

CIVIL AIR PATROL
CITIZENS SERVING
COMMUNITIES

*This publication meets the Annual Report to Congress
requirement listed in Title 36 of the United States Code.*

CAP prepares cadets to serve their communities and nation as patriotic citizens and leaders of tomorrow.

Cadet Tech. Sgt. Taira Maloni of the Pennsylvania Wing is thrilled to meet first lady Michelle Obama during her visit with service members at the 911th Airlift Wing in Moon, Pa., where Maloni's unit is based.



[YOUTH PROGRAMS]

Civil Air Patrol's emphasis on ensuring its young members possess strong leadership skills and the vision, desire and experience to serve their communities and their country is reflected in the fact that two of its three congressionally mandated missions are dedicated to youth — cadet programs and aerospace education. Inside classrooms as well as at squadron meetings in the field, CAP inspires youth to be responsible citizens who embody the organization's core values of integrity, volunteer service, excellence and respect for one another. CAP's influence on the development of America's youth also extends to educators nationwide, who play a critical role in shaping their students' lives and futures. CAP provides these teachers with free materials that focus on leadership, physical fitness, character development and aerospace education and stir interest in science, technology, engineering and math (STEM) subjects and professions.



Nearly 700 educators and 18,000 students in 27 states are participating in CAP's Aerospace Connections in Education program.

Civil Air Patrol's emphasis on serving youth touches the lives of the organization's nearly 27,000 cadet members as well as its aerospace education participants; the programs reach more than 125,000 K-12 students nationwide.

Aerospace Connections In Education for K-6

Thousands of children in grades K-6 who are too young to be cadets can enroll in CAP's Aerospace Connections in Education (ACE) program. Taught by CAP aerospace education members, ACE uses the program's aerospace-oriented lesson plans to promote academics, character development and physical fitness.

Teacher Flights

TOP Flights take the organization's teacher members out of the classroom and into the sky, making aviation and aerospace education even more engaging for the teachers and, by extension, their students.

During 2011 Teacher Orientation Program (TOP) Flights were provided to some 250 CAP educator members, who shared their enthusiasm from the experience with more than 15,000 students.

STEM Education

Cadets' exploration of science, technology, engineering and math concepts ranges from study of the scientific principles behind flight to hands-on lessons in building rockets, simple model planes and – more ambitiously – even robotic devices and homemade hovercraft.



The Aerospace Education Excellence Award program includes 150 inquiry-based activities easily accomplished within the squadron and/or classroom.



CyberPatriot competition replicates real-life cyber security situations, which excites, educates and motivates participants to be America's next cyber defenders.

CyberPatriot Champions

CAP cadet teams have finished first overall in CyberPatriot, the Air Force Association's national high school cyber security competition, for two straight years, besting their counterparts from the U.S. Air Force, Army, Navy and Marine Corps Junior ROTC programs. First, a team of cadets from three Florida Wing squadrons captured the CyberPatriot III national crown. A year later, a team from the Colorado Wing gave CAP its second straight overall title in the competition's All Services Division.



Through CAP's National Flight Academies, cadets learn the ins and outs of powered flight and can qualify to solo and earn their Federal Aviation Administration private pilot license.

Each year, thousands of cadets experience the thrill of powered flight through orientation rides.



Drug Demand Reduction

For Red Ribbon Week in October 2011, CAP incorporated a slogan provided by a New Mexico Wing cadet: "Follow Your Dream & Stay Clean." Some wings and squadrons also promote the anti-drug message on mini-planes and in other displays.

Education Partnerships

The Air Force Association annually provides Civil Air Patrol with more than \$22,000 in grants used to support STEM programs. CAP also collaborates with the Academy of Model Aeronautics to nurture and support the growth of aviation participation, aerospace education and model aviation, including remote-control flying.



Cadet Special Activities

CAP conducts 30 National Cadet Special Activities across the nation, allowing its young members to hone their skills in such areas as aerospace technology, aircraft manufacture and Air Force careers, as well as flight, leadership and search and rescue.

Encampments

Wing encampments provide cadets with full-immersion, weeklong engagement in activities ranging from physical fitness and leadership exercises to search and rescue training and team building.

Aerospace Programs

CAP offers more than 40 free aerospace education products and programs designed to generate interest in STEM careers for CAP cadets and K-12 students nationwide.

CAP's cadet program is helping build the nation's next generation of leaders.

CAP's cadet program annually grooms the leadership and team-building skills of thousands of cadets 12-20 years old who command the respect and success associated with achievement in a global learning environment.

Each year 152 cadets
earn the right to
compete for National
Cadet Competition color
guard and drill team
honors, and about 800
more compete locally.



**Civil Air Patrol cadets
are problem-solvers
who are prepared to
face the challenges of
the 21st century.**

Civic Leadership Academy

Civic Leadership Academy enables top cadets to visit with Washington, D.C., policymakers, elected officials and subject-matter experts in a wide variety of positions. Participants gain a well-rounded understanding of government leadership and public service principles that guide the nation.



[MISSIONS]

Throughout 2011, Civil Air Patrol members nationwide responded to the needs of their communities in crisis. CAP handled 123 requests for disaster relief, contributing tens of thousands of man-hours in the air and on the ground to assist federal, state and local authorities. The organization's unpaid professional volunteers practically bounced from one disaster to another.

CAP provided aerial reconnaissance and ground support after winter storms, floods caused by spring thaws and summer rains, tornadoes, wildfires, hurricanes and tsunamis. Well-trained aircrews flew thousands of hours providing digital imagery — at minimal cost to taxpayers — to help emergency managers effectively respond to the disasters. On the ground, CAP members filled sandbags, delivered water and food, moved victims to safety, checked on households and even transported blood and medical supplies.

Ever vigilant, always prepared, both in the air and on the ground, these true American patriots made a difference in their communities, not only in assisting in times of disaster but also in searching for the lost and protecting their homeland.

Civil Air Patrol members willingly leave hearth and home to battle the elements during and after natural disasters.





Civil Air Patrol members helped save 54 lives across America in 2011.

Search and Rescue

Terrain and weather permitting, CAP offers a dual approach to searches for downed aircraft and lost individuals nationwide. Its ground teams use a search grid to cover the countryside, while its pilots and observers do the same from the air.

Flooding Responses

CAP's flood response operations took on new meaning in 2011, as members supported an unprecedented 39 separate missions across all eight CAP regions. In Missouri and South Dakota, operations lasted for almost six months. Snowmelts in North Dakota and more rain than usual prompted widespread flooding there as well. Thousands of aerial images provided to emergency management officials were used to plan for expected deluges as well as to assess damage from past or ongoing flooding.

Aerial imagery is now a "bread-and-butter" mission for CAP.

Flooding responses made up nearly one-third of CAP's disaster relief missions last year.



Homeland Security

CAP has been participating in homeland security missions since World War II. In addition to escorting naval vessels and supporting combat deployment preparation training, CAP pilots simulate hostile aircraft for U.S. Air Force and Air National Guard fighters during practice intercept missions. Aircrews flew 4,367 hours in support of U.S. Department of Defense Homeland Security missions in 2011, an increase of more than 35 percent over the previous year.

Digital Photography

Having a digital eye in the sky was crucial to CAP's emergency services operations. CAP aircrews delivered tens of thousands of high-resolution photos to federal, state and local agencies last year in support of disaster relief.

CAP flew more than 2,500 hours on 272 air intercept missions in 2011.



CAP's stellar performance in documenting damage from 9/11 opened the floodgates for using the organization to provide aerial imaging to government emergency management agencies.

CAP's drug interdiction flights help law enforcement agencies fight the War on Drugs.



Counterdrug and drug interdiction missions often result in drug finds like these two marijuana patches.

Counterdrug

Aircrews' efforts led to the seizure of \$475 million in illegal drugs and currency and 212 arrests.



Tsunami Warnings

Within an hour after a tsunami warning was issued in response to a magnitude 9.0 earthquake in Japan, eight CAP Cessnas with full crews began flying predetermined routes around the remote shoreline areas of Hawaii, broadcasting a warning to an estimated 800,000 residents and tourists.

Aircrews from the California Wing conducted 21 flights for damage assessment in the aftermath of the Japan tsunami.



Aircrews from the Alabama, Mississippi, Missouri, North Carolina, Oklahoma, Tennessee and Virginia wings flew nearly 100 sorties to capture thousands of photos of tornado-stricken communities.



Tornadoes

In late April 2011, after what weather officials called one of the largest tornado outbreaks in history, CAP members from Midwestern and Southern states stepped up. CAP aircrews helped document the path of destruction wrought by the massive spring storms by taking thousands of georeferenced digital photos, which assisted emergency responders in pinpointing infrastructure needs in real time.

Ground Teams

CAP ground teams comforted and supported tornado victims. Their relief efforts included cleaning up debris as well as providing essential items like food and water and distributing Federal Emergency Management Agency handouts to residents affected by the violent storms.

Spring tornadoes left more than 300 dead and thousands injured or homeless.



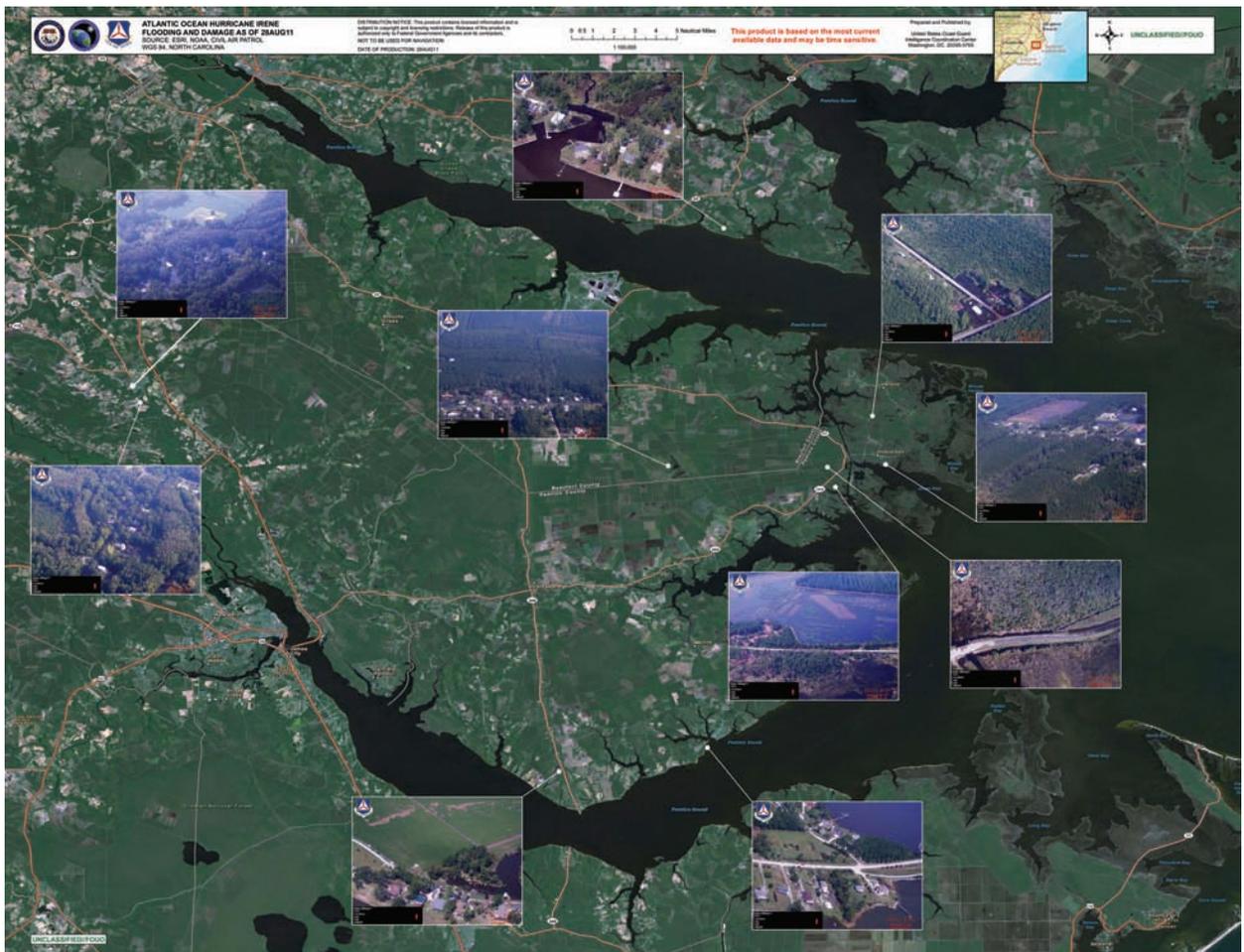
Aerial photos helped identify dam, road and bridge damage caused by rising floodwaters.

Earthquake Exercise

Ardent Sentry 11 tested the National New Madrid Fault Response Plan to make sure proper systems were in place and working in the event of a major earthquake in the center of the U.S. Approximately 350 CAP members representing 16 states were involved in this annual disaster exercise; a number of federal, state and local agencies also participated.

Hurricane Irene Response

Hundreds of CAP aerial images were provided daily to state and local emergency managers, FEMA and other first responders for use in developing damage and impact assessments after Hurricane Irene struck the Northeast. On the ground, CAP helped people forced from their homes, monitored evacuation traffic, delivered meals, located and deactivated emergency locator transmitters and provided logistical and administrative assistance in state emergency operations centers.



When Hurricane Irene wreaked havoc along the East Coast, CAP units from North Carolina to Vermont answered the call for help as the Category 2 storm came ashore in August.



Cruise Missile Test Support

CAP's Utah Wing flew more than 50 sorties totaling more than 200 hours, and mission base personnel contributed more than 1,300 man-hours to provide flight support for calibration of the U.S. Army's surveillance radar Joint Land Attack Cruise Missile Defense Elevated Netted Sensor System (JLENS). This test of JLENS reaffirmed confidence in the system's technical maturity to successfully track targets of opportunity via radar carried by an unmanned tethered aerostat.



Super Bowl Security

Some CAP airspace security flights are more recognizable than others, particularly those tied to major events like Super Bowl XLVI. Every year since 2002, aircrews have participated in an exercise that helps prepare DoD and other federal agency resources to protect the airspace around this major national event.



CAP annually partners with multiple agencies, including the Federal Aviation Administration, Customs and Border Protection and the U.S. Air Force, to practice airspace violation procedures for the Super Bowl.



CAP Knowledgebase's 2,000-plus active answers to commonly asked questions attract more than 1 million online visits per year.

Online Training

Members train annually at the wing and region levels and constantly at the squadron level. Web-based training programs are also available through CAP's Learning Management System. These training opportunities help ensure CAP's unpaid professionals are equipped with the sophisticated skills and knowledge required to perform their missions.

Chaplain Corps

CAP's Chaplain Corps' 833 members offer moral and spiritual support throughout America and abroad. Its members often fill in for U.S. military chaplains who are deployed overseas.



CAP's Chaplain Corps — with 514 chaplains and 319 character development instructors — is the nation's largest volunteer chaplaincy.

CAP operates 550 general aviation aircraft in support of its aerospace education, cadet programs and emergency services missions.

[TECHNOLOGY & EQUIPMENT]

CAP has relied on small general aviation aircraft to help conduct its emergency services and disaster relief missions throughout its 70-year history. Many of the planes are equipped with glass cockpit technology — recognized as the industry’s best — that provides improved situational awareness for search and rescue missions and a terrain avoidance system that helps ensure safety. The CAP fleet is also outfitted with the latest in digital emergency locator beacon tracking technology and radio equipment needed to communicate easily with ground teams and other agencies at all times.

High-tech tools also include aerial photography equipment as well as infrared cameras and full-motion video. Members stay abreast of this sophisticated technology by taking advantage of top-notch training offered nationwide in their areas of specialization.



When it comes to technology and equipment, CAP is second to none. In the capable hands of the organization’s trained volunteer professionals, these tools position CAP as a cost-effective force multiplier for federal, state and local agencies.



The consolidated maintenance program standardizes and improves maintenance practices while ensuring CAP receives the best prices for parts and labor.

CAP's more than 61,000 professionally trained volunteers and its technologically up-to-date assets are a cost-effective aerial and ground-support resource for emergency services and disaster relief agencies nationwide.

Versatile Fleet

CAP recently ordered two Cessna T206H Turbo Stationairs and 17 182 Skylanes to replace older, less capable aircraft in the fleet. These planes will position CAP to support emergency response in communities across the country for decades to come. CAP also has 42 gliders, two hot air balloons and 960 vehicles.

CAP communications have truly gone digital, making the days of listening for static-filled radio calls a distant memory.



Emergency Locator Transmitters

Using direction-finding equipment, CAP responded to more than 1,800 distress signals from emergency locator transmitters in 2011. Most beacon signals aren't triggered by distress situations. Just the same, it's important to clear them from the airwaves so real emergencies won't be overlooked.

No matter how successful CAP's aerial missions are, some search and rescue operations require groundwork — literally. About 3,500 officers and cadets are qualified ground team members. Of those, 1,330 are qualified ground team leaders.



Refurbished aircraft help keep CAP's fleet up-to-date and cost-effective.

Members took
502,378 CAP
safety courses
last year.

Safety

CAP reduced powered aircraft accidents to 0.98 per 100,000 flying hours during 2011 — almost five times better than general aviation's 15-year average. An emphasis on safety supported by a new Web-based training and safety management system has helped improve the statistics.

Professional Development

CAP's equipment and technology require professional development programs to be vast and multifaceted, allowing members to increase their knowledge and expertise while providing optimum service to their communities.

Equipment Upgrades

The cost to refurbish a Cessna 172 is about \$100,000 per aircraft, while a new one costs nearly five times that amount.



Members' safety in providing emergency services and disaster relief is a top priority for CAP, as reflected in the organization's consistently low accident and incident rates.

CAP's high-tech emergency services toolkit features cutting-edge technology that positions members to play an active role in homeland security and disaster relief.

Narrowband Radios

Part of a recent multimillion-dollar communications upgrade, narrowband radios rely on a digital repeater network that makes it easier for CAP's aircrews and ground teams to respond to emergencies.



Infrared Camera

The North Dakota Wing's new FLIR infrared camera attached to a CAP plane can easily detect heat given off by an engine or a human body, which helps increase rescues and decrease recovery time. The camera sensor's thermal imaging and video capabilities were used effectively during the spring and summer as part of CAP's response to heavy flooding in the upper Midwest.

Demand for high-resolution imagery continues to increase for CAP disaster relief as well as other homeland security missions.



More than 7,500 CAP members are
aircrew personnel and more than
31,000 are emergency responders.



GIIEP Go-Kits

GIIEP (Geospatial Information Interoperability Exploitation Portable) Go-Kits are the ultimate multitaskers, consisting of a laptop, hand-held video and still cameras, a satellite phone and a cellular aircard. The kits allow imagery to be streamed live to emergency operations centers while the plane is still in the air, enabling decision-makers to receive information in near-real time and to immediately decide where to place resources.

Full-Motion Video

CAP aircraft outfitted with full-motion, in-flight video equipment are used to help train U.S. military ground forces in remotely piloted aircraft operations before they deploy overseas.

CAP was recognized with the World Peace Prize in 2011 as a Roving Ambassador for Peace.

[SERVICE]

The civic-minded adults and youth who make up Civil Air Patrol's more than 61,000 volunteers don't wait for a disaster to step forward and contribute to the well-being of their communities. Whether offering their CAP-cultivated gifts to serve the public through such community-enriching causes as food drives and cleanup campaigns or providing color guards for a wide variety of gatherings, the organization's cadets and officers are constantly enriching the lives and experiences of those around them. They also show their support for soldiers deployed overseas by collecting and distributing care packages for them. Their service extends as well to those no longer serving. Since 2006, CAP has played a prominent role in Wreaths Across America ceremonies throughout the nation and abroad to salute the nation's fallen.



CAP honor guards' highly disciplined performances at public events reflect members' love of country and enthusiasm for sharing it with their communities.



Wreaths were placed on over 325,000 veterans' graves at more than 700 cemetery or memorial sites in all 50 states as well as 20 foreign sites.

Wreaths Across America

Every December, CAP members across the nation lay wreaths at the gravesites of fallen veterans, honoring their selfless courage and sacrifice, as part of the Wreaths Across America initiative. In 2011 more than 600 squadrons participated in paying tribute to the 25 million men and women who have served in the U.S. armed forces, guarding and preserving the nation's freedom.

CAP's Wreaths Across America reach now includes evergreen exchanges with Canada coordinated by the Maine, Michigan and Montana wings.

CAP participates in more than 90 percent of America's inland search and rescue missions.

Legislative Day

Recognition for CAP resonates through the halls of Congress in Washington, D.C., every February when officers and cadets visit their states' U.S. representatives and senators to share information about their wings' value, significance and performance.

The economic impact of CAP's volunteer man-hours exceeded \$153 million in 2011.



U.S. Sen. Joe Manchin of West Virginia reviews the organization's accomplishments over the past year with West Virginia Wing Commander Col. Dennis Barron during CAP's annual Legislative Day.



CAP's unpaid professionals have been serving the needs of their communities for 70 years.

Recognition bestowed on CAP in 2011 honored not only the overall organization itself but also specific programs, wings and individual accomplishments.

Every year, heroic individuals selflessly draw on their CAP experience and training to provide lifesaving assistance to those in harm's way. That's what happened in 2011 when a former Georgia cadet, Thomas McArthur, now a U.S. Coast Guard petty officer, dashed into Lake Michigan time and again to save a dozen swimmers from the threat of a sudden, treacherously powerful rip tide. McArthur was honored with the Coast Guard's Silver Lifesaving Medal for his heroism.



Honor Flights

Just as squadrons across the nation honor the fallen as part of Wreaths Across America, numerous CAP units also pay tribute to the living as well. CAP cadets and officers help see World War II veterans off and then welcome them home from flights to and from Washington, D.C., courtesy of the nonprofit national Honor Flight Network. The program allows participants to experience firsthand the memorials recognizing their service and to visit other sites in the nation's capital.





On an individual level, many CAP members' lifetime of devotion and service to aviation has earned them numerous accolades. One longtime pilot, Lt. Col. Don Donovan of the Wisconsin Wing, was inducted into his state's Aviation Hall of Fame in 2011 in recognition of more than seven decades and 43,000 hours of flying.

The Maine Wing's escort of a newly built U.S. Navy destroyer down the Kennebec River harkens back to some of CAP's World War II missions.



Aegis Excellence Award

The U.S. Navy honored the Maine Wing with the Aegis Excellence Award for its role on a Super Trials Force Protection Team that escorted a newly built 510-foot destroyer from a shipyard in Bath down the Kennebec River to the Atlantic Ocean. During its earliest days, not long after the U.S. entered World War II, much of CAP's service was devoted to aerial missions flown to help safeguard American oil tankers from German U-boat attacks.

CAP's all-volunteer network consists of more than 1,500 units in all 50 states, the nation's capital, Puerto Rico and the Virgin Islands.

CAP's devotion to service has earned the organization and its members not only accolades and appreciation from members of the public but also honors from local, state, regional, national and even international organizations.



CAP National Commander Maj. Gen. Charles L. Carr Jr. accepts the Dr. Mervin K. Strickler Jr. Aerospace Education Leadership Award from Sheila Bauer, a representative of the National Coalition for Aviation and Space Education.

AE National Awards

CAP's highly successful aerospace education program received a pair of prestigious national honors from the National Coalition for Aviation and Space Education — the 2011 Crown Circle for Aerospace Education Leadership Award and the Dr. Mervin K. Strickler Jr. Aerospace Education Leadership Award. The awards recognize the organization's decades of outstanding aerospace education programming for youth and its record of outstanding overall achievement.

World Peace Prize

The World Peace Corps Mission, a global missionary organization, awarded CAP its World Peace Prize as a Roving Ambassador for Peace, citing its tradition of service in providing disaster relief, emergency services and humanitarian missions.

[GOVERNANCE]

The 11 members of the Board of Governors direct the work of Civil Air Patrol. The board's distinguished members are leaders in their own right, drawn from the ranks of CAP volunteers — who have careers in a cross-section of America's workforce — along with U.S. Air Force officers and civilians involved in the fields of education, aviation and emergency management. Board members meet periodically throughout the year to move the organization forward through collective decision making that generates strategic policies, plans and programs designed to guide the organization now and in the future.



Brig. Gen. Richard L. Anderson, CAP, Chairman

CAP/Air Force/Aviation background:

- Secretary, CAP National Advisory Council
- Former CAP National Commander (1993-1996)
- Former National President, Spaatz Association
- CAP Command Pilot with 2,100 flying hours
- Federal Aviation Administration commercial pilot certificate
- 30 years of Air Force service in Missile/Space Operations and Political-Military/International Affairs

Career:

- Representative, 51st House District, Virginia General Assembly; elected 2009
- Colonel, U.S. Air Force (Ret)



Maj. Gen. John M. Speigel, USAF (Ret) Vice Chairman

CAP/Air Force/Aviation background:

- Numerous Air Force technical and command positions
- Air Force long-range planning, including Airlift Master Plan and Total Force Plan

Career:

- Director, DoD Human Capital Deloitte Consulting, Washington, D.C.
- Major General, U.S. Air Force, with most recent service as Director of Personnel Policy, Deputy Chief of Staff for Personnel, Headquarters U.S. Air Force. Commanded at every level of the Air Force, including service at the Pentagon and in South Korea



Maj. Gen. Charles L. (Chuck) Carr Jr., CAP

CAP/Air Force/Aviation background:

- CAP National Commander, with previous service as CAP National Vice Commander, Great Lakes Region Commander and Ohio Wing Commander, as well as Group Commander and Squadron Commander
- CAP Pilot with instrument rating
- Master rating in CAP's Personnel and Finance professional development specialty tracks

Career:

- Owner of ABC Academy Daycare Center in Columbus, Ohio
- More than 17 years in retail sales and management
- Master Sergeant, Superintendent of Security Police, U.S. Air Force (Ret)

Lt. Gen. Stanley E. (Sid) Clarke III, USAF

CAP/Air Force/Aviation background:

- Numerous Air Force command positions
- Air Force Command Pilot with more than 4,000 flight hours in T-38, C-26, A-10 and F-16 aircraft, including more than 100 combat hours

Career:

- Lieutenant General, U.S. Air Force, currently serving as first three-star Commander of Continental Region, North American Aerospace Defense Command (NORAD) and 1st Air Force and Air Forces Northern (USNORTHCOM)
- Former service includes Senior Defense Official and Defense Attaché, Office of Defense Cooperation Turkey, U.S. European Command, and Military Assistant Deputy Chief of Staff, Strategic Plans and Programs, Headquarters U.S. Air Force, Washington, D.C.



William A. Davidson Jr., USAF (Ret)

CAP/Air Force/Aviation background:

- 22 years of Air Force service, primarily as officer in security and investigative programs
- 21 years as member of Senior Executive Service, working as Air Force's Senior Career Civilian Adviser to Secretary of Air Force

Career:

- Administrative Assistant to Secretary of Air Force, Headquarters U.S. Air Force, Washington, D.C.
- Former Deputy Administrative Assistant, Headquarters U.S. Air Force
- Former Air Force Officer with service as Air Force Office of Special Investigations Agent and Chief of Air Force Polygraph Program
- Colonel, U.S. Air Force, with service as Deputy for Security and Investigative Programs, Headquarters U.S. Air Force



Paul L. Graziani

CAP/Air Force/Aviation background:

- Software Developer — analysis software for land, sea, air and space
- Board Director:
 - PASSUR Aerospace
 - U.S. Geospatial Intelligence Foundation
 - Federation of Galaxy Explorers
- Life Director, The Space Foundation
- Former member of Board of Governors, Aerospace Industries Association; Associate Fellow, American Institute of Aeronautics and Astronautics
- Former Member, Penn State Great Valley Advisory Board

Career:

- CEO and Co-Founder, Analytical Graphics Inc.

Brig. Gen. Leon A. Johnson, USAF (Ret)

CAP/Air Force/Aviation background:

- Numerous Air Force technical and command positions
- Air Force Command Pilot with more than 3,500 hours of military flight time in T-37 trainer and A-37 and A-10 fighter aircraft, including missions over Bosnia in support of Operation Deny Flight
- More than 3,500 hours of flight time as commercial pilot
- National President — Tuskegee Airmen Inc.
- Former CAP Cadet Colonel in California Wing; selected for International Air Cadet Exchange program

Career:

- Retired from United Parcel Service after nearly 20 years of service as Flight Operations Employment Manager, Administrative Chief Pilot, Asia Chief Pilot, Flight Operations Employee Relations Manager, A300 Training Manager and Manager of Airline Manuals
- Former Trans World Airlines Line Pilot and Pilot Hiring Manager
- Brigadier General, U.S. Air Force, with most recent service as Mobilization Assistant to Assistant Secretary of Air Force for Manpower and Reserve Affairs and Mobilization Assistant to AETC Director of Operations



Lt. Col. Edward (Ned) F. Lee, CAP

CAP/Air Force/Aviation background:

- Major, Army National Guard (Ret)
- National Cadet Adviser, with long list of previous service, especially with Cadet Programs, including Director of Civic Leadership Academy, Cadet Officer School Faculty Member and extensive work with Drug Demand Reduction Program
- Gen. Carl A. Spaatz Award, highest honor for cadets

Career:

- Supervising Judge, California Superior Court, Santa Clara County
- California Army National Guard, called to active duty after Sept. 11 attacks and served in Panama, Ukraine and Japan
- Former Police Detective



Maj. Gen. Susan Pamerleau, USAF (Ret)

CAP/Air Force/Aviation background:

- Director, Personnel Force Management, U.S. Air Force, Pentagon
- Commander, Air Force Personnel Center, Randolph AFB, Texas
- Commandant, Air Force ROTC, Maxwell AFB, Ala.
- Chief, Resource Allocation Division, U.S. Air Force, Pentagon
- Chief of Staff, Plans and Policy Division, International Military Staff, NATO, Brussels, Belgium
- Federal Aviation Administration private pilot license

Career:

- Director, Government Personnel Mutual Life Insurance Co.
- Senior Executive (Ret), United Services Automobile Association (USAA)
- Director/Trustee on various boards, including Air Force Aid Society, Arnold Air Society and Silver Wings and University of Wyoming Foundation Board





Brig. Gen. Joseph (Joe) R. Vazquez, CAP

CAP/Air Force/Aviation background:

- CAP National Vice Commander, preceded by long list of previous CAP service, including Middle East Region Commander, National Operations Advisor and Virginia Wing Commander
- CAP Command Pilot with 3,150 flying hours
- Flight Instructor and Check Pilot
- CAP Incident Commander

Career:

- Retired as Operations Manager of Computer Sciences Corp.'s North American Service Restoration Team
- Former Software Engineer with E.I. DuPont



Brig. Gen. S. Sanford (Sandy) Schlitt, USAF (Ret)

CAP/Air Force/Aviation background:

- Founder of CyberPatriot, Air Force Association's national high school cyber defense competition
- Former Air Force Association Chairman of Board for Aerospace Education and Chairman of Aerospace Education Council

Career:

- Chairman of Air Force Association Board of Directors
- Senior Managing Director of mortgage investment trust, with other private business ventures, including startups
- Chairman or Member of executive committee and committees on governance, audit and finance for several nonprofit and for-profit entities
- Former Member of Board of Directors of several nonprofits and for-profit entities, including NASDAQ-listed firm
- Senate Staff Member for U.S. Sens. Hubert H. Humphrey and Walter Mondale
- Candidate for U.S. Congress, 1980



Don R. Rowland

Executive Secretary/Executive Director, Civil Air Patrol

CAP/Air Force/Aviation background:

- Lieutenant Colonel, U.S. Air Force (Ret)
- Rated Pilot with 3,400 flying hours
- Helicopter Pilot in Pacific
- Background in search and rescue and aircraft system acquisitions

Career:

- 27 years at CAP National Headquarters, including service as CAP-USAF IG, Senior Director, Director of Plans and Requirements and Director of Strategic Communications and Plans
- U.S. Air Force, both as Pilot and in System Requirements for Special Operations at Scott AFB, Ill.
- U.S. Coast Guard Exchange



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