NATIONAL HEADQUARTERS
CIVIL AIR PATROL
UNITED STATES AIR FORCE AUXILIARY
MAXWELL AIR FORCE BASE, ALABAMA 36112-5937

30 November 2012

MEMORANDUM FOR BOARD OF GOVERNORS, COMMAND COUNCIL & ADVISORS

SUBJECT: 2012 Year in Review

1. Civil Air Patrol's mission to support America's communities with emergency response, diverse aviation and ground services, youth development and promotion of air, cyber and space power made impressive strides in 2012. The year was highlighted by 46 disaster relief operations in response to fires, floods, ice storms, earthquakes, tornadoes, hurricanes and a tsunami. Wings flew more than 100,000 hours on Air Force Assigned Missions, nearly 3,000 hours performing search and rescue missions and over 2,000 hours in support of air defense intercept operations. For Hurricane Sandy alone, one of the largest missions in CAP history, more than 150,000 aerial images provided to the Federal Emergency Management Agency and other federal customers helped these first responders immediately assess damage and pinpoint critical needs. Half of CAP's aircraft fleet are now equipped with new D-90 cameras capable of geo-tagging aerial photos; purchase of additional camera kits this year supports what has become CAP's bread-and-butter mission – aerial photography.

2. Growth in cadet membership – currently almost 27,000 – has enjoyed a steady increase over the past decade as a direct result of curricula that prioritizes fun, excitement and relevance to participants 12 to 20 years old. At the core of these programs is STEM-based education, ensuring that CAP's youth are exposed to science, technology, engineering and math subjects and careers. CAP is using a $250,000 grant secured this year from the National Defense Education Program to create STEM education kits for selected squadrons to further promote this initiative. Also, in 2012 cadets benefitted from $60,000 in college and flight scholarships and over $200,000 in tuition discount programs with partnering universities.

3. CAP's most prominent aerospace education achievement was the double win in the National AFA CyberPatriot IV competition – the second year in a row in which CAP has captured this prestigious title. In addition to the All Services Division award, CAP cadets won the National Cyber Forensics competition. AE's reach touches the lives of 18,000 students in 28 states through the K-6 Aerospace Connections in Education Program and 16,000 K-12 Aerospace Education Excellence Award program participants, the latter of which consists of CAP squadron and teacher educators across America.

4. Numerous other programs – including safety, professional development, logistics, information technology, public affairs and development -- support these missions. Details about achievements in all of these areas follow:

- **Operations Achievements**
  - Flew 100,466 hours in FY12, 76% being Air Force Assigned Missions.
  - Saved 32 lives in FY12 on search and rescue operations, CAP's core emergency services missions. SAR operations also increased 37% from FY11 to fly 2,857 hours in FY12.
  - Supported 46 disaster relief operations across the nation in FY12. CAP personnel supported their communities by responding to disasters of all types: fires, floods, ice storms, earthquakes, tornados, hurricanes and a tsunami.

- Flew 2,017 hours of air defense intercept operations where CAP served as low and slow threats in exercises to train and evaluate air intercept and ground based radar units.
- Conducted 31,985 cadet orientation rides in our powered aircraft this year, a 21% increase from FY11 to FY12.
- Glider flying, primarily focused on flying cadets, also increased 26% in FY12. 10,245 flights were recorded, the most since CAP began tracking these statistics nationally.
- Counterdrug and drug interdiction operations remained active, flying 8,370 hours in support of federal, state and local partners.
- Surrogate Remote Piloted Aircraft (SRPA) operations continued in support of Air Combat Command and other DoD exercises in CONUS. Though originally only requested to support through FY12, the SRPA program is expected to continue at least into FY14 to support ongoing warfighter training due to identified needs. The FY13 program has been fully funded.
- Training activity also increased 7%, flying 32,691 hours in FY12 to prepare to support CAP missions. This included a first ever nationwide limited notice imagery exercise highlighting the capabilities of CAP personnel to respond across the country, and also allowing them to identify areas to improve upon. This training proved its worth at the beginning of FY13 with personnel from Northeast Region, Middle East Region, and Great Lakes Region supporting the Hurricane Sandy response; over the course of the mission over 150,000 images were provided to FEMA and other federal customers that were put to use immediately for impact assessments.
- Several operations courses were also developed or updated to prepare mission personnel to meet mission requirements like Air Crew Emergency Training, CAP specific G1000 Training and Introductory Communications User Training.
- Purchased new ruggedized laptops to replace older failing systems used for imagery mission support. These computers are currently being configured to support this changing mission, and will be sent to the field after the new year.
- New D-90 camera kits purchased at fiscal year end are also being fielded right now, equipping almost half of CAP's aircraft fleet with cameras capable of geo-tagging and meeting current mission requirements.
- CAP again participated in the annual Ardent Sentry national level exercise. This year CAP demonstrated the capability of supporting a large hurricane response utilizing resources from multiple wings to fly 120 sorties and deliver over 14,000 images. Additionally, CAP staffed and managed operations using an Area Command for multiple concurrent incidents.

➢ **Cadet Program Achievements**

- CAP pilots flew a record 31,900 cadet orientation flights in powered aircraft and 10,200 glider sorties in 2012.
- Continuing to enjoy an overall high rate of growth, with 26,950 cadet members nationwide. That figure represents a 26.7% increase over the program's ten year low of 21, 266 in 2007, with steady growth in each of the intervening years.
- The standards-based *Learn to Lead* textbook series was completed and fully-implemented in 2012, marking the first full overhaul of the cadet leadership and character development curriculum in 19 years.
- Over 1,200 cadets participated in over 20 National Cadet Special Activities this past summer that focused on aviation, leadership, Air Force/aerospace careers, or a technology theme.
- 194 cadet and composite squadrons met or surpassed rigorous criteria to be recognized as "Quality Cadet Unit Award" winners for 2012.

- For the first time, a school-based squadron drill team – Sheldon Cadet Squadron of Houston, TX – won the National Cadet Competition and garnered the coveted Air Force Chief of Staff Trophy.
- Over 150 cadets attended the inaugural "Cadet Day" in conjunction with the Summer Commander's Call and Annual Conference in Baltimore, MD; activities included a ceremony at Ft. McHenry, presentations on careers in the intelligence and cyber fields, a drug dog demonstration, hands-on model aircraft activities, and more.
- CAP awarded over $60,000 in college and flight scholarships, with over $200,000 more in additional funds available through tuition discount programs with partnering universities.
- All cadet and composite units, regardless of their proximity to an Air Force installation, became eligible to receive Drug Demand Reduction resources and funding through a special CAP O&M funding initiative.
- A "Cadet Protection Policy Implementation Guide" that provides practical guidance on how to conduct cadet training in a military-like setting, without resorting to hazing, was published in 2012.
- A committee of encampment experts from across the nation unveiled a new draft curriculum for the encampment program that would standardize the cadets' experiences and emphasize STEM learning for 2013.

➢ **Aerospace Education Achievements**

- CAP received a $250,000 grant from the National Defense Education Program to provide STEM education kits to selected CAP squadrons, JROTC Detachments and K-12 CAP teacher member classrooms. The kits will be used during FY13 and FY14 to enhance learning in STEM subjects such as robotics, remote control aircraft, flight simulation, rockets, astronomy, etc.
- During the 2011-2012 academic year almost 800 teachers and schools and over 18,000 students across 28 states participated in CAP's K-6 Aerospace Connections in Education (ACE) Program. The student load is expected to increase to 20,000 for the 2012-2013 academic year.
- Two CAP teams won the National AFA CyberPatriot IV competition; Colorado Springs Composite Squadron won the All Services competition and the South Dakota Big Sioux Squadron won the National Cyber Forensics competition. 218 CAP teams competed in CyberPatriot IV and 261 teams have signed up for the next competition.
- Four new aerospace education curriculum modules were completed in FY12; an Advanced Math module, a Physical Science module, a Life Science module and a Model Aircraft Remote Control module. All of these modules contain hands-on activities to reinforce the learning experience.
- More than 1,600 CAP squadrons and classroom teachers participated in CAP's 2012 K-12 Aerospace Education Excellence (AEX) Award program. This represents a 7% increase in program growth over 2011. Program impact is approximately 100,000 cadets and classroom students.
- Three Aerospace Education Officer (AEO) Schools were conducted in 2012, training a total of about 150 AEOs representing 40 different wings. Graduates returned to their units with a better understanding of how to best accomplish the AE mission.
- CAP's Teacher Orientation Program (TOP) Flights allowed 250 CAP teacher members the opportunity to fly in CAP's aircraft in FY12. These teachers returned to their classrooms, sharing their flight experience with approximately 15,000 students.
- CAP is honored and most appreciative of the $10,000 award received from the Lightspeed Aviation Foundation in 2012 to expand CAP'S K-6 Aerospace

Connections in Education (ACE) Program. This is the 3rd year in a row that CAP has earned this prestigious award.

- **Safety Achievements**
  - The last reported NTSB rate for U.S. General Aviation (2010) was 6.86 per 100,000 flying hours, whereas CAP's rate of 4.04 is still below the published GA rate.
  - CAP and the FAA have signed an MOU joining CAP as an Industry Partner to the FAA Safety program.
  - IT integration between the FAA and CAP safety education databases was completed, with 880 flight reviews and 9,587 training records having been forwarded to CAP from the FAA since implementation.
  - The 5-day CAP Safety Officer College completed its historic first session, graduating 42 members on June 15th, 2012 at the USAF's Safety Center at Kirtland AFB, NM.
  - CAP safety webinars became available in June. Sessions to date have covered elements of CAP's new Safety Management System (SMS) for approximately 180 members. This platform has been very successful and will continue in FY13.
  - Eight CAP members graduated from the NTSB Academy and were certified by HFACS, Inc. as Associate Human Factors Professionals (AHP).
  - Safety education continues to prove successful with 346,573 documented online course completions adding to an overall 1,046,753 education records stored in CAP's database.
  - CAP/CC has taken a personal interest in reducing the number of ground handling mishaps that occur on an annual basis. Gen Carr is holding mishap review conference calls to identify probable causes, influencing factors, and corrective actions to prevent recurrence of this type of mishap. With the support of CAP's National Safety Team, CAP's leaders and safety professionals at all echelons, our fliers and ground movement teams, we hope to drive the number of ground handling mishaps toward zero.

- **Professional Development Achievements**
  - Commander education and training opportunities were enhanced in 2012 by expanding the variety of programs available to help wing commanders. One important initiative was the development of a Wing Commanders Management Library web page connected to the "Commander's Corner" page. The Management Library allows wing commanders speedy access to the most commonly used tools and regulatory guidance applicable to the general management of their wings. In another command education initiative for 2012, PD drafted the first-ever "Command Specialty Training Track." This specialty track, which guides participants through the "Technician", "Senior", and "Master" levels of command, is in the final stages of coordination and is scheduled for release in early 2013.
  - Seeking to stimulate leadership interest and discussion among CAP officers and NCOs, PD posted a series of essays offering various models for leadership. The program is entitled "ACTIV^{2}E Leadership." This web-based series explores ways to more effectively develop, coach and empower CAP members who aspire to reach higher levels of leadership performance.
  - CAPR 50-4, *Test Administration and Security* has been completely revised to accommodate the expansion of CAP's online test offerings. This revision will reduce the administrative burden previously imposed on CAP units because of requirements to properly store, account for and destroy paper tests.
  - Continuing the process of updating CAP's specialty training tracks (an OJT program), PD and the specialty OPRs released three tracks in 2012: Finance, History,

and Communications. The Logistics specialty track has been drafted and tests are being constructed to accompany the track.

- In an effort to attract more students to attend the CAP National Staff College, CAP changed the season in which the school is offered from the fall season to the spring season. This should make the course more available to teachers and others whose work schedule is intensive in the fall. Dates for the 2013 course are 12-19 May 2013.
- NHQ/PD, in partnership with CAP volunteers, created a first-ever standardized, structured curriculum for CAP's eight Region Staff Colleges. The new Region Staff College curriculum for 2013 provides a consistent experience for students regardless of region, while also allowing the regions to tailor the curriculum to meet educational needs particular to their region.
- The CAP proposal to expand the senior member NCO program moved through the Air Staff for coordination. A detailed Concept of Operations and Implementation Plan were requested and supplied in late August. CAP is now awaiting final approval from the Secretary.
- The American Council on Education (ACE) has granted undergraduate college credit for the CAP Inspector General College, starting with the 2014 college. This was based on curriculum and documentation from previous IG college programs. The CAP IG College will appear in the AU course catalog under the Organizational Leadership discipline, which means an active Air Force member could apply. The 2014 IG College results session will be audited by ACE.

- **Chaplain Corps Achievements**
  - As pertains to the 900 members of the CAP Chaplain Corps, 2012 was dedicated to increasing efficiency within the program, reducing administrative burdens, and providing enhanced recognition of chaplains and character development officers when they are appointed to the Corps. To that end, the CAP Forms 34 and 34A, which reflect chaplain corps activity, transitioned from a paper-based reporting process to a completely online utility through eServices. This process allows for instant reporting of chaplain corps activities as well as enhanced visibility of those activities by the Chaplain Corps leadership.
  - The Chaplain Corps also worked to enhance the efficiency of the CAP chaplain membership application process by increasing the use of e-mail and the use of electronic documentation. Additionally, the Chief of the Chaplain Corps changed the appointment announcement process from an "as-needed" to a quarterly basis to provide structure and consistency.
  - The Character Development Instructor (CDI) appointment requirements changed in 2012 to allow applicants to submit a letter of recommendation from a reputable member of their community (previously this letter had to come from their place of worship which the applicant had to be attending for at least 2 years). This change makes CDI appointment opportunities more accessible to the membership.
  - Also in 2012, the Chief of the CAP Chaplain Corps developed new appointment certificates for chaplains and CDIs which enhanced the stature and visibility to the appointments. These display-quality certificates reflect the importance of the Chaplain Corps to CAP and are a morale-booster for the Corps.

- **E-Learning Achievements**
  - A coordinated effort between E-Learning and Information Technology resulted in the fielding of the first-ever CAP Learning Management System (LMS) dedicated totally to CAP courses. The CAP LMS eliminated the need for AU sponsored courses and any second-party course hosting system. The CAP Learning Management System

will save CAP $54,000 annually in appropriated funds previously required to fund the BlackBoard LMS. Moreover, the CAP LMS provides 24/7 access to courses along with real-time course updates. The system also removes training backlogs and standardizes online education and training materials across Civil Air Patrol.

- The Introductory Communications User Training (ICUT) course was activated on the CAP LMS providing standardized critical communications user training to members and cadets. This course incorporates highly effective video into the course material to ensure students have the knowledge to successfully complete the required skill evaluations and effectively use CAP communication resources.
- The online Squadron Leadership School (SLS) and Corporate Learning Course (CLC) backlogs have been eliminated through the training and certification of additional online instructors. This electronic alternative to the in-residence courses has allowed those members unable to attend an in-residence course to continue to progress in CAP.
- The online Instructor Pilot Orientation for the Air Crew Emergency Training (ACET) course was activated to provide instructors with the knowledge to provide a general aircraft safety course to non pilots. The blended course is a 2-day course that involves classroom instruction and flight demonstration.
- Major upgrades to the CAP Knowledgebase (KB) emphasizing the "Job Performance Support" feature provides members with answers to their questions about how to perform their job in their CAP specialty. Over 2,400 answers are currently available and are continually reviewed and updated to maintain current information. Over 100,000 hits were recorded each month in 2012 with members viewing 1,000 answers daily.

➢ **Logistics/Mission Resources Achievements**

- Contracting (LGC) executed over 1,000 actions involving nearly 40,000 line items totaling some $20.8 million of which nearly 88% was competitive bid and 5% went to small, disadvantaged and woman-owned firms. Numerous other contracts were awarded, including:
  - 19 new aircraft and 41 vehicles
  - 330 laptops for field use
  - Glider winch
  - Of-site server backup
  - SDIS kits and digital cameras

  New contracted services in 2012 included:
  - Governance Study directed by the Board of Governors
  - Printing 25,000 copies of A-E Dimensions Modules
  - Avionics in support of Aircraft Refurbishment Program
  - 100 Garmin aircraft GPS units to replace obsolete units

- 41 new vehicles were purchased with Air Force appropriations in mid-year 2012. The majority of the buy has already been delivered to units and we anticipate receiving those that remain during the month of December
- This year's aircraft buy consisted of 17 Cessna 182Ts and 2 Cessna turbo 206s. The turbocharged 206 offers better performance at high density altitudes while at the same time providing added lift capability and the capacity to carry a variety of different sensor packages.
- The aircraft refurb program continues to produce top quality products. In 1012, CAP completed refurb work on 5 Cessna 172s and 2 Cessna 206s. We are currently

operating 12 of these refurbished aircraft. Refurb aircraft are equipped with new engines, new CAP paint schemes, upgraded interiors and a new avionics package complete with the newest Garmin GPS, XM weather and digital flight displays.

- In 2012, CAP accomplished a total review of equipment, vehicle and communications tables of allowance, ensuring that we are providing the proper equipment in the proper amounts to accomplish CAP missions.
- Aircraft maintenance installed 57 new G400 Garmin GPS units in aircraft, replacing obsolete units with state-of the-art IFR capable navigation instruments
- In addition to supporting quarterly mail outs, the mailroom processed over 4,800 FedEx shipments, packaged requests for more than 340,000 recruiting items, over 46,000 AE items and more than 155,000 CAP forms, pamphlets and certificates. They did this all while maintaining the facility interior and exterior in inspection order for a NEC meeting, CSAG meeting, Commanders Course, National Staff College and numerous visits from CAP and Air Force senior staff members.
- In addition to supporting the headquarter staff quarterly unit mail outs, the mailroom processed 4,841 FedEx shipments and packaged requests for 9,452 recruiting items, over 47,000 AE items and more than 167,000 forms, pamphlets and certificates.

➢ **Information Technology Achievements**

- Developed the "Ask the National Commander a Question" application at the request of Major General Carr to increase the flow of information to the field and to offer the membership better access to the National Commander.
- Implemented a new Membership System that provides many additional benefits for management and analysis of member information as well as streamlining some membership related financial processes.
- Developed a new "look and feel" to eServices (www.capnhq.gov) to better serve the membership through a simple, streamlined approach that offers members a more uniformed look for NHQ websites. eServices has been optimized to feature a format compatible with mobile phones and tablet PCs. Members can now access website content much more easily and conveniently while on the road.
- Successfully transitioned the National Technology Center servers from Richmond, VA to Maxwell AFB, AL. The move provides NHQ with better server management and streamlining of WMIRS data into a central database. This was the first step required in order to migrate to a mirrored online presence and provide reliable access to critical services for business continuity throughout the organization which will be completed in the coming months.
- A newly developed Safety Management System (SMS) was released to create a one-stop shop for Safety related items. Safety education can be completed and logged, safety suggestions and safety surveys can all be submitted online now, and these are just a few modules that are now part of SMS. New features like File a Mishap Report, Update Mishap Report (which will take place of the Form 78's and Form 79's), a Witness Statement Module and a Maintenance Management Module will also be available soon. The overall goal of this upgrade is to make safety a priority and better manage our data to give members accurate and usable information in a timely manner.
- Created a new Driver's License module in Operations-Qualifications. The module allows members to apply for a CAP Driver's License and provide visibility on the CAPF101.
- Developed a new Learning Management System (LMS) that has provided timely/current training and education to all members and cadets. All successful training and education completions will automatically be written to the National database real-time and visible via the member's record. LMS provides an array of online course work for all CAP

functional areas e.g. Cadet Online Testing, Introductory Communications User Training (ICUT), Officer Basic Course (OBC) and Air Crew Emergency Training (ACET).

- **Public Affairs/Membership Services Achievements**
  - Held an outstanding annual conference in Baltimore, MD. Total attendance was 862 and a record 161 members attended 10 exciting preconference classes on a variety of subjects. CAP also held the first ever "Cadet Day" on Saturday with 179 cadets in attendance. 91 members attended the annual conference for the first time.
  - *Civil Air Patrol Volunteer* continued to shine the spotlight on CAP's core missions – emergency services, cadet programs and aerospace education – and to tell the stories of the organization's volunteers and their selfless service to their communities and their nation. The 2012 issues' cover stories illustrate the depth and breadth of CAP's ever-evolving present and its storied past, featuring – respectively – the Utah Wing's vital role in supporting the U.S. Army's cutting-edge JLENS project; the new 1st Air Force commander's first visit to CAP NHQ; the 70th anniversary of the organization's cadet program; and an early CAP member's role as the originator of the famed late-1940s "candy drop" during the Berlin Airlift. The availability of the magazine's e-edition for online reading at VolunteerNow continues to be a popular option for many, with each issue drawing an average of more than 80,000 visits.
  - CAP VolunteerNow (www.capvolunteernow.com) averaged nearly 159,000 visitors and more than 291,000 page views a month through October – more than 15% above the nearly 138,000 visitors and 24% above the more than 234,000 page views in 2011. The site provides up-to-date news from not only National Headquarters but also wings, regions, squadrons and high-achieving individual members, as well as news clips and videos from news media across the U.S.
  - CAP's message is proving more and more popular via social media. As of Nov. 13, the organization's Twitter followers numbered 2,153 – 66% higher than the 1,297 at the end of 2011. Traffic on the main Facebook page remains robust, with high-interest status updates during eventful periods – such as the Annual Conference in August and Hurricane Sandy in early November – spurring a "total reach" measured at more than 16,000, compared to about 9,000 during a more typical busy week.
  - Civil Air Patrol enjoyed another great year of media exposure in 2012, recording 8,500-plus newspaper/magazine clips and TV/radio/online reports. More than 50 of the news stories and video clips involved CAP's pending Congressional Gold Medal legislation while another 75 news stories and video clips were on CAP's involvement in the Wreaths Across America initiative. Over 25 news stories and video clips highlighted the outstanding job CAP did helping Federal, state and local agencies with Hurricane Sandy relief efforts. Public Affairs' support to the field included the creation of 40 national news releases designed to market and promote the CAP brand. PA issued national releases nationwide for all major events and disseminated media kits to selected media. Besides Gold Medal and Wreaths, coverage included publicity on CAP's response on the East Coast to Hurricane Sandy.
  - CAP is participating in Wreaths Across America for the seventh consecutive year on Dec. 15. PA supports the squadron's annual salute to veterans by providing an array of resources, including hometown news releases and media kits on a web page dedicated to the event. CAP units helped sponsor nearly 60,000 of the 325,000 wreaths placed on veterans' graves last year.
  - CAP published three versions of the 2011 Financial Report – the full version for distribution to stakeholders interested in examining CAP's financial documents, a second version featuring an introductory overview crafted for legislators and their staff in Washington, D.C., and a streamlined version for marketing purposes. Wings

and public affairs officers nationwide are using the marketing version as an effective new tool for telling the CAP story nationwide.

- Customized Legislative Day handouts provided commanders with valuable data and talking points on wing-specific topics to share with elected officials in Congress.
- PAO Academy III – a two-day professional development program for public affairs officers – was held as a pre-conference seminar during CAP's summer National Board meeting in Baltimore, MD. The event, one of 10 offered, was attended by 30 members -- second only to the G1000 course in attendance. Participants enjoyed presentations on topics associated with new responsibilities outlined in CAPR 190-1, such as website development, PA and crisis planning and how to engage with social media platforms. They also enjoyed a tour of the Defense Media Activity Center.
- A new logo was created by the CAP Marketing Logo Committee. The logo retains key elements of the command emblem – the triangle and propeller – while modernizing the image of CAP. Uses for the new logo are specified in the updated CAPR 900-2.
- The PAO team updated and revised the How-To-Guide for Civil Air Patrol Public Affairs Officers that will bring the manual into synergy with the recently revised CAPR 190-1, proposing ideas that can be used by PAOs at every level when CAP begins to celebrate its 75th anniversary, and revising the outdated PAO Specialty Track program to better reflect CAP's needs in the 21st century.
- Partnered with USAA to provide members a customized Civil Air Patrol USAA Rewards™ World MasterCard® credit card to help support CAP's programs and activities. USAA Bank will make a contribution to CAP with every account opened or renewed, and each time cardholders make an eligible purchase. The card was released in October 2012 and USAA reports that the number of applicants has increased significantly from October to November. USAA representatives report that CAP's response with early applications has been strong.
- CAPR 190-1 was revised to more accurately reflect the duties and responsibilities of today's PAO/PIOs. The revised regulation no longer requires wings and units to generate newsletters. Instead, they are asked to prioritize website development and encouraged to use social media to provide widespread and ready access to CAP's information and stories.

➢ **Development Achievements**

- Fund raising operation began in March 2012
- Grant program initiated in March 2012, funded at $250,000 for STEM program in Aerospace Education
- Direct Mail Annual Fund initiated August 2012, with $14,000 received for Cadet Programs
- Employee Annual Campaign initiated October 2012
- Estate Planning Program initiated October 2012, with 2 bequests recognized
- End of year appeal sent November 2012
- Congressman Mike Rogers, representing the 3rd Congressional District of Alabama, was briefed by CAP-CO
- Congressional contacts established with Congressman Martha Roby
- Cessna Corporation executives briefed on CAP by Director of Development, Director of Logistics and Congressional Consultant in Washington DC
- Established working relationship with Textron Corporate Foundation
- CSAG entertained during initial meeting (Board development)
- Initiated fund development plan for WWII CAP veterans recognition
- Conducted fund raising seminar at Summer National Board & NM Wing Conference

- Presented CAP program to local estate planning council
- Initiated Estate Planning Website for CAP (linked to CAP website)
- The U.S. Government Accountability Office (GAO) conducted a study and issued a report for Congress assessing CAP's ability to support additional homeland security missions. The 31-page report recommends that "the Secretary of Homeland Security, in coordination with the Secretary of the Air Force, cost-effectively assess how CAP could be used to accomplish certain homeland security missions based on the factors described in the report, including legal parameters, mission funding and reimbursement, capabilities, and operating capacity."
- Had CAP representation at Air Reserve Forces Policy (ARFPC) Committee meetings

5. Clearly, as a result of these achievements, Civil Air Patrol is postured for continued success and prosperity. The driving force behind these initiatives is the same as it has been throughout our 71-year history – the heart of the volunteer. Empowered by love of country and dedication to fellow man, our unpaid professionals' service to communities across America generates pride in helping one's neighbors as the ultimate reward. This is our legacy and will forever be the driving force behind all we do in service to this great nation.

Sincerely,

CHARLES L. CARR JR.
Major General, CAP
National Commander

DON ROWLAND
Chief Operating Officer