

...performing missions for America!



2003 ANNUAL REPORT TO CONGRESS

CIVIL AIR PATROL



Our Mission

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

Our Vision

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

Civil Air Patrol, 62 years young

“The professionalism of your crews and their application of modern imaging and communications technology were most impressive.”

C.I. Pearson
Rear Admiral, U.S. Coast Guard

COMMUNITY SERVICE



Memories of Columbia's crew remain in our hearts.

A Florida Wing Cessna flies a reconnaissance mission over the space shuttle Columbia's launch pad at Cape Canaveral in January 2003.

AIR AND SPACE EDUCATION

For over 60 years, the U.S. Air Force Auxiliary has selflessly served our great nation and the U.S. Air Force with integrity, pride and devotion. Beginning with Civil Air Patrol's anti-submarine coastal patrol missions of World War II – the original homeland security missions – and continuing with CAP's heroic deeds after Sept. 11, 2001, CAP has earned the enduring appreciation of a grateful nation as our country's “Eyes of the Home Skies.”

Gen. John P. Jumper
Chief of Staff, U.S. Air Force

... performing missions for America!

"It is time we give credit to the amazing number of volunteers who work behind the scenes to devote their love of flying to humanitarian purposes. Every day, these people are serving their communities, both on the ground and in the air, flying people to medical facilities, airlifting supplies to disaster victims, and assisting with other charitable causes."

NAA President Don Koranda
On CAP's 2003 Champion of Public Benefit Flying Award

MEMBERSHIP DEVELOPMENT

"I knew I wanted to do something that would make a difference in people's lives."

Capt. Kim (Reed) Campbell, USAF
On joining CAP when she was 13 years old

CAP Cadet Kim Reed in the late 1980's.



Air Force Capt. Kim (Reed) Campbell, a former California Wing cadet, stands beside an A-10 Thunderbolt II. She was hit over Baghdad by enemy anti-aircraft fire during an Operation Iraqi Freedom mission in April 2003. In an incredible act of airmanship, Reed managed to safely land her crippled and battered aircraft at an airfield in Southern Iraq.



TABLE OF CONTENTS

... performing missions for America!

5 _____CAP National Commander

6 _____U.S. Air Force Commander

7 _____Executive Summary

8 - 19 _____Community Service

20 - 25 _____Air and Space Education

26 - 31 _____Membership Development

32 - 33 _____Governance

34 - 36 _____National Recognition and Awards

37 - 39 _____FY 2003 Statistics and Financial Statement

40 _____Executive Director's Report



Civil Air Patrol's citizen volunteers aptly demonstrated their commitment to service before self as they performed many high-profile missions for America during 2003. This report chronicles the continued contributions and achievements of CAP, one of this nation's most active volunteer organizations.

Patrolling America's coastlines and vital infrastructures is not new for CAP. We were flying reconnaissance missions over the Atlantic and Gulf of Mexico from the early days of World War II. Today, with the help of 21st century technology, we are performing these missions with increasing efficiency.

This year we began equipping our aircraft with cameras that allow us to transmit aerial digital photos anywhere in the world, using a satellite phone system. This equipment will greatly aid our customers as we continue to perform search and rescue, disaster relief, counterdrug and — since the events of Sept. 11, 2001 — homeland security missions.

Also during 2003, our highly trained volunteer force provided security flights for NASA prior to its space launches, searched for debris after the crash of space shuttle Columbia, assisted a number of federal agencies and the military in numerous terrorism exercises, and worked with several states in storm-related operations after they faced the wrath of Hurricane Isabel. During a routine test flight off the Florida Keys, CAP spotted three Cuban refugees in a life raft in very rough seas, resulting in their rescue by the U. S. Coast Guard. In this past year, CAP has been credited with saving 140 lives nationwide.

Cadet ranks continued to grow during 2003, reaching almost 27,000, the highest cadet membership in more than 10 years. Our award-winning aerospace education program again flourished as America's classroom teachers introduced more than 300,000 young people to the wonders of air and space using materials provided by CAP.

As CAP continues to perform missions for America, our basic focus remains unchanged — protecting and serving our communities, sharing the importance of air and space to the future of our world, and helping young people embrace leadership roles with determination and confidence. Our vital organization has come full-circle from its homeland security roots in 1941 to becoming one of the nation's premier volunteer forces — a force for good that continues to define and influence the American way of life.

On behalf of the more than 60,000 citizen volunteers of the Civil Air Patrol, it gives me great pride to submit to you, as required by Public law 79-476, this Annual Report for 2003.

RICHARD L. BOWLING
Major General, CAP
National Commander



As we gathered in 2003 to celebrate the 100th anniversary of powered flight, we were also able to reflect on 62 years of outstanding contributions by the Civil Air Patrol. As the official Air Force auxiliary, Civil Air Patrol has been a guiding force in ensuring that aviation remains strong in America. CAP's programs promote air and space education in our schools, train cadets as good citizens and future leaders, and provide emergency services to people in need.

Civil Air Patrol is taking aggressive steps to modernize its airborne communications and observation capabilities, and the Air Force is working diligently to be sure the auxiliary is used to its full potential in the homeland security and emergency services arenas. Throughout 2003, CAP's outstanding volunteers and corporate staff have selflessly responded to countless emergencies, and proven their mettle in numerous homeland security exercises. Ongoing discussions within the Department of Defense, the Department of Homeland Security, NORTHCOM, and 1st Air Force will ensure these capabilities are employed as a seamless part of the Total Force. A close working relationship with the offices within AF/XOH - the Air Force's Directorate of Homeland Security - also ensures the many issues affecting CAP's varied missions receive proper visibility at the Air Staff level.

The Air Force is extremely proud of its auxiliary, and we are working together to solidify CAP's position as an integral part of the Air Force team. I sincerely hope that everyone who reads this annual report shares our pride in the selfless dedication and patriotism of our Air Force auxiliary, Civil Air Patrol.

GEORGE C. VOGT
Colonel, USAF
Commander, Civil Air Patrol-USAF

2003 - An exciting time for Civil Air Patrol!

Service to the community and to this great nation is the fuel that has kept Civil Air Patrol, the official auxiliary of the U.S. Air Force, going for more than 62 years. To better meet the needs of a post-9/11 nation, CAP looked at ways in 2003 to enhance its community services using new technology, to better encourage career exploration in air and space among the nation's youth, and to more effectively support its volunteer members.

To enhance its flying missions, CAP identified and purchased new equipment. CAP also completed a Homeland Security Concept of Employment that outlined for federal, state and local agencies how CAP could provide border, coastal, and infrastructure reconnaissance, geographic and facility imaging, damage assessment, transportation, and communications.

To better prepare themselves for future homeland security missions, CAP volunteers participated in several high-profile, national-level operations and exercises during 2003. They flew reconnaissance, assisted with ground activities, and even served as "targets" for training designed to spot and redirect suspicious aircraft. Participating agencies included the U.S. State Dept., U.S. Dept. of Justice, Federal Emergency Management Agency, U.S. Northern Command, 1st Air Force, North American Aerospace Defense Command, National Aeronautics and Space Administration, and many state and local agencies.

During this year's 100th anniversary of flight, CAP strengthened its aerospace education outreach programs. CAP introduced thousands of young people to the wonders of flight and space through CAP's national standards-based programs that dovetail with new federal education initiatives, including "No Child Left Behind" and "Every Child A Graduate."

Also during 2003, CAP continued to embrace technology to better serve its 60,000-plus members with a redesigned, more user-friendly Web site, an online store for CAP-related supplies and equipment, and a reduction in the amount of paperwork required for recordkeeping in the field.

More than half a century after its inception, CAP continues to grow and change to meet the needs of America's communities. As CAP's national commander, Maj. Gen. Richard L. Bowling, observed this year, "This is an exciting time for CAP. Our organization brings to the table not only 62 years of experience and service to America, but also the vision and energy of a new generation of volunteers."

COMMUNITY SERVICE *Overview*



Hawaii cadets demonstrate their love for America!

The Oklahoma CAP has provided invaluable contributions in areas of logistical support, aerial detection, and in particular, communications. In fact, CAP has become such an integral part of the marijuana eradication effort that we have proposed an aerial marijuana detection school for CAP as part of the federally funded Domestic Cannabis Eradication/Suppression grant.

Chris Smith, agent in charge,
Oklahoma Bureau of
Narcotics and Dangerous
Drugs Control

Civil Air Patrol has a reason to wave the flag! Volunteers are credited with saving 140 lives in 2003.

They come from all walks of life, from every state in the nation, Puerto Rico and the District of Columbia, with determination and dedication to serve America and enrich their local communities.

At the close of 2003, their numbers exceeded 60,000, with squadrons located in almost 1,700 communities. Cadet membership was at its highest for more than 10 years with almost 27,000 young people, ages 12 to 21, participating in fun, exciting activities.

When Hurricane Isabel devastated the East Coast in September, hundreds of CAP volunteers donated thousands of hours to assist their neighbors. When 10 teen-age girls and their two counselors were missing in the canyons of the Colorado Rockies, it was a CAP pilot and observer who located them.

When the U.S. Air Force required assistance in providing security prior to the launch of the space shuttle Columbia, they called upon

members of the Florida Wing. Ironically, three weeks later, CAP members participated in the search for debris after the shuttle disintegrated over the southwestern part of the nation.

Not all member contributions receive such high visibility. Most cadets and senior members quietly served their communities in a myriad of other ways, such as providing first aid at an accident scene or providing color guards for community events.

CAP volunteers logged more than 113,000 flight hours in the past year and were credited with saving 140 lives through their search and rescue efforts. The Air Force Rescue Coordination Center at Langley AFB, Va., asked CAP to perform 95 percent of all of the inland search and rescue missions in the nation during 2003. In addition, members contributed thousands of community service hours to homeland security, disaster relief and counterdrug efforts.

From the Atlantic to the Pacific, from the Gulf Coast to the Canadian border, and from Alaska, Hawaii and Puerto Rico, volunteers donned their CAP uniforms, served their neighbors, and sacrificed untold hours away from their families and often their places of employment. These are but a few examples of the community services performed by CAP volunteers. This section of the annual report chronicles some of their mission activities and outlines how the organization is preparing to meet the needs of a post-9/11 nation.



A CAP volunteer assesses damage after Hurricane Isabel.

Northeast Region aircrew locates
downed aircraft

CAP receives Air Force
Association's Hoyt S.
Vandenberg Award

Texas Wing units identify, map
communications towers for AF

Michigan chaplain rushes to
fight engine fire during EAA
program

CAP, national headquarters ops
director receives national AFA
awards

CAP honors AOPA for "staunch
support of general aviation in
wake of 9/11"

Wyoming Wing members locate
downed aircraft in mountainous
terrain

Eyes of the home skies

As the U.S. Department of Homeland Security became more organized and better outlined its security plan for the nation early in 2003, states and municipalities nationwide looked for ways to better protect their vital infrastructures and their citizens. CAP was uniquely qualified to fill this role as the "eyes of the home skies" — the same role for which the organization was created 62 years ago.

To better define CAP's role in our post-9/11 nation, CAP National Commander Maj. Gen. Richard L. Bowling met with U.S. Secretary of Homeland Security Tom Ridge in April 2003. During the meeting, Gen. Bowling outlined CAP's efforts

to reframe its goals in light of the new concerns about homeland security. He also discussed the organization's capabilities in aerial reconnaissance, search and rescue, counterdrug missions, and disaster relief, and how that experience resulted in trained personnel and assets that could be equally effective for security missions.

Enhanced technology

With an increased focus on homeland security, CAP members researched cutting-edge technology to enhance mission capability. As a result, CAP purchased new satellite digital imaging systems or SDIS. This equipment allows CAP to transmit high quality digital photos to multiple locations anywhere in the world within almost real-time.

COMMUNITY



A Civil Air Patrol cadet responds to a radio call during a unit search and rescue exercise.



After meeting with CAP National Commander Maj. Gen. Richard Bowling, Secretary Tom Ridge said CAP is "definitely a force multiplier and adds value to our nation's homeland security efforts."

Interestingly, CAP accomplished a real-world security mission while testing the SDIS. Flying a reconnaissance test flight with the new equipment in the Florida Keys, CAP personnel spotted and photographed a raft carrying three Cuban refugees. They transmitted clear digital images of the raft to the U.S. Coast Guard, resulting in the rescue of the refugees from the dangerously choppy waters. CAP is currently placing these systems in selected aircraft in each of its eight regions.

CAP is also beginning months of testing with hyperspectral imaging sensors and a visual computing network that will greatly increase its effectiveness in homeland security, search and rescue, disaster relief and counterdrug missions. The equip-

ment, known as Searchers' Edge, allows the user to input a spectral "signature" of a target object (flight helmet, piece of aircraft or clothing, etc.) into a computer. Using this information, the equipment can spot the target item on the ground, possibly penetrating even trees and foliage. Toward the end of the year, CAP selected two contractors to provide the equipment. NovaSol, a Hawaii-based company, will provide 15 hyperspectral imaging systems to be used on CAP aircraft, and The Boeing Company Autometrics Division will provide the software to support the visual computing network. Funding is provided by the Air Force through a special Congressional appropriation. The 15 systems will be delivered to CAP beginning in 2004 and finishing in 2005.

COMMUNITY



To accommodate new equipment, CAP purchased the roomier Gippsland GA8 Airvan.

Texas Wing members receive disaster relief awards

Texas unit receives USCG praise

Air Force Homeland Security director visits CAP National Headquarters

CAP charter member of newly formed National Citizen Corps Council; President Bush nominates Maj. Gen. Bowling as CAP rep

Tennessee, Indiana members help tornado victims

Colorado, New Mexico members team up to locate downed Piper

While positioning itself to become a leader in aerial imaging technology, an effective weapon in the nation's war on terrorism, CAP was also researching the best possible aircraft with which to use the equipment, seeking aircraft with the capacity to carry high-tech equipment and more personnel. As a result, CAP orders were placed in 2003 for 21 new Cessna 182s and 6 Gippsland GA8 Airvans. At year's end, 15 Cessnas and 2 Airvans had been delivered, with the remainder due for delivery in 2004.

In October 2003, CAP demonstrated the value of these technologies with a demonstration at Andrews AFB, Md. Among those attending were representatives from Congress,

the military, the federal government, media and the aviation community.

Homeland security partnerships

To better prepare themselves for future homeland security missions, CAP volunteers participated in several high-profile, national-level operations and exercises during 2003. A recap of each follows.

- Operation Vigilant Partner was a mission in January during which Florida Wing members flew reconnaissance patrols around Cape Canaveral for seven days prior to the launch of the space shuttle Columbia, contributing more than 1,500 man-hours and 100 flying-hours.

South Dakota Wing
"fire spotters" fly 150
hours, spot 43
"smokes"

Maine Wing aircrew
locates crash site 3
hours after notification

Oregon Wing shares
"find" with National
Guard; helps locate
missing aircraft with 2
on board

Pennsylvania Wing
passes 20,000-hour
mark for CD missions

Texas cadet spots fuel
leak, possibly saves
lives of 3 aircrew
members

South Dakota members
search for man on
Christmas

CAP wins 2 Advance
America awards from
ASAE for its Sept. 11
response, emergency
services operations

- Operation Liberty Shield was activated in March when the nation was placed on an Orange Alert with a heightened threat of terrorist attack. Auxiliary members throughout the nation were placed on alert and coordinated their efforts with CAP's National Operations Center to prepare for possible assignments. All CAP resources, including aircraft and ground vehicles, were inspected for readiness, and CAP radio networks conducted regular communications tests.
- TOPOFF 2, a counter-terrorism exercise concluded May 16 in Chicago, Ill. and Seattle, Wash. Volunteers from the Illinois and Washington wings participated in this national-level domestic and international exercise sponsored by the U.S. State Dept., U.S. Dept. of Justice and Federal Emergency Management Agency.
- Homeland security/homeland defense games for the Air

Force Wargaming Institute, were held at Maxwell AFB, Ala., in June. CAP participated in a scenario that integrated DoD, federal, state and local agencies participation, and helped the Air Force determine how it could best support HLS/HLD taskings.

- Determined Promise, a bio-terrorism exercise, took place in August in Las Vegas. Volunteers from the Nevada and Arkansas wings assisted at the request of the U.S. Northern Command, FEMA and the Nevada State Dept. of Emergency Management, as 5,000 local, state and federal employees participated.
- Operation Vigilant Falcon took place in October. Members of the Pennsylvania Wing provided aerial support and reconnaissance of critical infrastructures at the request of the DoD and many other state and federal agencies.



CAP members and local emergency services personnel were first on the scene of this airplane crash.

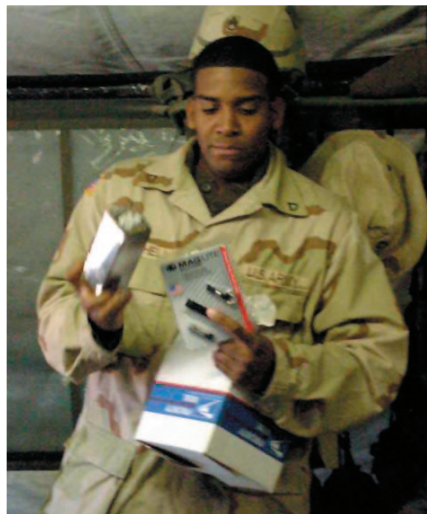
Nevada, Texas,
California, Arizona
wings search for space
shuttle Columbia debris

Leaders spend week in
Washington, D.C.,
discussing homeland
security

Utah Wing scores save,
find for locating a man
missing for more than
2 nights in near-zero
temperatures, snow

Utah aircrews help
locate downed pilots

Arizona Wing members
help search for missing
aircraft



A soldier
receives a
care package
sent by volun-
teers in the
CAP Chaplain
Service.

- Falcon Virgo is an ongoing operation conducted by NORTHCOM to simulate terrorist operations over American soil, and particularly the nation's capital. Volunteers from CAP's Congressional Squadron and the National Capital Wing fly CAP light aircraft as targets to test and ensure security in this key location.

Security is vital not only for high-profile, agency-sponsored events, but for commercial and general aviation throughout the country. For this reason, CAP partnered with the 400,000-member Aircraft Owners and Pilots Association in 2003 to support AOPA's Airport Watch program. Under this program, pilots are trained to notice and report suspicious activity at their community airports, making it more difficult for terrorists to use general aviation airports for criminal activities.

CAP continues to research new technologies and develop new methods to increase its effectiveness and value as a good resource for agencies involved in homeland security. With its fleet of 550 corporate-owned aircraft and 4,000 member-owned aircraft — strategically located throughout the nation — CAP can put an airborne platform over any major metropolitan area in the United States in two hours

or less for approximately \$90 per hour. With the purchase of new, modern equipment — radios, digital cameras, laptops, satellite phone systems and new aircraft — CAP is a well-equipped and cost-effective resource for any community.

Search and rescue

CAP is best known for their search and rescue missions, performing 95% of federal inland search missions directed by the Air Force Rescue Coordination Center at Langley AFB, Va. Outside of the continental United States, CAP supports the Joint Rescue Coordination Centers in Alaska, Hawaii and Puerto Rico.

In 2003, CAP volunteers were credited with saving 140 lives through their search and rescue missions in communities throughout the nation — a 10-year high. For example, Massachusetts Wing volunteers located the wreckage of an aircraft with two adults and five children on board in the Berkshire Mountains, making it possible for four survivors to be transported to area hospitals. A Colorado aircrew located 10 teen-age girls and their two supervisors after the women became lost during a mountain hike. A Maryland team located the crash of a plane that went down on approach to the Martin State Airport. The three

COMMUNITY



Chaplain (Lt. Col.) James Hughes of Kingsland, Ga. preflights his aircraft before takeoff.

CAP leaders brief Secretary Tom Ridge on CAP's homeland security capabilities

CAP assists with AOPA Airport Watch

AFRCC (Air Force Rescue Coordination Center) credits Maine, Connecticut wings with 4 saves

Maryland Wing using new video downlink system

Florida flies history-making shuttle surveillance missions

survivors were quickly transported to medical facilities.

When all of the new sensor technology equipment is delivered and operational, it is anticipated that CAP will be able to locate people in distress quicker, resulting in even more lives saved.

Chaplain service

Not all search and rescue missions result in survivors. To comfort and counsel family and friends when community members are injured or missing, CAP provides trained volunteers in its professional chaplain service to help people deal with critical incidents.

CAP chaplains are required to meet the same professional and academic standards as Air Force chaplains, and can conduct military services as well as providing

counseling and support. For this reason, they were ideally positioned in 2003 to provide services in military communities when personnel were deployed overseas for the war in Iraq.

At the direction of Chaplain (Maj. Gen.) Lorraine K. Potter, Chief of the Air Force's Chaplain Service, information on the CAP Chaplain Service is now briefed at every Air Force Chaplain Service Institute Course providing a resource to be used in the Total Force. In 2003, CAP region chaplains were invited to attend the U.S. Air Force Worldwide Wing Conference, held annually in Washington, D.C.

In all, 811 CAP chaplains and moral leadership officers performed more than 33,000

... through Community Service

Alaska members fly first homeland security missions

Members rescue deputy cadet commander

History-making mission: Six wings, more than 1,000 members participate in extensive search for space shuttle Columbia debris

Tennessee Wing wins national honor; volunteer members recognized for disaster relief efforts

CAP members spot Cuban refugees during test flight

volunteer CAP and military support activities for the nation during 2003, logging more than 100,000 hours of donated time.

Disaster relief

Many of the hours donated by chaplains were devoted to helping communities in crisis as part of CAP's disaster relief efforts. When 88 devastating tornadoes swept through states from the Gulf of Mexico to the Great Lakes in November 2002, killing more than 36 people, CAP chaplains were there to help people in many communities cope with the tragedy.

Volunteers from CAP units in six states responded. They flew reconnaissance to assess the damage, searched for missing persons and helped ascertain property damage. Since its start-

up in late 2002, this was the first major multi-state emergency coordinated by CAP's National Operations Center at Maxwell AFB, Ala., a clearing-house for CAP missions.

Likewise, when Hurricane Isabel plowed into the nation's East Coast in September 2003, volunteer members from affected wings were there to help. Their aerial missions included locating stranded flood victims, searching for missing aircraft, ferrying emergency officials and assessing damage from the storm. In several wings, CAP's new aerial-imaging equipment was a great benefit to disaster relief officials. CAP members ferried food and medical supplies, manned emergency operations centers, and provided essential radio communications.

COMMUNITY



CAP cadets learn about first aid during CAP's 2003 National Emergency Services Academy.

Oregon aircrew scores
“find”; locates truck
after it rolls into
Deschutes River

“A common bond” —
CAP joins in historic
Columbia shuttle
recovery

New support plan: CAP
establishes centralized
operation to support
fleet of 550 single-
engine aircraft

CAP shows “right
stuff” in TOPOFF 2
exercise

AFRCC awards
Colorado Wing with 12
saves, 1 find in search
for lost hikers

California Wing
members conduct
extensive search for
missing paraglider

CAP’s new Gippsland
GA8 Airvan takes
maiden voyage to
Oshkosh

Maryland crew scores
find, save



A CAP aircrew captures this image of marijuana growing in a crop field.

CAP also assisted the military during Hurricane Isabel. When the hurricane threatened the Air Force Rescue Coordination Center at Langley AFB, Va., the AFRCC moved its operations inland to CAP’s National Technology Center in Richmond, Va. It was essential the AFRCC be kept operational to coordinate post-hurricane rescue efforts.

Support for Columbia Task Force

Columbia was probably CAP’s most visible disaster response mission in 2003. After the crash of space shuttle Columbia, CAP personnel from Texas to California, as well as National Headquarters staff, spent more than 1,000 man-days assisting in the search for wreckage at the request of the NASA Mishap Investigation Team. CAP continued to support this effort for more than a month, with mem-

bers flying 475 hours and almost 200 sorties.

Support for the nation’s war on drugs

During 2003, CAP assets were incorporated into the Imperial Valley Drug Coalition Law Enforcement Coordination Center’s multi-agency counter-drug enforcement operations plan. By providing real-time raw intelligence on suspected illegal activities on the U.S.-Mexican border, CAP helped increase the safety and effectiveness of law enforcement efforts. One center official declared CAP “a vital operational asset in determining the success of counterdrug efforts by law enforcement agencies in the Imperial Valley Drug Coalition.”

The Oklahoma Wing’s assistance to the Oklahoma Bureau of Narcotics resulted in the identification and eradication of

Vermont Wing members help show effectiveness of personal locator beacons

CAP receives NAA's first-ever Champion of Public Benefit Flying Award

ASAE names CAP winner of Advance America Summit Award for its 9/11 work

Hurricane Isabel — CAP, AF team up for storm's onslaught

Utah crew locates missing aircraft

Missouri ground team searches for missing fisherman

Vermont Wing uses GPS to assess grid coverage

nearly 2,700 cultivated plants and over 10 million wild growing marijuana plants.

CAP continued to provide support to the North American Aerospace Defense Command by providing real-world training for several of its air defense sectors. By simulating drug-trafficking aircraft, CAP helped NORAD evaluate and calibrate its radar equipment, as well as train its aircrews and radar operators to intercept suspicious aircraft.

As a result of CAP's counterdrug support, federal, state and local law enforcement officials report that more than \$10 billion in illicit drugs were eradicated or seized.

Drug Demand Reduction

Not only does CAP provide support for drug interdiction

efforts, but through a partnership with the Air Force Surgeon General, CAP serves the youth of Air Force families and local communities through its Drug Demand Reduction Program. In 2003, this ongoing program focused on drug abuse education, prevention and awareness, and provided positive alternatives to drugs and gang violence for young people. It continues to be an important part of leadership training in CAP cadet squadrons. In many communities, the program is administered through local school systems. There are 32 schools currently participating in communities nationwide. Classroom teachers serve as program leaders.



Two young CAP cadets get their first flight experience in a simulator.

CAP members play key role in Determined Promise '03

California Wing members locate downed aircraft

Texas Wing members find one of their own

Iowa members help save two children

Two Arkansas members receive Lifesaving Award for SAR saves

North Dakota members search for missing student

CAP to use hyperspectral imaging in missions

From East Coast to Midwest, members respond to Hurricane Isabel relief efforts

Nebraska Wing members search for missing man

Alaska unit supports whale mission

COMMUNITY



Three young boys wave to a pilot during an airport open house in Tuskegee, Ala.

Youth outreach

A special membership category exists within CAP for teachers in the nation's elementary, middle and high schools. In 2003, thanks to free educational material developed by CAP curriculum specialists, teachers who are CAP's aerospace education members were better equipped to motivate and encourage their students to pursue careers in aerospace and aviation-related fields. As a result, many of these students performed better in school and made greater contributions to the communities in which they live.

Community service is a way of life for the typical volunteer member of CAP. During 2003,

CAP's young members, from sixth grade forward, learned the importance of community service through every phase of their CAP membership. On any given weekend, they could be seen helping with a local blood drive, parking cars for a community event, mentoring youth, distributing clothing and food after a natural disaster, and even participating in ground team searches for downed aircraft and lost neighbors.

For all CAP members, volunteerism is an integral part of their everyday lives. During 2003, CAP provided a way, once again, for civilians to make a real difference in the communities they call home.

... through Community Service

AIR AND SPACE EDUCATION *Overview*



Pilot Judy Rice, CAP headquarters Dep. Director of Aerospace Education, volunteers her time to give a young student her first flight experience.

Past space exploration has brought tangible benefits that improve our lives in countless ways. The fascination generated by further exploration will inspire our young people to study math and science and engineering, and create a new generation of innovators and pioneers.

President George W. Bush
2004

Civil Air Patrol believes today's dreams can become tomorrow's accomplishments.

Recent reports have shown that the aerospace workforce is declining in the United States, and fewer students are pursuing the engineering and technical degrees necessary to support the aerospace needs of tomorrow. The average aerospace employee is 51 years old, and the nation's educational system is not producing qualified replacements. In addition, foreign competition has reduced sales of domestic commercial aircraft, and shock waves from the 9/11 terrorist attacks have seriously hampered progress in the domestic airline industry.

Aerospace leaders agree the solution to America's aerospace problems lies in our nation's schools. This is where the future engineers, scientists, managers, technicians and leaders of our nation's aerospace industry will be found. Experts also agree that, to reverse this trend, aerospace careers must be presented to students as early as possible in their educational lives.

Congress foresaw these challenges in 1946 when CAP was tasked with encouraging American citizens to develop and maintain strong aerospace education programs. In 2003, CAP continued to honor this commitment, with the goal of helping America maintain its dominance in air and space. The following pages outline these air and space education programs for 2003, including the benefits not only for teachers and students in America's classrooms, but also for CAP's own adult and cadet members.

Award-winning program

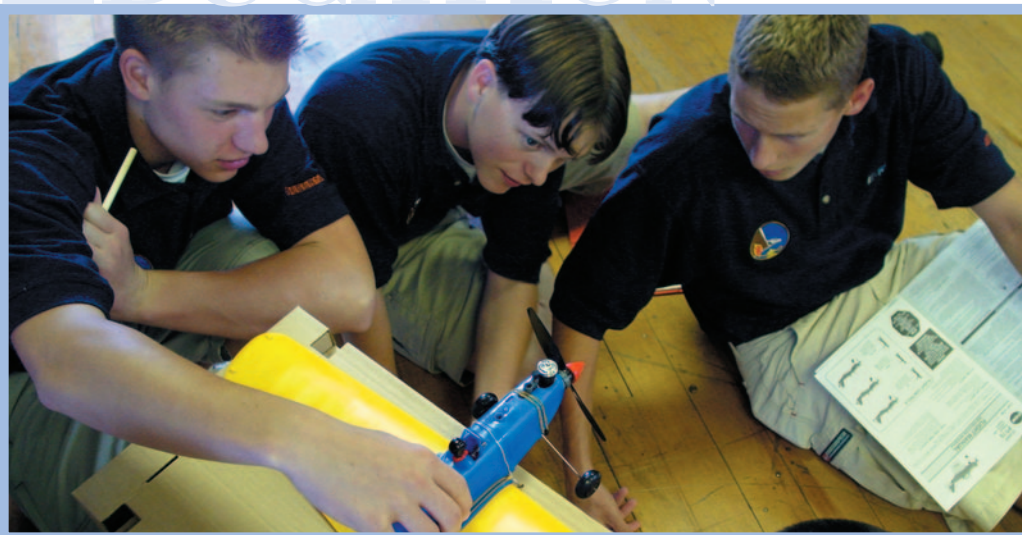
Civil Air Patrol has been promoting aerospace education among its members and America's classroom teachers almost since its inception. CAP members apply the study of air and space in most of their activities – from mission flying to cadet leadership activities to public education.

In 2003, for its half century of leadership in educating the nation's young people on opportunities in these fields, CAP was awarded the prestigious Frank G. Brewer Aerospace Education Trophy. In announcing the winner, National Aeronautic Association President Don Koranda said, "This trophy bears

witness to the ability of CAP's people and programs to make a difference in the aerospace education field and to our society. They provide teachers with exceptional educational materials and inspire young people with the opportunities for aviation and space careers."

CAP's many aerospace education programs made the organization a natural choice for the award. During 2003, these influential programs included the Aerospace Education Excellence Award Program for CAP units and K-12 schools; the Aerospace Education Membership Program for more than 1,500 teachers nationwide; aerospace education conferences and workshops held

EDUCATION



Three CAP cadets test the engine powering their model aircraft during CAP's Engineering Technology Academy at Auburn University.

MARSbound: 12 Utah Wing cadets spend five days experiencing life on "Red Planet"

2003 NCASE keynote speakers: Erik Lindbergh, Gus McLeod, Eric Boe, Dr. Jack Bacon

CAP receives NAA's 2002 Frank G. Brewer Trophy

Florida Wing members representing CAP at AFA's Air Warfare Symposium meet with top-level Air Force leaders

Former California cadet Kim (Reed) Campbell safely lands battle-damaged A-10 'Warthog'

throughout the nation; and the many aerospace-related activities available for CAP cadets and adult members.

More than 10,000 young people in schools throughout the country were introduced to the wonders of air and space through CAP's Aerospace Education Excellence Award program during 2003. Teachers from approximately 170 schools integrated CAP's national standards-based activities into their classroom curricula for grades K-12. Mainstream education recognized the value of CAP's classroom programs for aerospace education; a Colorado college granted 38 of its students an hour of graduate credit for past participation in the AEX program in their classrooms.

Cadet program

Cadets from more than 365 CAP units also participated in the Aerospace Education Excellence program. The program allowed the cadets to experience aerospace principles through hands-on activities.

Just one example of aerospace-related encampments for cadets was a week-long event held in Oshkosh, Wis. There, 21 cadets learned about weather, aviation history, rockets and space when CAP partnered with the Experimental Aircraft Association to present its first National Aerospace Education Academy. They also flew in a tethered hot-air balloon, received orientation flights, flew control-line airplanes, built wing-spars and visited a planetarium. By the



While attending an Engineering Technology Academy at Auburn University, cadets visited Maxwell AFB for a close-up look at a B-25 World War II bomber.

EDUCATION

2003 National Congress: Maj. Gen. Richard L. Bowling accepts NAA's Frank G. Brewer Sr. Trophy on behalf of CAP

CAP units receive \$5,000 in Aerospace Education Foundation grants

Tennessee legal officer coaches team to mock trial national championship

CAP names Hawaii Wing's Col. Louis Gabriel cadet of year

CAP cadets win first, second place in EAA's Wild Blue Wonders National Competition

First-ever national activity: 21 cadets attend Aerospace Education Academy

Two West Virginia Wing members restore World War II-vintage Stinson

CAP cadets take to Auburn University engineering labs



Air Force Director of Homeland Security Brig. Gen. Dave Clary talks with two Virginia Wing members before they depart on a glider flight. Clary flew with the wing in a Blanik L-23 glider in March 2003.

end of the week, several of them had made a commitment to further pursue aerospace careers.

For the 13,000 cadets who joined CAP in 2003, an introduction to aerospace principles was provided through CAP's six-module Aerospace Dimensions booklets. Additionally, 21,000 cadets received orientation flights with a certified CAP pilot in a powered aircraft or glider. Many others attended encampments, went on field trips, and heard guest speakers like Dick Rutan, pilot of the first aircraft to fly around the world without refueling. The cadets also built model airplanes, rockets and spacecraft.

Hundreds of cadets participated in 32 national aerospace-related activities held in locations

throughout the nation. These included an Engineering Technologies Academy at Auburn University, an Advanced Technology Academy at Waco, Tx., and an Air Force Weather Agency Familiarization Course held at Offutt AFB, Neb. Many cadets also participated in CAP's highly touted International Air Cadet Exchange Program in 2003. In all, 85 CAP members experienced the cultures of nine different countries, as goodwill ambassadors, while participating in aviation activities with fellow air cadets.

More than 200 cadets experienced their first flight instruction in 2003. Many soloed during one of CAP's powered or glider flight activities at the national, region and wing levels. As in

... through Air and Space Education

Texas Wing major earns Stellar Award for contributions to America's space program

Senior member first deaf commercial pilot in Michigan

NAA selects Maryland Wing senior member to receive 2003 Katherine and Marjorie Stinson Award

Cadets receive Daedalian Foundation flight scholarships

Delaware Wing's Louisa Spruance Morse in Delaware Aviation Hall of Fame

Air Force's 'PACman' kneeboard takes to skies in California Wing exercise

Congressman King soars through skies at Iowa Wing's 'Wing Ding'

Minnesota Wing members participate in Centennial Wright Flyer Display

Connecticut cadets educate squadron about fuel cell-powered aircraft

Maryland cadet plans future as airline transport pilot

previous years, many of those cadets went on to earn their private pilot licenses after this introduction to flying.

In all, 15,000 cadets participated in some type of air education activity during 2003, from the local to the national level. Their experiences lent impetus to the nation's focus on improving the technical education of today's youth, and ensuring the future viability of the aviation and aerospace industries.

Classroom program

One of the most effective ways to demonstrate aerospace principles to young people outside of CAP was through the 1,500 classroom teachers who themselves are members of CAP. CAP provided these teachers with aerospace-oriented lesson plans, themed study units, text-

books, activity booklets, posters, newsletters, bibliography resource listings and grant information. In 2003, in honor of the 100th anniversary of powered flight, CAP developed a Wright Brothers thematic unit for grades K-12. Thousands of these units, which included materials provided by NASA, were distributed prior to the Dec. 17 anniversary of the Wright Brothers' first flight.

Workshops and conferences

CAP also provided teachers the opportunity to attend national and regional aerospace education conferences. The largest of these was the 37th annual National Congress on Aviation and Space Education. This educational symposium, the premier aerospace education

EDUCATION



Wilbur and Orville Wright made an appearance at CAP's 2003 National Congress on Aviation and Space Education in Cincinnati.

Virginia cadets visit
U.S. Space Camp's
Aviation Challenge
Program

Kentucky cadet
receives appointment
to U.S. Air Force
Academy for Class of
2007

Alabama cadet gets
near-perfect score on
FAA instrument rating

Tennessee squadron
provides brains and
brawn for
homeschooler expo

Maryland cadet wins
regional speech
contest; describes
aviation milestones

Virginia cadets help
with preflight
inspection on restored
WWII aircraft

Wisconsin cadets help
Girl Scouts earn
aerospace merit badge

Florida squadron
assists with Astronomy
Day at Tampa museum



Two young boys share the excitement of aviation during an air show.

conference of its kind in the nation, provided focused professional development and networking opportunities for educators with a particular interest in using aerospace themes to teach a variety of subjects.

Through the hundreds of teachers who attended, the symposium touched more than 50,000 students. All educational session leaders were encouraged to address national education standards and support important federal education programs such as "No Child Left Behind" and "Every Child a Graduate."

Partnerships

Recognizing the educational value of the World Wide Web, CAP developed an educational space module for its Web site. The module gives visitors a chance to look at such topics as the International Space Station, the planet Mars, satellites and the Satellite Tool Kit, X-PRIZE, astronomy, and the business of space. For the second year in a row, CAP's Aerospace Education Web site

was designated by *USA Today* as a "Best Bet for Educators."

Recognizing that combined resources would more effectively meet the needs of the educational community, CAP aggressively pursued strategic partnerships with many aviation/aerospace organizations during 2003. Partnerships currently exist with such organizations as the Air Force Association and its Aerospace Education Foundation, National Aeronautic Association, Experimental Aircraft Association, Federal Aviation Administration, American Institute of Aeronautics and Astronautics, University Aviation Association and NASA.

As we enter the second century of flight, CAP is committed to promoting aviation and space education through its programs for both members and the nation's schools. For that reason, CAP has developed a timely theme around which to organize its upcoming programs – MARS – "Making Aerospace Real for Students."

MEMBERSHIP DEVELOPMENT *Overview*



A CAP cadet throws a line of rope over a mountainside as he prepares to rappel to the bottom during a cadet training encampment.

Without a doubt, the self-discipline, work ethic and teamwork I learned as a cadet have stayed with me and helped me earn a master's degree in international political economy.

Maj. Peter J. Turecek, CAP
New York Wing

Civil Air Patrol trains and develops the nation's finest force of volunteers!

In 2003, CAP supported its members through values education, leadership and safety training and a host of member services and benefits.

CAP reinforced its values education through statewide, regional and national conferences, focusing on ethical leadership and service to the nation. More than 70 training sessions were provided to members attending CAP's 2003 National Annual Conference in Las Vegas.

For its cadets, CAP held the National Cadet Competition at Wright-Patterson AFB, Ohio. There, in addition to lively competition in academics, physical fitness and drill events, the top 168 cadets in the nation had a chance to meet and work together.

To help cadets further their education, CAP provides scholarship and educational opportunities with a value of approximately \$300,000.

To serve its members more effectively in 2003, CAP provided a redesigned user-friendly Web site at www.cap.gov. A new online supply center for members, CAPMart, was launched at www.capmart.gov.

The following pages outline these achievements in more detail, and demonstrate CAP's commitment to maintaining a viable organization by meeting the needs of its members.

Values education

At a time when some worry that the civic life of America is deteriorating, CAP is developing responsible citizens through values education. From the day an adult or young person joins CAP, they learn that four key values — integrity, volunteer service, excellence and respect — are the guiding principles of their organization. These values provided the foundation for CAP's membership development in 2003.

Professional development and training

Since a well-informed and well-trained adult membership is the strength of the organization, CAP focused on training its adults not

only for their actual mission work, but also in leadership, teamwork, safety and mentoring.

One of the best opportunities for training and networking in 2003 was CAP's annual conference, held in Las Vegas. The four-day conference brought together some of aviation's best-known vendors and personalities, including keynote speaker and former CAP cadet Capt. Kim (Reed) Campbell, an Air Force fighter pilot who received national publicity in 2003 for successfully landing her aircraft after sustaining enemy fire during the war in Iraq.

CAP members attended seminars on subjects ranging from homeland security and safety

MEMBERSHIP



CAP senior member prepares aircraft for training flight.

... performing missions for America!

... through Membership Development

More than 200 members attend Middle East Region Search and Rescue College

National Military Music Academy 'credit to CAP'

Father, son first-ever Spaatz recipients

Virginia Wing's Augusta Composite Squadron makes CAP history; 3 sisters receive Gen. Billy Mitchell award at same time

500 students, staff members participate in CAP's National Emergency Services Academy

Cadet opens door for mom's career in U.S. Air Force

training to local media relations, as well as business and policy meetings with CAP's National Board.

Another opportunity for membership development was CAP's National Staff College, held at Maxwell Air Force Base, Ala. Each year, CAP leaders throughout the nation who aspire to higher leadership positions in the organization attend this executive-level, week-long school. Speakers in 2003 included noted scholars on the faculty of the Air Force's Air University. The 56 CAP members who attended the National Staff College focused on management, logistics, team-building and mission training.

For its members in the field, CAP provided online courses for prospective and current counter-drug personnel, as well as a National Emergency Services Academy for both adult and cadet members. CAP also worked on a national emergency services curriculum, developing detailed training programs for each emergency services specialty. These courses will be available in 2004.

Sights on Safety

To impress upon its members the sobering responsibilities of their work, in the air and on the ground, CAP focused on safety training throughout 2003. Through new safety initiatives, CAP National Commander Maj. Gen. Richard L. Bowling determined that safety

MEMBERSHIP



A CAP cadet points in the direction of an emergency locator signal beacon during a training exercise.

Promotion day: AF vice chief hosts ceremony in Washington, D.C., to promote CAP's two highest-ranking commanders

New wing bosses in Maine, New Hampshire

Presidential meeting: President George W. Bush poses for a picture with the Rawson brothers of New Mexico Wing during a recent visit

National Commander wants safety at forefront; introduces 2003 Safety Pledge

CAP leadership holds Vision Retreat in Atlanta

New partnership with life insurance companies

New York Wing members participate in surveillance, image-transmission training session



The smiling face of this CAP cadet reveals a sense of pride and self-confidence.

must remain at the forefront in all mission activities.

The commander's safety initiatives for 2003 included a new safety pledge and the "Sights on Safety" program, which challenged CAP units to devise and share new approaches to safety. Wings held regular safety seminars and flight clinics, and prizes were awarded to the units creating the most comprehensive safety programs. Because "Sights on Safety" was so popular and effective, CAP leaders expanded the scope of the program to include more safety "cross-talk" opportunities among CAP units.

Cadet training

Values education was equally important for CAP's cadet members in 2003. At the National Cadet Competition, 168 cadets from 15 states competed in academic, physical fitness, and drill and ceremony events at Wright-

Patterson AFB, Ohio. Cadet teams from Delaware and California captured the top honors in 2003 for drill team and color guard competitions.

In 2003, the ultimate leadership experience for cadets was the Cadet Officer School. Held at the Air Force's Air University at Maxwell AFB, Ala., 105 of CAP's cadets spent 10 days in a rigorous study of leadership. Experts from Air University broadened the cadets' understanding of communications, ethics, airpower heritage, strategic thinking and other topics. The school focused on the top 15% of CAP cadets – cadet officers who in their hometown squadrons worked to mentor younger cadets in community service and self-development.

Besides the National Cadet Competition and Cadet Officer School, CAP volunteers provided over 100 opportunities for cadets to study leadership formally and through hands-on

MEMBERSHIP



North Central Region cadets take on the one-mile event during CAP's 2003 National Cadet Competition.

Ground, airborne tests in Florida highly successful

CAP elects new BoG leaders; Texas member to chair board

CAP's new executive director talks about trust, transformation, growth

CAP receives George E. Haddaway Medal for aviation achievement

"Sights on Safety"—Goal to make safety cornerstone of CAP's culture

Cadets prepare for long-awaited 2003 national competition

2003 Region/Wing Commanders Course "phenomenal"

exercises. CAP conducted more than 40 encampments, typically allowing cadets to live on a military installation for one week and experience leadership as members of a cadet corps.

During 2003, CAP made approximately \$300,000 in scholarships and assistance available to cadets for colleges, technical schools and flight training. Among those institutions providing assistance were the U.S. Air Force Academy Preparatory School, Embry-Riddle Aeronautical University, Texas A&M, Dowling College, Spartan School of Aeronautics and Auburn University. Also providing scholarship assistance were the Air Force Association, Order of Daedalians, United Services Automobile Association, Col. Clara Livingston, CAP and Spaatz Association.

Hawaii Wing's Cadet Louis Gabriel, upon being named CAP's 2003 Cadet of the Year, credited CAP's leadership development programs with helping him achieve his personal goal of earning an appointment to the U.S. Air Force Academy. "The doors the Cadet Program has opened for me — and for every cadet — are matched only by the efforts of its mentors who will stop at nothing to help you through them," he said.

Internet technology

Just as CAP embraced other forms of technology in 2003, the organization also tapped into the Internet to develop its members' leadership potential. As part of its work in professional development, CAP made available to its members 20 stand-alone training modules in

Top-notch Gathering —
The Spaatz Association
meets in D.C. for first-
ever winter symposium

High-profile stories
featured in 130-page
Portrait of Freedom

CAP announces new
marketing plan;
forming partnerships
with corporate
America

CAP partners with
ExxonMobil for
aviation lubricants

CAP headquarters
dedicates training
course to Oklahoma
member

AIG Aviation now
endorsing CAP liability
insurance

CAP, Harris Publishing
begin work on
membership directory

Pacific, Middle East
regions take top
honors at 2003 NCC

such subjects as safety and lead-
ership management.

The CAP headquarters Web
site was restructured and
redesigned, creating a level for
public information, a media
newsroom, a level for general
member information and a pass-
word-protected level for mem-
ber-only information.

Among the most popular
services on the Web site was the
“Knowledgebase,” an interac-
tive feature that provides CAP
members with answers to a
wide variety of frequently asked
questions about CAP, its pro-
grams, missions and history. In
2003, the Knowledgebase
achieved a 99% self-service rate,
meaning that every member
using the Knowledgebase was
able to find the information he
or she was requesting.

CAP also modernized the
means through which members
could obtain supplies and equip-
ment related to their volunteer

work. In 2003, the old catalog-
based CAP “Bookstore” was
refocused and renamed
CAPMart – to signal its new
identity as an online store. Now
members may browse online for
uniforms, publications, memen-
toes, educational materials and
other supplies. An online pres-
ence means that CAPMart is
available to its customers
“24/7”, and the technology
behind its creation cuts down on
back-orders and helps with
inventory management.

CAP will continue to support
its members with more profes-
sional development opportuni-
ties for adults and cadets,
streamlined procedures and
paperwork requirements, and
the delivery of timely communi-
cation and information. Through
membership development, CAP
is fostering the integrity, volun-
teer service, excellence and
respect that make its members
valuable community leaders now
and for generations to come.



A CAP cadet downloads
images from a digital
camera onto a laptop
computer during a
training exercise.

... through Membership Development



Col. Robert C. Bess, CAP
Chairman, Board of Governors



Maj. Gen. Richard L. Bowling, CAP
National Commander



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

Board of Governors

As of December 31, 2003

Mr. Bruce P. Baughman
Executive Director, Ala. Emergency Mgt.
Agency

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

Col. Robert C. Bess, CAP
Chairman

Maj. Gen. Richard L. Bowling, CAP
National Commander

Mr. Michael L. Dominguez
Assistant Secretary of the Air Force for
Manpower and Reserve Affairs

Lt. Gen. Nicholas B. Kehoe, USAF (Ret.)
Vice Chairman

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

Lt. Gen. Donald A. Lamontagne, USAF
Commander, Air University

Brig. Gen. Dwight H. Wheless, CAP
National Vice Commander

Mr. Bruce N. Whitman
Executive Vice President
FlightSafety International, Inc.

National Board Members

As of December 31, 2003

Maj. Gen. Richard L. Bowling, CAP
National Commander

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

Brig. Gen. Dwight H. Wheless, CAP
National Vice Commander

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

Col. Donald B. Angel, CAP
National Finance Officer

Col. J. Rock Palermo III, CAP
National Legal Officer

Col. Joseph C. Meighan Jr., CAP
National Controller

Col. William S. Charles, CAP
National Inspector General

Chaplain (Col.) James H. Melancon, CAP
Chief of Chaplain Service

Northeast Region

Col. Richard A. Greenhut, CAP
Commander

Northeast Region Wing Commanders

Col. James E. Palmer, CAP
Connecticut

Col. Mitchell P. Sammons, CAP
Maine

Col. Frederick B. Belden, CAP
Massachusetts

Col. Margie L. Sambold, CAP
New Hampshire

Col. Cornelius J. Flynn, CAP
New Jersey

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

Col. M. Allen Applebaum, CAP
Pennsylvania

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

Col. James D. Rowell, CAP
Vermont

National Board members (continued)

Middle East Region

Col. Charles S. Glass, CAP
Commander

Middle East Region Wing Commanders

Col. Russell M. Opland, CAP
Delaware

Col. Lawrence L. Trick, CAP
Maryland

Col. Franklin J. McConnell Jr., CAP
National Capital

Col. Harold J. Schaffer, CAP
North Carolina

Col. Saul H. Hyman, CAP
South Carolina

Col. Timothy J. Cramer, CAP
Virginia

Col. Rodney F. Moody, CAP
West Virginia

Great Lakes Region

Col. William W. Webb, CAP
Commander

Great Lakes Region Wing Commanders

Col. Jay R. Burrell, CAP
Illinois

Col. Charles H. Greenwood, CAP
Indiana

Col. Loretta L. Holbrook, CAP
Kentucky

Col. Gary J. Mayo, CAP
Michigan

Col. Charles L. Carr, Jr., CAP
Ohio

Col. Clair D. Jowett, CAP
Wisconsin

Southeast Region

Col. Antonio J. Pineda, CAP
Commander

Southeast Region Wing Commanders

Col. John E. Tilton, CAP
Alabama

Col. Matthew R. Sharkey, CAP
Florida

Col. Charles D. Greene, CAP
Georgia

Col. John B. Wilkes, CAP
Mississippi

Col. Milton Tomassini, CAP
Puerto Rico

Col. James M. Rushing, CAP
Tennessee

North Central Region

Col. Rex E. Glasgow, CAP
Commander

North Central Region Wing Commanders

Maj. Gerald P. Lowry, CAP
Iowa (Interim)

Col. George M. Boyd, CAP
Kansas

Col. Dale E. Hoium, CAP
Minnesota

Col. Joe E. Casler, CAP
Missouri

Col. Warder L. Shires, CAP
Nebraska

Col. K. Walter Vollmers, CAP
North Dakota

Col. Mary F. Donley, CAP
South Dakota

Southwest Region

Col. Thomas L. Todd, CAP
Commander

Southwest Region Wing Commanders

Col. John J. Varljen, CAP
Arizona

Col. Reggie L. Chitwood, CAP
Arkansas

Col. Rodney W. Ammons, CAP
Louisiana

Col. Frank A. Buethe, CAP
New Mexico

Col. Virginia P. Keller, CAP
Oklahoma

Col. Robert F. Eldridge, CAP
Texas

Rocky Mountain Region

Col. Lynda C. Robinson, CAP
Commander

Rocky Mountain Region Wing Commanders

Col. Andrew J. Alexa, CAP
Colorado (Interim)

Col. Bobby A. Picker, CAP
Idaho

Col. Jan E. Van Hoven, CAP
Montana

Col. Jack D. Butterfield, CAP
Utah

Col. William R. Morton Jr., CAP
Wyoming

Pacific Region

Col. Merle Starr, CAP
Commander (Interim)

Pacific Region Wing Commanders

Col. Robert L. Brouillette, CAP
Alaska

Col. Virginia M. Nelson, CAP
California

Col. Stanley Y. Fernandez, CAP
Hawaii

Col. Dion E. DeCamp, CAP
Nevada

Col. Steven A. Senderling, CAP
Oregon

Col. Roy L. Stephenson, CAP
Washington

Recognition for Civil Air Patrol's contributions continue into 2003 ...



Maj. Gen. Richard L. Bowling and CAP Executive Director Al Allenback accept the Associations Advance America Summit Award from ASAE award committee members in Washington, D.C.

Associations Advance America Summit Award

For its work in the aftermath of the Sept. 11, 2001, terrorist attacks, and overall operations support to the nation, Civil Air Patrol was selected to receive the prestigious Associations Advance America Summit Award. CAP was one of only six associations chosen to receive this award. This is the highest honor bestowed by ASAE upon organizations that implement new and innovative community-based programs.

Associations Advance America Honor Roll

The Tennessee Wing of Civil Air Patrol was named to the 2003 Associations Advance America Honor Roll, a national awards competition sponsored by the American Society of Association Executives in Washington, D.C. This award program recognizes association activities and programs that propel America forward. The Tennessee Wing was named to the honor roll for their disaster relief work after tornadoes swept through the eastern part of the nation in November 2002. Other activities and programs named to the 2003 Honor Roll included CAP support of the Winter Olympics and Paralympics, as well as CAP's Emergency Services Curriculum Project and the National Emergency Services Academy.



Northeast Region Commander Col. Rick Greenhut accepts the National Aeronautics Association Champion of Public Benefit Flying award on behalf of CAP from Don Koranda, president of NAA and Rol Murrow, chairman and CEO of Air Care Alliance.

Champion of Public Benefit Flying

Awarded by the National Aeronautics Association and Air Care Alliance to recognize outstanding service to the community, Civil Air Patrol was the first recipient of the newly created Champion of Public Benefit Flying award.



Maj. Gen. Richard L. Bowling accepts the Frank G. Brewer Aerospace Education Trophy on behalf of CAP, from Don Koranda, left, and Frank G. Brewer, Jr., right.

Frank G. Brewer Aerospace Education Award

Established in 1943, the Brewer trophy recognizes significant contributions of enduring value in the field of aerospace education. CAP won the award for more than a half-century of leadership in educating the nation's young people on the many opportunities available to them in the fields of aviation and space flight. CAP is the only organization to have won the award twice. After developing CAP cadet and teacher training programs, CAP first received this award in 1952. The award is presented by the National Aeronautics Association and sponsored by the Brewer Foundation.

2003 George E. Haddaway Medal for Achievement in Aviation

Established in 1993 in honor of longtime aviation publisher and journalist George Haddaway, publisher of *Flight Magazine* and an original supporter of CAP. Haddaway commanded one of CAP's anti-submarine bases at Beaumont, Texas, during World War II. CAP was chosen to receive the award because of its important contributions over the years to national security.

USA Today's "Best Bet" for Educators

Each year *USA Today* posts sites on its education homepage that contain valuable online resources for educators. CAP's site was chosen in 2003, as well as 2002, for its wealth of information on aerospace education.

Association Trends All Media Contest

Civil Air Patrol's Strategic Communication's division won three medals in the 2003 Association Trends All Media Contest. A gold medal, the top award, went to CAP for their "CAPabilities" video, a four-minute video providing an overview of CAP's programs and services. *Civil Air Patrol News*, the monthly newspaper for CAP members, won a bronze award. Also winning a bronze award was a four-color print public service announcement advertisement, "What did you do last weekend?"

2003 National Award Winners

Senior Member of the Year

Col. Drew Alexa
Colorado Wing

Cadet of the Year

Cadet Col. Louis R. Gabriel
Hawaii Wing

F. Ward Reilly Leadership Award

Capt. Courtney Walsh
Valkyrie Cadet Squadron
Colorado Wing

Organizational Brewer Award

Geibel High School
Greensburg, Penn.

Senior Member Brewer Award

1st Lt. Jondarr V.T. Bradshaw
Ohio Wing

Cadet Member Brewer Award and Air Force Association Cadet of the Year

Cadet Capt. Max Sissman
Virginia Wing

Individual Brewer Award

Col. Kenneth O. Wofford (USAF, Ret.)
Minnesota Wing

Col. Robert V. "Bud" Payton National Public Affairs Officer

2nd Lt. Michael R. Odle
South Dakota Wing

Senior Chaplains of the Year

Chap. (Lt. Col.) Whit Woodard
California Wing

Chap. (Lt. Col.) Charles E. Sharp
Southwest Region

Squadron Chaplain of the Year

Chap. (Lt. Col.) Harry S. Foden
Group 1
North Carolina Wing

Moral Leadership Officer of the Year

Capt. Naomi Hendricks
Utah Wing

Safety Officer of the Year

Capt. Paul E. Mondoux
New Hampshire Wing

Paul W. Turner Safety Award

New Hampshire Wing

Sights on Safety Awards

Kansas Wing - \$5,000
Utah Wing - \$3,000
Colorado Wing - \$2,000
Douglas County Composite Sq.,
Nevada Wing - \$2,000
Coeur d'Alene Composite Sq., Idaho
Wing - \$1,000
Albuquerque Senior Sq., New Mexico
Wing - \$500

Historian of the Year

Col. Lester W. Snyder
South Dakota Wing

Logistician of the Year

Lt. Col. Paul D. Adams
Hawaii Wing

Communications Officer of the Year

Lt. Col. James Moss
Kansas Wing

Outstanding Drug Demand Reduction Wing

North Carolina Wing

National Aerospace Education Awards

First Place - Florida Wing
Second Place - California Wing
Third Place - Texas Wing

Aerospace Education Awards

New York Wing (Northeast Region)
National Capital Wing (Middle East
Region)
Michigan Wing (Great Lakes Region)
Florida Wing (Southeast Region)
Minnesota Wing (North Central Region)
Texas Wing (Southwest Region)
Colorado Wing (Rocky Mountain Region)
California Wing (Pacific Region)

Mission Awards/Counterdrug

Pennsylvania Wing (Northeast Region)
Delaware Wing (Middle East Region)
Indiana Wing (Great Lakes Region)
Florida Wing (Southeast Region)
Iowa Wing (North Central Region)
Arkansas Wing (Southwest Region)
Colorado Wing (Rocky Mountain Region)
California Wing (Pacific Region)

Mission Awards/Search and Rescue

Maine Wing (Northeast Region)
Virginia Wing (Middle East Region)
Kentucky Wing (Great Lakes Region)
Florida Wing (Southeast Region)
Iowa Wing (North Central Region)
Oklahoma Wing (Southwest Region)
Utah Wing (Rocky Mountain Region)
Alaska Wing (Pacific Region)

Mission Awards/Disaster Relief

Connecticut Wing (Northeast Region)
West Virginia Wing (Middle East Region)
Kentucky Wing (Great Lakes Region)
Florida Wing (Southeast Region)
Minnesota Wing (North Central Region)
Louisiana Wing (Southwest Region)
Colorado Wing (Rocky Mountain Region)
Nevada Wing (Pacific Region)
Washington Wing (Pacific Region)

Squadrons of Distinction

Silver City Cadet Sq., Connecticut Wing
(Northeast Region)
Greenville Composite Sq., South Carolina
Wing (Middle East Region)
Fox Cities Composite Sq., Wisconsin
Wing (Great Lakes Region)
Peachtree City Falcon Field Composite
Sq., Georgia Wing (Southeast Region)
Anoka County Composite Sq.,
Minnesota Wing (North Central Region)
Northwest Arkansas Composite Sq.,
Arkansas Wing (Southwest Region)
Valkyrie Cadet Sq., Colorado Wing
(Rocky Mountain Region)
Overlake Composite Sq., Washington
Wing (Pacific Region)

Representative Squadron of Distinction

Valkyrie Cadet Sq., Colorado Wing
(Rocky Mountain Region)

140 lives saved in 2003!

State / Wing	Mission Flying Hours	Other Flying Hours	Total Flying Hours	Lives Saved
Alabama	3066	775	3841	1
Alaska	4002	760	4762	32
Arizona	3616	544	4160	7
Arkansas	2165	96	2261	3
California	6676	986	7662	0
Colorado	3300	184	3484	18
Connecticut	531	73	604	4
Delaware	557	38	595	0
Florida	4178	780	4958	2
Georgia	2499	743	3242	1
Hawaii	930	78	1008	0
Idaho	1101	166	1267	10
Illinois	1885	194	2079	0
Indiana	987	270	1257	0
Iowa	1222	249	1471	0
Kansas	888	94	982	0
Kentucky	2243	298	2541	0
Louisiana	2110	333	2443	0
Maine	729	378	1107	0
Maryland	2200	507	2707	2
Massachusetts	1121	520	1641	4
Michigan	1548	270	1818	0
Minnesota	3726	1023	4749	5
Mississippi	1598	249	1847	0
Missouri	841	113	954	2
Montana	553	2	555	6
National Capital	479	78	557	0
Nebraska	946	129	1075	0
Nevada	1721	139	1860	10
New Hampshire	776	165	941	0
New Jersey	1349	408	1757	1
New Mexico	1964	341	2305	4
New York	2002	508	2510	0
North Carolina	925	333	1258	3
North Dakota	1139	225	1364	0
Ohio	823	145	968	0
Oklahoma	1884	330	2214	0
Oregon	1043	112	1155	3
Pennsylvania	3343	516	3859	0
Puerto Rico	548	83	631	0
Rhode Island	318	85	403	0
South Carolina	2141	370	2511	1
South Dakota	1128	133	1261	1
Tennessee	1972	170	2142	0
Texas	4535	1017	5552	2
Utah	1778	179	1957	7
Vermont	227	221	448	1
Virginia	2436	505	2941	1
Washington	2327	597	2924	0
West Virginia	902	203	1105	0
Wisconsin	3036	264	3300	3
Wyoming	720	158	878	3
Other CAP Units	1318	40	1358	3
Total	96,052	17,177	113,229	140

Membership and State Appropriated Funds as of Sept. 30, 2003

State	Cadet	Senior	Total	Appropriated Funds
Alabama	356	838	1194	\$31,250
Alaska	164	1002	1166	\$503,100
Arizona	606	887	1493	\$56,700
Arkansas	288	358	646	\$75,000
California	1566	2292	3858	\$80,000
Colorado	916	1208	2124	\$105,063
Connecticut	316	279	595	\$36,758
Delaware	176	247	423	\$24,000
Florida	1923	2297	4220	\$55,000
Georgia	841	1077	1918	\$42,000
Hawaii	183	312	495	
Idaho	218	267	485	
Illinois	791	848	1639	\$50,000
Indiana	390	484	874	
Iowa	168	286	454	
Kansas	231	480	711	\$25,000
Kentucky	241	485	726	\$30,000
Louisiana	250	533	783	\$71,250
Maine	207	312	519	\$25,000
Maryland	749	689	1438	\$38,500
Mass.	538	641	1179	\$22,500
Michigan	557	768	1325	\$86,000
Minnesota	584	829	1413	\$65,000
Mississippi	169	403	572	\$60,000
Missouri	478	454	932	\$17,486
Montana	175	194	369	
Nebraska	239	314	553	\$32,500
Nevada	344	590	934	\$130,000
New Hampshire	282	288	570	\$61,628
New Jersey	767	669	1436	\$35,000
New Mexico	327	526	853	\$100,500
New York	1310	1387	2697	
North Carolina	755	961	1716	\$119,124
North Dakota	127	202	329	\$106,334
Ohio	752	890	1642	
Oklahoma	400	539	939	\$31,483
Oregon	348	474	822	
Pennsylvania	1271	1281	2552	
Puerto Rico	992	398	1390	
Rhode Island	116	124	240	
South Carolina	575	702	1277	\$50,737
South Dakota	122	213	335	\$31,000
Tennessee	582	808	1390	\$143,135
Texas	1451	1871	3322	
Utah	258	469	727	\$75,000
Vermont	123	192	315	\$50,000
Virginia	717	949	1666	\$100,000
Wash. DC	271	252	523	
Washington	861	827	1688	
West Virginia	209	462	671	\$105,257
Wisconsin	404	804	1208	\$19,000
Wyoming	101	209	310	
Members Assigned to Region Staff				
Northeast Region	0	61	61	
Middle East Region	0	55	55	
Southeast Region	0	105	105	
Southwest Region	0	60	60	
Great Lakes Region	0	37	37	
North Central Region	57	58	115	
Rocky Mountain Region	0	47	47	
Pacific Region	0	69	69	
National Headquarters	95	2235	2330	
TOTAL	26,937	37,598	64,535	\$2,690,305

Congressionally Appropriated Funds FY03**Operations** **\$21,870,000**

Emergency Services

Air Force Missions \$6,504,413

Counterdrug Missions \$1,487,000

Communications \$1,430,800

Aerospace Education \$3,796,600

Cadet Programs \$4,703,388

Drug Demand Reduction Program \$387,000

General and Administrative \$858,974

Liaison Expenses \$60,000

Liability Insurance \$117,800

Vehicle/Equipment Maintenance \$548,120

Aircraft Maintenance \$1,709,575

Communications Maintenance \$266,330

Procurement **\$5,970,000**

Aircraft Procurement \$5,183,000

Vehicle Procurement \$787,000

TOTAL **\$27,840,000**



As you read through our 2003 Annual Report, you can see why we chose "... performing missions for America" as this year's theme. With a trained and committed force of volunteer members, Civil Air Patrol focuses on meeting many of our nation's most pressing needs.

Throughout the past year, CAP supported our nation's homeland defense efforts both through training exercises and in responding to real-world events.

In performing these missions, we learned a great deal, and now are in a position to offer two distinct advantages to America's emergency response infrastructure — a convergence of effective, reasonably priced technology with low-cost aerial platforms manned by dedicated and skilled volunteers. In fielding such high-tech capabilities as digital satellite communication and hyperspectral imaging, we are joining the movement toward incident prevention, even while retaining strong incident response. In this way, CAP represents the best example of American citizens taking an active part in protecting their own communities, and truly offers a "best buy" for homeland security response.

As we developed and refined our capabilities in the homeland security arena during 2003, we also looked at ways to streamline our headquarters resources to support these efforts. As a result, we reorganized into a "leaner" headquarters, reducing staff by 25%, eliminating low-profit activities, and restructuring logistics, membership, leadership, cadet and aerospace education. This new organization now allows us to more quickly and efficiently meet the needs of our volunteers, and thus allows them to respond more quickly to the ever-changing demands placed on them out in the field.

Simultaneously with our headquarters transformation, we also looked at the various processes we'd developed to do business throughout the years. We found many ways to streamline and focus our procedures, and incorporated our findings into a dynamic business plan for FY04 which fully supports both CAP's mission and its strategic plan.

Since the lifeblood of our organization is volunteerism, we worked hard in 2003 to educate the public about not only our accomplishments, but also about the many opportunities we offer for community service. To this end, we logged more than 70 million media impressions this year, a tenfold increase over the previous year, and completed a long-needed Web site makeover at www.cap.gov. The Internet has also served us well in the launching of our new CAPMart, an online site through which our members can purchase CAP products and supplies.

Today, more than ever, Civil Air Patrol is in step with America's needs and priorities. It's this kind of grassroots volunteerism that makes our nation stronger and more resilient every day.

AL ALLENBACK
Executive Director, CAP



Civil Air Patrol
105 South Hansell St., Bldg. 714
Maxwell AFB, AL 36112
www.cap.gov