



24 January 2011

MEMORANDUM FOR BOARD OF GOVERNORS, NATIONAL BOARD & ADVISORS

SUBJECT: 2010 Year in Review

1. Numbers tell the story for Civil Air Patrol's calendar year 2010, which included these highlights:

- First and foremost, CAP was credited with saving 113 lives in fiscal year 2010, as our members launched search and rescue operations that both tested and proved their mettle;
- CAP saw its membership grow to more than 61,000, despite tough economic times;
- Participating in its largest single mission since World War II, CAP took tens of thousands of aerial photos over 118 days helping the Federal government to identify and mitigate damages from the Gulf oil spill;
- At the request of Air Combat Command, CAP initiated a second Surrogate Predator operational base in Las Vegas, NV. Both this Green Flag mission base and the one in Alexandria, LA provided outstanding live Predator training support to DoD forces before they deployed overseas into combat areas;
- CAP executed 100% of its Federal budget for the fourth year in a row by using sound management practices as well as tools like the Web Mission Information Reporting System (WMIRS);
- Other WMIRS tools like electronic flight release and aircraft discrepancy reporting have increased safety and accountability while greatly reducing the paperwork required;
- CAP implemented the Operational Resource Management System (ORMS). This new system and its implementing regulation, CAPR 174-1, provide guidance and standards on acquiring, controlling, managing and disposing of all CAP property. It is a major step forward for achieving 100% equipment accountability. The first annual inventory was conducted successfully nationwide using the new system;
- CAP earned a second unqualified A+ audit opinion through enhanced emphasis on accountability and the desire to be transparent in fiscal matters, and expanded the audit of equipment and non-expendable assets at both Wing and unit levels to ensure all corporate assets are accurately accounted for;
- Thanks to more advance planning, CAP's premier community service project, Wreaths Across America, continued its upward trend in the number of remembrance wreaths placed on veterans' graves, this year seeing totals up to 219,000. CAP was responsible for placing 39,000 of these wreaths;
- Safety, a number one priority with CAP, enjoyed the lowest number – zero! – for vehicle accidents and fatalities.

2. In the midst of this very active year, CAP reclaimed its national headquarters building following a year and half of refurbishment. Employees moved back into a modernized facility in August with a formal ribbon-cutting held in October. The national headquarters staff also hosted the National Executive Committee and Board of Governors members for their fall meetings.

3. Despite a marked increase in lives saved for 2010, CAP continues to experience a shift in its missions – from classic search and rescue to more homeland security and disaster relief.

4. It is a tribute to CAP's leadership, members and employees that CAP has successfully adapted to a changing world while maintaining and even improving its cost-effectiveness and quality of services and programs, as evidenced by the following achievements in CAP's key missions – emergency services, cadet programs and aerospace education – accompanied by important achievements in support services:

➤ **Operations Achievements**

- CAP aircraft flew 112,305 flying hours in FY10, of which 74% were flown on Air Force Assigned Missions.
- Over 150 personnel supported the Deepwater Horizon response over the course of almost 4 months. Aircrews, operating out of bases in Florida, Alabama, Mississippi and Louisiana, took hundreds to more than a thousand photos each day as they flew more than 1,000 sorties and almost 2,400 hours in support of the United States Coast Guard and response agencies from the gulf coast.
- Though SAR flying hours dropped to 2,506 hours, those hours were much more effective. In an average year CAP is typically credited with saving 80 lives, but in FY10 CAP was credited with saving 113 lives. Ironically, part of the reason less hours were flown and more saves were credited were due to advances being made in radar and cell phone forensics by CAP members reducing the search areas and helping locate survivors sooner.
- CAP's participation in Air Force exercises remained high, flying over 1,900 hours of air defense missions. This helps to ensure Air Force units across the country responsible for intercepting “low and slow” aircraft threats are prepared to do so by practicing with CAP on target simulation missions.
- Drug interdiction missions also remained a high priority. 10,727 hours were flown on these missions, and though not all reports are in, early estimates are that CAP crews were involved in operations locating over \$1.3B in illicit drugs.
- CAP continued to fly 60-80% of AFNORTH's scheduled sorties each day and flew a multitude of missions for Air Force installations across the country, including 757 flying hours on low-level route survey, and 461 flying hours on range support and fire patrol missions.
- AFROTC flying increased 13% from FY09 to fly 3,200 hours in FY10.
- AFJROTC flying also went up in FY10. CAP flew 34% more for AFJROTC, flying 1,374 hours.
- CAP cadet orientation flights also rose over 9%. CAP flew 28,608 cadets and 12,898 hours in FY10. A reorganization of the Glider Program should provide more cadets with the opportunity to experience glider flying.
- Using the permanent facilities opened at Camp Atterbury just a few years ago, CAP provided training to more than 900 members at the National Emergency Services Academy (NESA) Center for Operations Excellence during the main summer schools and other training sessions held throughout the year. Facility upgrades are already making a huge impact, and the facilities continue to be developed and expanded.
- The National Technology Center in Richmond, VA moved into new facilities last summer, and this will allow them to provide mission critical tech support for operational equipment and serve as a COOP site for the NOC and AFRCC for decades to come. Though there is still work to be done to complete the narrowband transition, over the last year communications team members at all levels made great strides. Over 500 repeaters have been installed and put online throughout the country

-- over 96% of the repeaters -- and the remaining repeater installations should be complete in FY11.

➤ **Cadet Program Achievements**

- Cadet membership increased to 26,100 youth nationwide--a 9.6% increase over 2009 and a whopping 18% increase over 2008. This increase is attributed to numerous improvements in Cadet Program management made over the past two years by the CAP HNQ staff in partnership with the CAP volunteer Directors of Cadet Programs, and, especially, commanders at all organizational levels of CAP.
- Cadet orientation flying hours increased from 11,801 hours in 2009 to 12,898 hours in 2010--up 9.3%. Flying remains a tremendous motivator in the Cadet Program.
- In 2010, Phase I and II cadets began studying the new, engaging, academic standards-based *Learn to Lead* textbooks. The new curriculum also includes a Cadet Drill Guide, Activity Guide, Curriculum Guide and a full library of ready-to-use lesson plans. The new *Learn to Lead* textbooks for Phase III and IV cadets will be published in late 2011.
- More than 1,300 cadets and senior members participated in over 30 National Cadet Special Activities this past summer. These national activities focus on leadership, aerospace careers, flying, Air Force careers and character development.
- CAP's participation in "CyberPatriot," the Air Force Association sponsored competitive educational program designed to nurture the next generation of cyber warriors, increased from 50 teams in 2009 to 150 teams for the 2010-11 program. Of the 12 teams awaiting the 4<sup>th</sup> stage of the competition to be held in conjunction with the AFA Warfare Symposium in February 2011, 4 of the teams are from CAP. The 5<sup>th</sup> and final stage of the competition will be held at the CyberFutures Conference in Maryland in early April 2011.
- Four cadets and two escorts attended the 2010 National Character and Leadership Symposium sponsored by the U.S. Air Force Academy. This event is the premiere venue for young adults to engage national figures on matters of ethics and moral leadership.
- Cadet Officer School (COS) expanded the reach of its program in two innovative ways this past year. First, 10 AFJROTC cadets attended and graduated from the school--a partnership that both organizations plan to continue. Secondly, CAP launched "Falcon Flight," which challenges COS alumni to return to COS and share their experiences with the new class.
- CAP hosted the annual planning conference for the International Air Cadet Exchange Association. Delegates from 15 nations met in Seattle, where CAP volunteers supplemented their planning sessions with tours of Boeing's headquarters and the Museum of Flight, as well as a cruise through Puget Sound. During the 2010 IACE program itself, CAP sent 70 cadets and escorts overseas and welcomed 70 international youth in this exciting program that promotes goodwill and understanding through a common love of aviation.
- Over 500 CAP cadets, staff and families attended the 2010 National Cadet Competition at the Evergreen Aviation Museum in McMinnville, Oregon. The RMR (Utah Wing) Drill Team and the SER (Florida Wing) Color Guard took top honors.
- Over \$300,000 in college and flight scholarships were made available to CAP cadets in 2010. The application process has been much easier through the use of an electronic application process.
- In 2010, the Cadet Program and the Drug Demand Reduction Program reorganized to form a stronger partnership to support CAP cadets. Accordingly, DDR officers are

now under the umbrella of the Cadet Program, and plans are underway for two new activities in 2011; the Red Ribbon Leadership Academy and National Character Day. DDR field operations in 2010 enabled 593 squadrons, 8,615 cadets and 6,548 seniors to raise drug awareness by partnering with local agencies across the nation. Also in 2010, DDR expanded its educational outreach programs to include support to DoD STARBASE Academies located on Air Force installations across the nation.

- The new Quality Cadet Unit Award program is underway. Squadrons that fulfill 5 of 8 objective criteria automatically qualify for the award. The first set of winners will be determined in early January 2011. This program is designed to encourage cadet units to focus on key Cadet Program fundamentals.

➤ **Aerospace Education Achievements**

- More than 1,200 CAP squadrons and classroom teachers participated in CAP's 2010 K-12 Aerospace Education Excellence (AEX) Award program. The program reached more than 35,000 cadets/students nationwide. AEX uses an aerospace theme to enhance standard subjects taught in schools and to promote science, technology, engineering and math (STEM) subjects and careers.
- The K-6 Aerospace Connections in Education (ACE) program has increased significantly for the 2010-2011 school year. During academic year 2009-2010, 62 schools participated. For 2010-2011, 82 schools are currently participating, with more anticipated. The student load has increased 77% thus far--from 6,500 students in 2009-2010 to over 11,500 students in 2010-2011. The ACE Program provides a grade-level specific curriculum that integrates an aerospace theme to promote STEM academics, character education and physical fitness for living a healthy and drug-free lifestyle.
- In a major academic effort between the NHQ AE staff and volunteers, the 2nd edition of the 6 Aerospace Dimensions modules were completed and published in 2010. The Dimensions modules support Phases I and II of the aerospace education pillar in the Cadet Program. The new modules updated and expanded the first edition which was published in 2000.
- Twenty new Satellite Tool Kit (STK) scenarios were developed in 2010 to provide CAP members with step-by-step instructions on how to use this outstanding satellite software program which includes orbital mechanics and space operations. The program license was donated to CAP members by Analytical Graphics.
- CAP's Teacher Orientation Program (TOP) Flights increased from 250 teachers flown in 2009 to 320 teachers flown in 2010. Teachers return to their classrooms after these flights and share their CAP flying experience with approximately 15,000 students.
- 3 Aerospace Education Officer Schools were conducted in 2010, with almost 100 squadron, group, wing and region AE officers from 31 wings attending. Graduates of these schools return to their CAP organizations with a formal Aerospace Education "Plan of Action" to implement in the coming year for cadet and senior members assigned to their units, as well as in outreach efforts to the general public via the classrooms of America.
- CAP has developed several organizational collaborative initiatives to promote aerospace education opportunities to students, teachers and CAP cadets:
  - The Air Force Association takes the lead in partnership support by providing over \$22,500 annually to fund grants for AE projects in CAP units and AEM classrooms, as well as by supporting the CAP K-6 ACE Program; involving CAP

cadets in the AFA CyberPatriot program competition; recognizing a Cadet of Excellence from each CAP squadron and a National CAP AE Cadet of the Year; mutually promoting each others' organizational memberships; and promoting the Arnold Air Society and Silver Wings 250 chapters' endorsement of the CAP K-6 ACE Program curriculum for use across the nation in the ROTC Joint National Project entitled the "Elementary STEM Orientation (ESO) Program."

- The Department of Defense STARBASE Program has endorsed CAP's AE Membership program to promote to teachers attending the STARBASE Academies on Air Force installations across the country. These academies are distributing CAP AE, DDR and Cadet Program materials to the 5th grade through middle school students attending the academies.
- FLIR Systems, Inc., the world leader in thermal imaging equipment, provided financial support to the CAP K-6 ACE program.
- AFJROTC and CAP are sharing aerospace materials, resources and opportunities between the two organizations to benefit the cadets and the instructors.
- CAP is working to build grass roots venues to promote CAP's AE and Cadet Programs via the Teacher Orientation Program (TOP) Flight initiative at state and regional National Science Teachers Association conferences, with state Aeronautics Departments, and through NASA education centers.
- CAP joined forces with the Academy of Model Aeronautics (AMA) to combine resources and personnel to perpetuate interest in and knowledge about remote control aircraft and unmanned aerial vehicles (remotely piloted aircraft) for CAP cadets.
- CAP earned a \$10,000 grant from the LightSpeed Foundation.

➤ **Safety Achievements**

- CAP's safety awareness and program management has significantly improved with the addition of NHQ safety staff working in conjunction with the National Safety Team (NST). The NST is comprised of the National Safety Officer and volunteer assistants assigned as subject matter experts for flight and ground safety.
- CAP has achieved a 50% reduction in powered aircraft accidents in FY10. The last reported NTSB rate for U.S. General Aviation (2008) was 7.11 per 100,000 flying hours, whereas CAP's rate for FY10 was 1.78.
- FY10 showed a 100% reduction in vehicle accidents (zero), a 67% reduction in bodily injury accidents, a \$500,000 reduction in repair costs and ZERO fatalities.
- Numerous online and classroom training courses were added to CAP's safety education program, including computer based safety education technology, a safety education tracking program and a hazard reporting system. A Safety Officer College is also slated for FY11 at Kirtland AFB.
- Safety marketing and awareness has continued to expand with the addition of safety advertising in the Volunteer magazine. *The Safety Beacon* newsletter has also been re-invented with a new format and improved content.
- The following safety regulations have received important updates:
  - Safety apparel policy updated to meet DOT standards
  - NTSB reporting requirements updated to comply with 49 CFR Part 830
  - Safety education and risk briefing policy improved
  - Introductory safety education requirements updated
  - Cadet safety officers approved for addition at all levels
  - Mishap definitions expanded to promote close-call reports

➤ **Professional Development Achievements**

- The new CAP Officer Basic Course graduated over 2,100 students in 2010, over 4 times the number of ECI-13 graduates in 2009 (469). As a result, the number of Level II completions in the CAP Professional Development (PD) Program more than doubled in 2010-- from 660 in CY09 to 1,452 in CY10.
- With assistance from the Wyoming Wing's Colonel Stan Skrabut, the CAP NHQ PD staff expanded the online version of the Squadron Leadership School and developed an online version of the Corporate Learning Course. These online courses provide an option for CAP members who are unable to attend in residence.
- The National Staff College (NSC) and Wing Commander Course (WCC), conducted annually at Maxwell AFB, were great successes this past year--NSC had 70 students graduate and WCC had 17 graduates. Additionally, this past year both courses were supplemented by an online "read ahead" website and other preparatory activities for students. These executive-level courses prepare graduates for increased command and staff performance at various organizational levels in CAP.
- New guidance and tools were made available in 2010 for all Professional Development Officers. The revision of CAPR 50-4 will help testing officers better understand and implement test administration. Also, CAPP 50-9, *New Horizons*, was published to assist cadets transitioning to senior member status. A "Professional Development Resource Center" containing DVDs and lesson plans on topics such as leadership, management, communication, team building, problem solving, etc, was created at CAP NHQ and is available for loan to CAP units.

➤ **Chaplain Corps Achievements**

- CAP continues to have the largest volunteer chaplain corps in the world, numbering close to 900 chaplains and character development instructors. To provide increased administrative support to this important program, responsibility for assisting the CAP Chaplain Corps was transferred in 2010 from the CAP Operations Directorate to the CAP Educational Programs Directorate and placed in the Professional Development Division.
- Personnel files for chaplains and character development instructors were scanned for electronic storage, facilitating rapid retrieval of data pertinent to assignments, promotions and other personnel actions.
- Weekly application status reports were developed to track the progress of pending chaplain and character development instructor application packets received by NHQ.
- A new *Flight Time: Values for Living* pamphlet (CAPP 265-2, Vol 3) was developed by the Chaplain Corps and published this past year to support the professional development of CAP cadets and senior members.
- CAP's Chaplain Corps assisted with the Deepwater Horizon Gulf oil spill disaster. As an example, one CAP wing chaplain served as CAP's representative on the Joint Forces Ministry Team at the Deepwater Horizon incident command post for more than 4 months.

➤ **E-Learning Achievements**

- The new CAP Officer Basic Course, as well as courses for IG and Finance, were launched and administered during 2010 using the "Blackboard" Learning Management System (LMS). Also, the low-cost, high-volume "Moodle" LMS was added as an option for increased online enrollment capacity. Moodle will also be made available for hosting specialized wing and region courses.

- The CAP e-Learning staff supported the Cadet Program staff by organizing the 2010 Civic Leadership Academy curriculum and placing the curriculum on the Blackboard LMS for pre-course preparation by prospective students.
- The online “CAP Knowledgebase” not only provided job performance support for CAP members, but also handled thousands of general inquiries about CAP and its missions. The system is available 24/7 and is updated daily. Major upgrades were made to the CAP Knowledgebase in 2010 to accommodate up to 50,000 site visits per month.

➤ **Logistics/Mission Resources Achievements**

- 2010 was a year filled with big challenges and successes for the logistics directorate. In addition to heavy mission tasking, LG helped facilitate the move back into the renovated headquarters building by moving furniture and computers, ordering furniture and audio visual equipment, and ensuring that the telephone system was set-up and ready when the move was complete.
- Contracting (LGC) executed over 1,000 actions involving nearly 4,500 line items totaling some \$23 million of which nearly 90% was competitive and 55% went to small, disadvantaged and woman-owned firms. Numerous other important contracts were awarded including 12 new aircraft, nearly 100 vehicles, 330 laptops for field use, new furnishings for the remodeled NHQ facility, a state-of-the-art audio visual system for the NHQ conference room and 17 five-year consolidated aircraft maintenance contracts including 6 renewals. LGC also awarded five-year follow-on contracts for printing and distribution of the Volunteer Magazine, DDR Promotional Items, Program Travel, Audit Services and Network Security. New contracted services in 2010 included auditing the 401k plan and investment management. All five-year contracts contain at least one option for an additional five years, which will lead to many long-term relationships with key service providers.
- In FY10, 37 new vehicles were purchased with the annual vehicle buy. For the second year in a row, the Air Force provided end-of-year funding to purchase an additional 62 vehicles bringing the yearly buy total to 99. This year’s buy replaced a large number of vehicles that were identified as too costly to repair and vehicles from the 100 oldest list, improving the overall safety and reliability of the CAP vehicle fleet. The buy also reduced the average vehicle age to 10.0 years.
- In the aircraft division, the fleet continued to get modernized by adding 12 new state-of-the-art Cessna 182T aircraft equipped with Garmin G1000 equipment. Three of these were turbo 182Ts that went to Rocky Mountain, Southwest and Pacific Regions. The initiative to refurbish some of the older aircraft also continued this year. Refurb candidates were selected from older, but better, aircraft and equipped with new engines, the CAP paint scheme and upgraded interiors. To top it off, a new avionics package was added, complete with the Garmin 430 GPS, XM weather and Aspen EFD 1000 Pro Evolution Flight Display. Initial efforts focused on Cessna 172 aircraft, but this year we also completed one Cessna 182 and have two Cessna 206s in the program, bringing the total number of aircraft in our refurb program to 11. Board of Governors members were able to see a refurbished aircraft up close at their December meeting held at NHQ.
- In FY10, we were able to get all but one wing into the consolidated maintenance program, bringing the total number of aircraft to 540.
- In Early October, two of our members traveled to Lackland AFB to assist AAFES in reducing a 12-week backlog in cadet uniform shipments.
- Our small but remarkable mailroom staff was impressive during the National Headquarters building renovation. They provided two daily mail runs to four

separate locations, picking up and dropping off mail and other distributions. In addition to regular quarterly mail-outs, the mailroom packaged and processed requests for more than 300,000 recruiting items, over 26,000 AE items and more than 250,000 CAP forms, pamphlets and certificates. They played a major role in setting up and moving back into the renovated headquarters building, and had the facility in inspection condition for the NHQ open house and ribbon cutting ceremony.

➤ **Plans and Requirements/Information Technology Achievements**

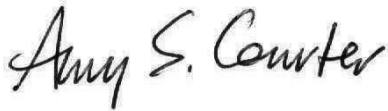
- Initial work on a new membership system for eServices began. The new system will integrate with an off-the-shelf association management system called Personify. When launched, the new system will improve membership reporting and provide better synchronization with NHQ accounting software.
- The CAP Online Safety Education application is now available in eServices. The application presents various safety courses and provides a way to track all required safety training for CAP members. Successful passage of a short quiz at the end of each element automatically logs completion and updates members' safety education records. The CAPWATCH download also contains the new information. The application also permits commanders and safety officers to input safety briefing attendance for several members at a time.
- The National Check Pilot Standardization Course is now available for check pilot upgrades and continuation training. The course includes all courseware, videos and exams necessary to gain and maintain the check pilot qualification.
- Cadet leadership and aerospace testing is now available in eServices. Cadets have the opportunity to take most individual achievement tests online in a secure environment at a time and place of their choosing. Use of the Cadet Online Achievement Test System is not only convenient for the cadet, it also frees up approximately one hour on the squadron's training schedule each month. The new testing system also reduces the squadron's administrative burden, since test scores are automatically posted to the Cadet Promotions Application in eServices.
- Expanded G1000 study material is now available through eServices and the Stan/Eval web page. This material is for CAP pilots who are checking out in the C182 NAV III so they are better prepared for both the ground course and flight training.
- Operations Qualifications was updated to version 2.0, which includes a new look and feel with a more responsive user interface. Additionally, every member has access to any member's Ops Qual information. The information is read-only for those without edit permissions. The requirement to download the font for the 101 card barcode has been eliminated, and scanned copies of ES and pilot documents can now be uploaded into the system. There are also numerous new "hover-overs" to provide detailed information regarding validators and approvers and associated dates. Lastly, the Flight Release Officer Support Report is now real-time and no-longer reflects day-old information.
- Permissions for certain applications within eServices are now tied to members' duty positions. The "Applications Assigned by Duty Position" report located under the 'Restricted Apps and WSA Info' section in eServices shows which duty positions will automatically receive permissions to applications. The Duty Assignment module, located on the restricted side of eServices, has also been upgraded. New features include temporary duty assignments and a new user interface.

➤ **Public Awareness Achievements**

- CAP's dynamic news website, VolunteerNow ([www.capvolunteernow.com](http://www.capvolunteernow.com)), marked its first year in operation in September 2010. It features a state-of-the art design highlighting the achievements of Civil Air Patrol in a multimedia format. The site also captures headline news about CAP from print, broadcast and on-line media outlets across America. As of November 2010, VolunteerNow was receiving 45,854 visits a month -- up nearly 140 percent from a year earlier. Most recently, it surpassed the 500,000-mark in visits.
- CAP's second consecutive unqualified audit was published in a viewbook-style Financial Report. Similar to the publication that debuted in 2009, it featured financial statements for the fiscal year as well as a lively overview of our core values and primary missions, heavily illustrated with photos. Its appealing photos and writing make it perfect for telling the CAP story, whether to would-be recruits, possible donors and supporters or potential clients for our services.
- With the Financial Report replacing CAP's Annual Report to Congress, CAP visitors to Capitol Hill were provided with wing-specific four-page handouts to share with their legislators. The first page included highlights of the wing's year, supported by a photograph, and wing statistics, including the number of aircraft, senior and cadet members, budget, saves, etc. The other three pages were devoted to CAP's congressionally-mandated missions of emergency services, cadet programs and aerospace education.
- Though CAP's award-winning magazine, *Volunteer*, was trimmed back to four issues per year, it remains our premier external communications resource. The fall issue was expanded by eight pages to provide more comprehensive coverage of CAP's response to the Gulf oil spill, considered by many to be our largest single mission since World War II. Multi-story segments on a single topic, such as the oil spill response, are formatted so they can be easily reproduced as stand-alone handouts for recruiting and publicity purposes. The *Volunteer* can now also be viewed online at [www.capvolunteernow.com](http://www.capvolunteernow.com) in a digital format that allows for hotlinks and the insertion of video clips.
- Wreaths Across America (WAA), CAP's largest community service project, continues to grow with CAP's help. This year, remembrance wreaths for veterans were placed at more than 500 cemeteries and memorials nationwide, as well as at 26 abroad. The total number of wreaths placed by CAP grew to 39,000. This represents approximately 10 percent of all the wreaths placed nationwide by WAA. Thanks to early planning spearheaded by Colonel Dan Leclair, Maine Wing commander, several additions were folded into CAP's involvement with Wreaths Across America this year. Early attention for the event was accomplished with the distribution of thank-you cards to veterans around Memorial Day. In addition to a second bridge ceremony with Canada, other ceremonies were added in the D.C. area at the Korean, Vietnam and World War II memorials, as well as at the Pentagon.
- On the media front, CAP was the subject of more than 8,500 print, broadcast and electronic stories during the year. National Headquarters Public Affairs' support to the field included creation of nearly 30 hometown releases designed to market and promote who we are and what we do at the local level. CAP's story is getting out!
- A Public Affairs Summit led by CAP National Commander Maj Gen Amy Courter was held in October. The two-day event included a review of CAP's long term goals and objectives; analysis of key stakeholders, media sources and themes; and review of CAP's National Marketing Plan. This information was used by participants to develop an updated comprehensive public relations plan, with action strategies and timelines for implementation shared by NHQ, CAP volunteers and USAF.

5. While we can be proud of a full and demanding 2010 when CAP successfully met its challenges, 2011, the year of CAP's 70<sup>th</sup> anniversary, will test us even further. The new year holds the promise of long-delayed recognition for CAP, whose early members stepped up during World War II to defend America's shores while providing the genesis for our organization. Legislation will be reintroduced in both the U.S. Senate and the U.S. House of Representatives to award CAP with the Congressional Gold Medal, Congress's highest award. To achieve that goal, however, CAP must take the lead to secure the necessary support from our Congressional representatives. Two-thirds of the members of each house must agree to co-sponsor the legislation to advance it to committee and eventual enactment. With CAP's signature determination, we can make this happen for our surviving World War II-era members or the families of those already gone, as well as for CAP, the best volunteer organization in America!

Sincerely,



AMY S. COURTER  
Major General, CAP  
National Commander



DON ROWLAND  
Executive Director