He then helped organize the CAP members to respond to the Fullerton Police Department's request for help with crowd control. The chaplain went to the air show that day to man a CAP recruiting booth, but his training and compassion for others and his "ministry of presence" made all the difference for those facing sudden disaster.

CAP chaplains and moral leadership officers were not only involved in the emergency service mission of CAP, but also were directly **involved in operational missions and aerospace education**. In 2004, 44 percent of the chaplain service held aviation ratings (pilot, scanner and observer) and often flew missions as air crew or ground teams members. As aerospace chaplains, they also regularly speak to schools, churches and civic organizations on the missions of CAP and the role chaplains play in the development of the youth of America. In sum, the CAP Chaplain Service is fully integrated into the Air Force mission and CAP's "missions for America."

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PROMOTE PROFESSIONALISM IN ALL DIMENSIONS OF CAP LIFE

It's all about the volunteer

Technology was important in helping CAP make the membership experience more rewarding in 2004. From increasing online training to reducing paperwork, CAP helped over 62,000 **members focus more on service and less on administrative tasks.**

As a result, CAP helped its leaders examine the many resources available to them for establishing and maintaining effective units. The 2004 training schools for CAP commanders were set up in classrooms with individual computer and Internet access. Side by side, the future leaders of CAP worked with new financial management software and searched online for local funding opportunities. They watched tapes of mock interviews with the media and discussed ways to better represent CAP in the midst of high-profile missions.

What's the value of a CAP volunteer?

According to Air Force Maj. Curtis D. McGiffin, who wrote a thesis on CAP for the Joint Military Intelligence College, one hour of a volunteer's time averages about $16. McGiffin based the figure on the *Giving and Volunteering National Survey by Independent Sector*, a national coalition of more than 700 nonprofit organizations.

CAP incorporated the best of print and electronic media in a new cadet member kit developed in 2004. By using compact disks as the delivery medium, CAP was able to provide new members with far more documentation, including key regulations and forms, than was possible with the previous all-paper version.

There are over 1,500 communities nationwide served by CAP volunteers.

Col. Rex Glasgow, CAP
Real Estate Property Manager and Consultant for an EPA Compliance Corporation
CAP North Central Region Commander
Cedar Rapids, Iowa
Volunteer since 1995

Training to serve America

Highly trained and motivated volunteers cannot be sustained without a **strong professional development program** of initial and continuing education. These training programs are conducted at wing, region, and national levels.

At the wing level there are courses for unit commanders and staff officers that emphasize leadership and management skills. Regions conduct staff colleges to ensure staff members at that level have the best opportunity to reach their full potential. When CAP members begin to fill positions at the national level, they attend the **National Staff College**. Finally, new Wing and Region Commanders get a one-week long "top-off" course with lessons that cover such topics as **strategic planning, ethics, and fiduciary responsibility**. Overall, one out of four members attends a CAP in-residence professional development course during a year, which requires they go on location to a specific region or wing for training.

Keeping on track

CAP has an ongoing **quality assessment** program developed to review the activities of CAP wings, groups and squadrons. A team of six individuals – three CAP representatives and three Air Force representatives – visit each wing once every four years to review reports and **ensure they are in compliance** with CAP rules and regulations. The inspection team writes a report based on the review and assigns grades on compliance to each wing headquarters. In turn, the wings visit their subordinate units (groups and squadrons) to perform similar evaluations. Groups and squadrons must report information to the wings. Various individual areas have specific reporting requirements. This system **provides accountability** for CAP and includes such information as finance, safety, communications plans, activities and public affairs.

The **Inspector General Program** also handles resolutions to complaints, which generally fall into one of three categories: Allegations of regulatory violations; allegations of abuse of authority; or allegations of fraud, waste or abuse. CAP members are encouraged to report their concerns.

Getting connected

CAP set a goal to reduce paper flow and streamline the task of reporting by providing laptop computers to all of its units. **Project Connectivity** was started in 2002 with a five-year goal in mind; however, two years ahead of schedule CAP completed this project phase in 2004 by purchasing the additional 542 laptops needed. CAP **provided over 1,500 laptops to each of its units**, as well as Internet access provider subscriptions. In addition, CAP updated its Web site with new forms and reports that can be completed online and sent instantly to National Headquarters. CAP volunteers can spend less time with paperwork and more time focusing on missions and support thanks to the success of Project Connectivity.

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Maj. Gen. Wheless accepts command represented by the flag presented by Lt. Gen. John F. Regni, USAF.

A gathering of leaders

Technology was the theme for CAP's 2004 national conference, which was held in Tampa, Fla. Presentations focused on CAP's new capabilities in satellite-transmitted digital imagery and the tests then in progress on the new hyperspectral imaging system.

Hurricane Charley had just swept through Florida prior to the conference, so many CAP members attending were doing double-duty to be sure all hurricane-related missions were proceeding on schedule. At the same time CAP members were learning about satellite digital imaging system at the conference, other members were putting the system to daily use throughout the state for hurricane impact-assessment missions.

CAP members also helped hurricane victims by teaming up with the **American Red Cross** to sponsor a blood drive at the Tampa Marriott Waterside Hotel conference site.

The elections of new CAP leaders were high points of the **CAP National Board meeting**, held in conjunction with the conference. **Dwight H. Wheless of Manteo, N.C., was elected the new national commander**. He was promoted to the CAP grade of major general immediately prior to the official change-of-command ceremony, which took place during the formal banquet at the close of the conference. Conducting the change-of-command was **Lt. Gen. John F. Regni, commander of Air University at Maxwell AFB, Ala.**

CAP National Board members share a light moment during their semi-annual business meeting.

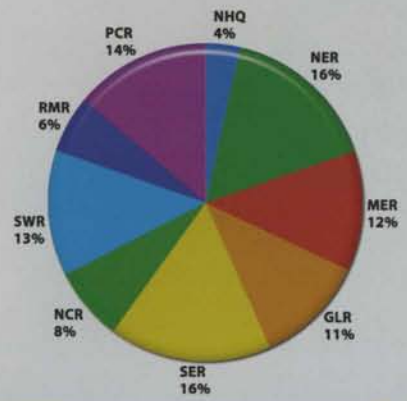
CAP members take in a bit of CAP history at one of the exhibits displayed at the National Board conference.

Elected as CAP's new **national vice commander was Antonio J. Pineda of Plantation, Fla.** Pineda, who formerly served as the Southeast Region commander, was promoted to the CAP grade of brigadier general prior to the change-of-command.

Another conference highlight was the annual national recognition program, with awards presented to outstanding members in such fields as operations, cadet programs, chaplain services and aerospace education. CAP also honored the national **senior and cadet members of the year – Lt. Col. John W. Lierenz of the Delaware Wing and Cadet Col. Hila Levy of the Puerto Rico Wing.**

Membership numbers by wing/region for FY04

Wing/Region	Cadets	Seniors	Total
GLR	0	32	32
IL	781	825	1,606
IN	370	382	752
KY	247	447	694
MI	495	713	1,208
OH	641	773	1,414
WI	405	775	1,180
MER HQ	0	50	50
NAT CAP	298	225	523
DE	140	224	364
MD	664	702	1,366
NC	806	846	1,652
SC	484	537	1,021
VA	706	905	1,611
WV	212	479	691
NCR HQ	44	49	93
IA	156	254	410
KS	189	410	599
MN	567	803	1,370
MO	422	425	847
ND	113	225	338
NE	276	314	590
SD	115	201	316
NER HQ	0	56	56
CT	269	253	522
MA	420	594	1,014
ME	201	308	509
NH	288	285	573
NJ	736	678	1,414
NY	1,328	1,311	2,639
PA	1,216	1,238	2,454
RI	126	122	248
VT	131	171	302
NHQ	98	2105	2,203
PCR HQ	0	72	72
AK	167	938	1,105
CA	1,326	2,156	3,482
HI	185	280	465
NV	318	574	892
OR	292	410	702
WA	791	788	1,579
RMR HQ	0	59	59
CO	745	1,016	1,761
ID	207	245	452
MT	168	175	343
UT	242	368	610
WY	104	194	298
SER HQ	0	97	97
AL	305	740	1,045
FL	1,955	2,191	4,146
GA	744	1,014	1,758
MS	162	344	506
PR	799	367	1,166
TN	529	746	1,275
SWR HQ	0	56	56
AR	211	301	512
AZ	644	857	1,501
LA	190	478	668
NM	419	521	940
OK	349	472	821
TX	1,533	1,702	3,235
TOTAL	**25,329**	**34,878**	**60,207**



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DEVELOP AND CONDUCT PUBLIC EDUCATION CAMPAIGNS TARGETED TO SPECIFIC AUDIENCES

Getting the word out

CAP told its story throughout 2004 on the Internet and in newspapers, radio and television broadcasts, magazine articles, demonstrations for schools and civic groups, community open houses, drill ceremonies for public events, and national trade show displays and presentations.

Thanks to **hundreds of squadron-level public affairs officers** throughout the nation, CAP **logged** more than **32 million media impressions** in 2004. Achieving such coverage helped raise CAP's profile with potential members, state and local emergency response agencies, and the general public.

On the Internet

CAP **introduced a new look for its national Web site** in 2004, incorporating a media room with current and archived press releases, an online news site and downloadable issues of CAP's national bimonthly newspaper, *The Civil Air Patrol News*, a downloadable photo and logo gallery, streaming and downloadable video, and an enhanced Knowledgebase.

As part of the online media room, CAP provided **downloadable versions of informational videos** on CAP's missions and capabilities. In 2004, more than 80,000 people visited these video sites. CAP also provided **live streaming video of national events** for the first time, including the national awards program at the CAP national conference, and the change-of-command for the new national commander.

CAP News Online (www.cap.gov/CNO), featuring national and regional stories about CAP members and their activities, was rolled out in January. In its first year, **554 regional and 175 national stories were posted**, and more than 250,000 page hits were recorded.

In the press

Articles about CAP appeared in a variety of national publications during 2004. A homeland defense story in ***American Profile*** magazine focused on Louisiana Wing Col. Rock Palermo, a small-town attorney who frequently flies target intercept missions for the Air Force. ***Air Force Magazine*** covered CAP's hurricane impact assessment missions, and ***Plane & Pilot*** focused on CAP's new hyperspectral imaging system.

CAP's emphasis on aerospace was highlighted in an ***Atlanta Journal-Constitution*** article on former astronaut Jim Voss, and an article on the Making Aerospace Real for Students teacher-member program in Belmont Publishing's ***Quest for Space***.

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On the air

CAP members in California were part of an episode of *Tactical to Practical*, that aired in September on **The History Channel.** The show explores innovations developed for combat that have evolved into useful tools for civilian life. Host Hunter Ellis, a former Navy fighter pilot and contestant on CBS "Survivor," followed CAP members as they simulated a security exercise using the satellite-transmitted digital imaging system.

Public service announcements celebrating CAP's anniversary aired on the **National Geographic** and **Discovery** channels, and **CNN.**

The **Armed Forces Network** aired two CAP PSA's to military bases in 178 countries around the world on both TV and radio.

On the road

In addition to the many local, state and regional events where CAP members mounted educational displays and recruiting booths, CAP also had a presence at major national trade shows throughout the nation. Included were displays, often with corresponding presentations, at annual conferences for **Aircraft Owners and Pilots Association, Experimental Aircraft Association AirVenture, Women in Aviation, National Science Teachers Association, Space Symposium, Air Warfare Symposium, National Conference of State Legislators,** and the **Air Force Association.**

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http://www.cap.gov/mediaawards

CAP shows appreciation

In 2004, CAP presented its first national recognition awards to members of the media who helped educate the public about CAP's members and missions. Recipients of the 2004 CAP **National Commander's Award for Key Media Coverage** were **David North,** former editor of *Aviation Week & Space Technology*, for his coverage of CAP's new Gippsland GA-8 Airvan, and **WSFA-TV** in Montgomery, Ala., for its involvement in media training for national CAP schools at Maxwell AFB, Ala.

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ESTABLISH STRATEGIC PARTNERSHIPS WITH OTHER ORGANIZATIONS AND AGENCIES TO BROADEN CAP'S MEANS OF PROVIDING PUBLIC SERVICE

Building relationships to serve a cause

CAP has established many strategic partnerships, and added still more in 2004. One of the most important is CAP's charter membership in the Citizen Corps.

Citizen Corps, a vital component of USA Freedom Corps, was created to help coordinate volunteer activities that will **make America's communities safer, stronger and better prepared to respond to any emergency situation**. It allows people to help make their families, homes and communities safer from the threats of crime, terrorism and disasters of all kinds.

Citizen Corps programs build on the successful efforts already established in communities throughout the nation to prevent crime and respond to emergencies. Programs that started through **local innovation** are the foundation for Citizen Corps and this national approach to citizen participation in community safety. CAP is one such program, with its emphasis on emergency preparedness and response, first aid and other life-saving skills, and support for community first responders, disaster relief groups and community safety organizations.

CORPORATE PARTNER

Citizen Corps is coordinated nationally by the **Department of Homeland Security.** In this capacity, DHS works closely with other federal entities, state and local governments, first responders and emergency managers, the volunteer community, and the White House Office of the USA Freedom Corps.

CAP has also established strategic partnerships with organizations that support the Cadet Program, including various organizations with the Air Force, including the **Air Force Institute of Technology**, the **Institute for Advanced Distributed Learning**, the **Special Operations Command**, the **Air Education & Training Command**, **Air University**, the **U. S. Air Force Officer Training School**, **Air Force ROTC** and **JROTC**, and the **U. S. Air Force Academy**.

Strategic partnerships with schools and universities include **Embry-Riddle Aeronautical University**, **Dowling College**, **Auburn University**, **Spartan School of Aviation**, **Texas A&M** and **Wright State University**.

CAP's aerospace education partners include: **AC Supply**, the **Aerospace Education Foundation**, the **Air Force Association**, the **American Institute of Aeronautics and Astronautics**, **Analytical Graphics, Inc.**, **Apogee Books**, the **Challenger Center**, **Estes Educator**, the **Experimental Aircraft Association**, **Federal Aviation Association**, **FlightSafety International**, the **Florida Space Research Institute**, **Advanced Learning Environment**, the **4-H**, the **International Reading Association**, **Magnet Schools of America**, **Midwest Products**, the **Museum of Flight**, **NASA**, the **National Association of State Aviation Officials**, the **National Coalition for Aviation Education**, the **National Science Teachers Association**, **Newspapers in Education**, the **Smithsonian**, **Space Day**, the **Space Foundation**, **Sporty's Pilot Shop**, the **University Aviation Association**, ***USA Today***, and **Women in Aviation International**.

SECURE MULTIPLE SOURCES OF FUNDING TO SUPPORT SUSTAINED GROWTH OF CAP BEYOND CURRENT FUNDING CONSTRAINTS

Corporate donations making a difference

The CAP **Corporate Partner Program**, created in 2003, was instrumental in developing corporate financial support in 2004. The program allows businesses with values and community-service goals similar to CAP's to directly support the work of CAP volunteers. In return for financial support, corporate partners receive the right to use the CAP name and corporate partner mark in their advertising, marketing and promotions.

In its first full year, the **CAP Corporate Partner Program generated** more than **$205,000** in financial support and operational cost savings.

While most corporate support is designated to reduce costs of CAP cadet and aerospace education programs, many of these corporate partners support CAP's technology-related programs. For example, software development firm **Flight Schedule Pro** signed a multi-year contract to give CAP the ability to integrate its scheduling and maintenance software into CAP's information management and asset tracking systems.

Estes-Cox Corp., the leading manufacturer of hobbyist rockets and radio-controlled aircraft, signed on to help fund CAP's cadet and aerospace programs. The partnership was a good fit, since CAP instructs adult and youth members in the principles of aviation and aerospace, and often incorporates model aircraft in these demonstrations. CAP's new model rocketry book incorporates Estes-Cox model rockets in some of its activities.

Corporations granted official Corporate Partner status in 2004 included: **Air BP**, **Cessna Aircraft Co.**, **Estes-Cox Corp.**, **Flight Schedule Pro**, **Goodyear Tire & Rubber Co.**, **Tanis Aircraft Services** and **VTS, Inc.**

Some $90,000 was designated by the partners to fund cadet orientation flights, facility upgrades at CAP **Cadet Training Center** in Oshkosh, Wis., the **National Cadet Competition** for 2004 and 2005, as well as aerospace education sponsorships for 400 inner city teachers in 16 major U. S. cities.

CAP realized more than $115,000 in operational cost savings in wing aircraft maintenance through donated aircraft tires and in-flight scheduling and maintenance-system development costs through donated software.

CAP corporate partner Cessna Aircraft Corp. donated funds in 2004 for improvements to the CAP Cadet Training Center, located in Oshkosh, Wis. at the site of the annual Experimental Aircraft Association AirVenture convention. CAP used the funds to install air conditioning in the cadet facility's dormitory and dining hall, improve lighting and update exterior walkways.

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ESTABLISH UNMISTAKABLE LINES OF AUTHORITY, RESPONSIBILITY AND COMMUNICATION THAT ARE CLEAR, EFFICIENT AND FAIR

CAP Board of Governors

As part of the **Defense Authorization Act** of 2000, a **Board of Governors** was created to serve as CAP's governing body. The board meets twice a year and has 11 members, including representatives of CAP, the U.S. Air Force and civilians involved in education, industry and government. Both the volunteer national commander and vice commander serve on the board of Governors.

CAP also has an active **National Board**, which includes the national commander and vice commander, eight region commanders, 52 wing commanders and senior Air Force advisor. Also, part of the National Board are national CAP officers, including the national chief of staff, national finance officer, national legal officer, national controller, national inspector general, and chief of chaplain services. A smaller body within the National Board is the **National Executive Committee**. Both the NEC and the National Board make recommendations for action to the Board of Governors.

Defining corporate priorities

During 2004, the Board of Governors **identified 12 issues as top priorities**. The issues included: Insurance coverage and **Federal Aviation Association** regulation exemptions for members performing CAP missions; proposed legislation to recognize CAP as a resource of choice for first responders; Air Force guidelines for CAP budgeting; funding for the CAP glider program; procedures for reporting on CAP programs to the Air Force; administrative needs at the wing level; full funding for the CAP National Operations Center; stable funding for CAP as a whole; clarification on CAP's position in the Air Force organizational structure; and Air Force approval of CAP's Concept of Employment.

Audit committee

CAP continued its emphasis on good stewardship in 2004, **establishing a new audit committee** under the direction of Board of Governors members Michael Dominguez and Bruce Whitman. The committee ensures that CAP follows accounting guidelines set forth in the **Department of Defense Grants and Agreements** regulations, and the **Office of Management and Budget** circulars for nonprofit corporations.

The audit committee also helped CAP develop a new corporate investment policy and an audit firm selection process.

CAP Board of Governors as of Sept. 30, 2004

Col. Robert C. Bess, CAP
Chairman

Lt. Gen. Nicholas B. Kehoe, USAF (Ret.)
President, Congressional Medal of Honor Foundation
Vice Chairman

Maj. Gen. Dwight H. Wheless, CAP
National Commander

Brig. Gen. Antonio Pineda, CAP
National Vice Commander

Brig. Gen. Paul Bergman, CAP
CAP member-at-large

Mr. Michael L. Dominguez
Assistant Secretary of the Air Force

Lt. Gen. Ronald E. Keys, USAF
Deputy Chief of Staff for Air and Space Operations

Lieutenant General John F. Regni, USAF
Commander, Air University

Rear Adm. David R. Nicholson, USCG (Ret.)
Director of Resources for the Border and Transportation Security Directorate
U.S. Department of Homeland Security

Lt. Gen. Charles Searock, Jr., USAF (Ret.)
Aviation and technology consultant

Mr. Bruce N. Whitman
President, FlightSafety International

National Board members as of Sept. 30, 2004

National Board Officers

Maj. Gen. Dwight H. Wheless, CAP
National Commander

Col. George C. Vogt, USAF
Senior Air Force Advisor

Brig. Gen. Antonio J. Pineda, CAP
National Vice Commander

Col. Larry D. Kauffman, CAP
National Chief of Staff

Col. Donald B. Angel, CAP
National Finance Officer

Col. Theodore R. Chavez, CAP
National Legal Officer

Col. George M. Boyd, CAP
National Controller

Col. William S. Charles II, CAP
National Inspector General

Chaplain (Col.) Charles E. Sharp, CAP
Chief of Chaplain Service

Northeast Region

Col. Richard A. Greenhut, CAP
Commander

Northeast Region Wing Commanders

Col. James E. Palmer, CAP
Connecticut

Col. Mitchell P. Sammons, CAP
Maine

Col. Frederick B. Belden, CAP
Massachusetts

Col. Margie L. Sambold, CAP
New Hampshire

Col. M. Allen Applebaum, CAP
New Jersey (Interim Comdr)

Col. Austyn W. Granville Jr., CAP
New York

Col. M. Allen Applebaum, CAP
Pennsylvania

Col. Anthony L. Vessella Jr., CAP
Rhode Island

Col. Ann B. Clark, CAP
Vermont

Middle East Region

Col. Charles S. Glass, CAP
Commander

Middle East Region Wing Commanders

Col. Russell M. Opland, CAP
Delaware

Col. Kathryn J. Walling, CAP
Maryland

Col. Jane E. Davies, CAP
National Capital

Col. Harold J. Schaffer, CAP
North Carolina

Col. Saul H. Hyman, CAP
South Carolina

Col. Richard L. Mosley, CAP
Virginia (Acting Commander)

Col. Rodney F. Moody, CAP
West Virginia

Great Lakes Region

Col. William W. Webb, CAP
Commander

Great Lake Region Wing Commanders

Col. Jay R. Burrell, CAP
Illinois

Col. Charles H. Greenwood, CAP
Indiana

Col. Henry L. Heaberlin, CAP
Kentucky

Col. Gary J. Mayo, CAP
Michigan

Col. Charles L. Carr, CAP
Ohio

Col. Clair D. Jowett, CAP
Wisconsin

Southeast Region

Col. Matthew R. Sharkey CAP
Commander

Southeast Region Wing Commanders

Col. John E. Tilton, CAP
Alabama

Col. Joseph J. Martin, CAP
Florida

Col. Charles D. Greene, CAP
Georgia

Col. John B. Wilkes, CAP
Mississippi

Col. Milton J. Tomassini, CAP
Puerto Rico

Col. James M. Rushing, CAP
Tennessee

North Central Region

Col. Rex E. Glasgow, CAP
Commander

North Central Region Wing Commanders

Col. Ralph Tomlinson, CAP
Iowa

Col. Bernard F. King, CAP
Kansas

Col. Stephen G. Miller, CAP
Minnesota

Col. Joe E. Casler, CAP
Missouri

Col. Warder L. Shires, CAP
Nebraska

Col. K. Walter Vollmers, CAP
North Dakota

Col. Mary F. Donley, CAP
South Dakota

Southwest Region

Col. Thomas L. Todd, CAP
Commander

Southwest Region Wing Commanders

Col. John J. Varljen, CAP
Arizona

Col. Reggie L. Chitwood, CAP
Arkansas

Col. Rodney W. Ammons, CAP
Louisiana

Col. Frank A. Buethe, CAP
New Mexico

Col. Virginia P. Keller, CAP
Oklahoma

Col. Robert F. Eldridge, CAP
Texas

Rocky Mountain Region

Col. Lynda C. Robinson, CAP
Commander

Rocky Mountain Region Wing Commanders

Col. Donald G. Cortum, CAP
Colorado

Col. Bobby A. Picker, CAP
Idaho

Col. Jan E. Van Hoven, CAP
Montana

Col. Jack D. Butterfield, CAP
Utah

Col. William R. Morton, CAP
Wyoming

Pacific Region

Col. Merle V. Starr, CAP
Commander

Pacific Region Wing Commanders

Col. Robert L. Brouillette, CAP
Alaska

Col. Virginia M. Nelson, CAP
California

Col. Jeffrey N. Stickel, CAP
Hawaii

Col. Dion E. DeCamp, CAP
Nevada

Col. Steven A. Senderling, CAP
Oregon

Col. Roy L. Stephenson, CAP
Washington

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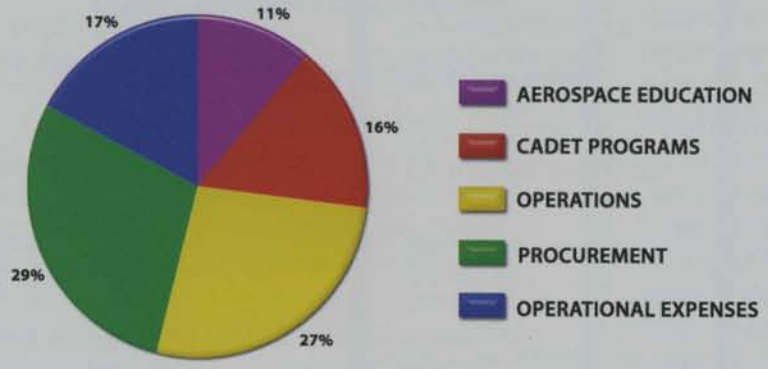
FY04 funds by mission area



The CAP Wisconsin Wing used a $239,000 grant from the U.S. Dept. of Homeland Security to purchase a 38-foot modified Winnebago Adventurer that could be used for emergency services in the event of a terrorist attack. The van's advanced technology – including satellite phones, video-processing stations and multiple radio systems – makes it a prototype for the next generation of disaster response vehicles.

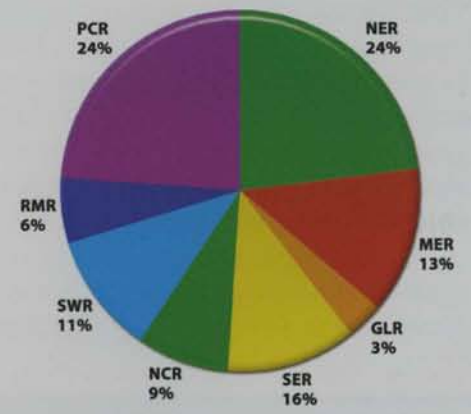
FY04 congressionally appropriated funds

Operations & Maintenance		**$22,335,310**
Emergency Services		
Air Force Missions	$7,028,594	
Counterdrug Missions	$1,205,476	
Air Force ROTC Missions	$165,898	
Other Missions	$26,941	
Communications	$1,755,006	
Aerospace Education	$2,225,927	
Cadet Programs	$5,024,527	
Drug Demand Reduction Program	$390,682	
Liability Insurance	$1,208,501	
Liasion Expenses	$35,165	
Vehicle/Equipment Maintenance	$551,424	
Aircraft Maintenance	$2,717,169	
Procurement		**$9,076,000**
Aircraft	$2,442,000	
Vehicle	$786,000	
Communications	$5,848,000	
TOTAL		**$31,411,310**

State funding received in FY04 by region

Region	State	Amount	Region Total
Great Lakes Region	IL	$50,000	
	IN	$0	
	KY	$30,000	
	MI	$0	
	OH	$0	
	WI	$19,000	**$99,000**
Middle East Region	DC	$0	
	DE	$25,000	
	MD	$38,700	
	NC	$125,103	
	SC	$0	
	VA	$100,000	
	WV	$105,257	**$369,060**
North Central Region	IA	$0	
	KS	$25,000	
	MN	$65,000	
	MO	$17,800	
	ND	$96,510	
	NE	$32,500	
	SD	$31,800	**$243,610**
Northeast Region	MA	$22,500	
	NY	$0	
	ME	$25,000	
	NH	$61,628	
	CT	$36,758	
	NJ	$35,000	
	PA	$450,000	
	RI	$0	
	VT	$50,000	**$658,386**
Pacific Coast Region	AK	$503,100	
	CA	$80,000	
	HI	$50,000	
	NV	$48,000	
	OR	$0	
	WA	$0	**$681,100**
Rocky Mountain Region	CO	$124,942	
	ID	$0	
	MT	$0	
	UT	$0	
	WY	$42,000	**$166,942**
Southeast Region	AL	$0	
	FL	$55,000	
	GA	$57,000	
	MS	$60,000	
	PR	$0	
	TN	$152,400	**$324,400**
Southwest Region	AR	$75,000	
	AZ	$56,700	
	LA	$95,000	
	NM	$119,500	
	OK	$32,180	
	TX	$0	**$303,380**

$2,845,878



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Col. Vogt presenting trophies to the winners at the 2004 National Cadet Competition.

From the Senior U.S. Air Force Advisor

2004 was truly a year of progress for the Civil Air Patrol. Carrying the theme of "Today's Missions – Tomorrow's Technology," CAP was able to make advances in each of its mission areas.

This year marked the first full-scale use of CAP's new Satellite Digital Imaging System. Made up of off-the-shelf components like laptop computers, digital cameras and satellite telephones, this system allows aircrews to downlink digital imagery to federal agencies in less than two minutes. Development also progressed on CAP's Airborne Real-time Cueing Hyperspectral Enhanced reconnaissance or ARCHER system. Nearing delivery, this airborne hyperspectral-imaging system will be the first of its kind in the United States, and will add a new dimension to CAP's homeland security, search and rescue, and emergency services missions.

There was also great progress refining the working relationship between CAP and its customers in the Department of Defense and other federal agencies. Considered a Chief of Staff of the Air Force air asset for joint tasking purposes, CAP's full capabilities as the Air Force Auxiliary are now presented to the commander of U.S. Northern Command through his Joint Forces Air Component Commander at 1st Air Force. This relationship was fully tested with CAP as a primary participant in NORTHCOM's 2004 United Defense, Determine Promise and Amalgam Virgo exercises. The auxiliary also proved its worth as a trusted 1st AF asset flying missions in support of the G-8 Economic Summit, and flying more than 813 hours supporting hurricane relief. It was my pleasure to take part in formalizing CAP's relationship with 1st AF, jointly signing a Memorandum of Understanding with the 1st AF Commander and CAP National Commander.

CAP also made great strides in 2004 in its internal corporate practices. Led by the initiatives of it new national commander, CAP Maj. Gen. Dwight H. Wheless, the organization is developing a "culture of accountability." CAP leadership has worked closely with my staff to further strengthen its Inspector General program. At the same time, new online accounting systems strengthened internal audit processes, and a time-tested Compliance Inspection Program are resulting in further improvements in fiscal and logistics accountability. To assist the volunteers in day-to-day accounting and administrative tasks, the Air Force will begin, in 2005, to fund the salary of a paid wing administrator for each of CAP's 52 wing headquarters.

With a long history of award-winning programs, the CAP is certainly not resting on its laurels. They continue to improve in every aspect of their cadet, aerospace education and emergency services missions. The accomplishments of the CAP may be bolstered by new technology and strengthened partnerships, but the foundation of our Air Force Auxiliary will always be in the hearts and strength of it members, tirelessly dedicated to performing missions for America.

GEORGE C. VOGT
Colonel, USAF
Senior U.S. Air Force Advisor

From the Executive Director

It's been said the best way to predict the future is to invent it

That's been the guiding principle behind our advances in technology during 2004. Our primary focus has been giving our members the services, resources and support they needed to meet their CAP commitments. We have envisioned a future for CAP with less paper-shuffling and greater emphasis on technology to improve mission effectiveness, reduce volunteer administrative workload and improve accountability.

A major emphasis this year was using computer technology to make our volunteer members' participation easier. We supplied every unit in the nation with a complete computer system and Internet access. We reduced paper documentation everywhere possible, automating 54 percent of non-signature critical forms, and 20 percent of forms requiring signatures. As a result, our members now can track missions, submit reports, track unit expenses, undergo operations training and testing, register for conferences, and order supplies online.

In the coming year, we will make integrated financial-management software available to our units. On the wing level, we'll also provide on-site staff to relieve our members of administrative tasks that take them away from mission work.

Our senior members have grown into the "Information Age," but our cadets are products of it. In the coming years, CAP National Headquarters will be supporting the increasing number of members who are using the Internet and computers. Our job will be to research, develop, and provide them with the best of these "high-tech" tools to support CAP, our members' personal priorities in volunteerism and collective needs of the American people relative to our missions in homeland security and emergency services, cadet programs and aerospace education.

CAP Executive Director Col. Al Allenback shares his love of aviation with a group of cadets during their visit to Maxwell AFB, Ala.

The CAP of the future will continue to exploit the unique convergence of affordable technology and general aviation capabilities.

One thing will never change. Whether it's a sub-chaser flying a 1941 Stinson or today's highly skilled ARCHER operator in a GA-8 Airvan or an observer sending a hi-resolution photo via satellite from a glass-cockpit Cessna C-182, our volunteers will always be the people in their communities who seize the best tools of the day and use them to make a difference.

AL ALLENBACK
Colonel, USAF (Ret.)
Executive Director, CAP

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