

Dear Civil Air Patrol member,

As a member of the Civil Air Patrol, you are one of our most valuable assets. It is your support and dedication that help us continue to serve our country and community. We are always seeking new opportunities to improve your membership experience, which is why I am very pleased to announce that Civil Air Patrol has formed a new relationship with USAA.

As of October 4, 2012, the Civil Air Patrol USAA Rewards™ World MasterCard® is now available to you as an added benefit of your membership in Civil Air Patrol.

As the exclusive credit card services provider for Civil Air Patrol, USAA Bank will make a contribution to our organization each time a credit card account is opened and each time you make an eligible purchase with the card. Funds generated by the Civil Air Patrol USAA Rewards World MasterCard will directly support the Civil Air Patrol! This program offers you great service, competitive interest rates and rewards points that you can redeem for your choice of gift cards, merchandise, travel discounts and other rewards.

USAA was established 90 years ago to support military personnel and their families, so I am very pleased that USAA's affinity card is now available to CAP members. This program is important for two reasons — it is offered by one of the country's most well-respected banks and every purchase made by a CAP cardholder will benefit CAP. It is a win-win program for everyone.

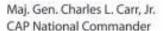
I hope that you will consider contacting USAA Bank about a Civil Air Patrol USAA Rewards World MasterCard today! It's another way to show your support for our organization and its programs.

For more information about USAA, please call 800-435-4995 or visit usaa.com/capcc.

Semper vigilans!



For every Civil Air Patrol USAA Rewards World MasterCard account opened and each time you make an eligible purchase with the card, a contribution is made to Civil Air Patrol, benefiting our members!







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Civil Air Patrol Volunteer is oriented toward both internal (CAP) and external audiences. For that reason, it uses the Associated Press style for such things as military abbreviations. Associated Press style is the standard used for most newspapers and magazines. Official internal CAP communications should continue to use the U.S. Air Force rank abbreviations found in CAPR 35-5.



Aerial imagery was CAP's primary role in response to Hurricane Sandy's assault on the Northeastern Seaboard, with aircrews taking tens of thousands of damage assessment photos for government agencies. Among those involved were a New York Wing aerial imagery team — Lt. Col. Steve Perta, Maj. Chuck Hereth and Lt. Col. Gerry Marketos — seen here conferring with 2nd Lt. Jennifer Lichlyter, a Pennsylvania Wing scanner/photographer, at the New Jersey Wing's incident command post at McGuire Air Force Base.

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ON OUR COVER

The faces are familiar, but many of the details in CAP's governance structure have changed. The organization's Don Rowland, Brig. Gen. Rich Anderson and Maj. Gen. Chuck Carr gathered for a photo at the Air Force Memorial in Washington, D.C., not long after the new internal governance system was implemented. Rowland is now chief operating officer, and Carr is CEO as well as national commander. Anderson remains head of the Board of Governors; he's also one of four — formerly two — at-large members on the board. Those changes and others are part of an approach designed to streamline the way CAP conducts business, in part by placing strategic policymaking in the BoG's hands, reinforcing the 52 wing commanders' focus on operations and increasing collaboration between National Headquarters and volunteer staff. *Photo by Senior Master Sgt. Ed Bard, U.S. Air Force*

Disaster scenario tests members' skills

Members from throughout the Northeast Region participated in a

multistate training exercise built around a scenario that called on participants to assess damage caused by a disastrous derecho — a violent windstorm



that caused extensive fire, flood and tornado damage throughout New Jersey, New York and Pennsylvania. In addition to training members for actual emergency situations and other duties – including flight marshaling, conducted here by Cadet Chief Master Sgt. Joshua Freeze of the Pennsylvania Wing's Capital City Composite Squadron 302 — the exercise allowed officials to assess the effectiveness of a Region Area Command program designed to coordinate emergency service assets to respond across multiple states in the event of a large-scale disaster.

CAP's cadet program featured on APTV

Civil Air Patrol was featured recently on Alabama Public Television and Alabama Industrial Development Training's weekly "On the Job" program. For the half-hour episode, show host and coproducer Bobby Jon Drinkard spoke with Auburn Composite



Squadron cadets – including Cadet Col. Ryan Erskine, above — and officers, along with Alabama Wing Commander Col. Brad Lynn and Susan Mallett, youth development program coordinator at CAP National Headquarters. The show focused on CAP's multifaceted mission and the wide range of opportunities available to cadets. Drinkard also joined the cadets in a wing-design project in Auburn University's polymer and fiber engineering lab. The show can be viewed and downloaded at http://onthejobtv.org/site/2012/10/show-504/.

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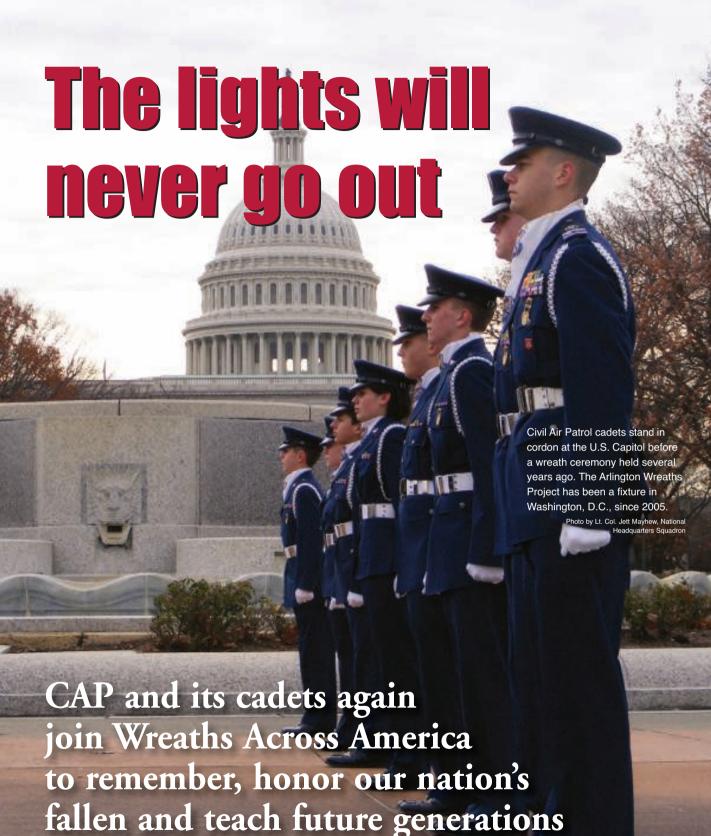
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ON THE WEB

Visit www.capvolunteernow.com daily for squadron and wing news.

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By Paul F. South

Ci volu hour read rer

Civil Air Patrol cadets — all volunteers — have been up for hours, traveling, dressing, readying for a day of remembrance, a day of honor.

At noon Eastern Standard Time on Dec. 10, in all 50

states and in conjunction with a solemn ceremony outside the national Capitol, cadets place Maine balsam fir evergreen wreaths adorned with scarlet ribbons.

For six hours following the wreath-laying, cadets from the CAP honor guard walk in silence near the Capitol. Their walk is similar to that performed with precision by the Old Guard at the Tomb of the Unknowns.

On the following Saturday, Dec. 15, from Lubec, Maine, where the sun first kisses American shores, to Honolulu and at some 700 places of honor in the U.S. and around the world, CAP cadets, many trained at the

National Honor Guard Academy by the U.S. Air Force Honor Guard from Bolling Air Force Base, place wreaths as well.

Other wreath-laying ceremonies are carried out at Arlington National Cemetery — at the grave of Gen. Hap Arnold, at the astronaut memorials to honor those who lost their lives in the Columbia and Challenger shuttle tragedies, at the Civil Air Patrol Memorial and other sites significant to CAP.

At the formal Washington ceremonies, dignitaries attend — senators, representatives, military officers, even Capitol staffers, to honor the fallen. Similar events occur across the globe at cemeteries and monuments around the world.

This is serious, solemn business — the remembrance of those who fell, from Gettysburg to Guadalcanal, from Chosin Reservoir in Korea to Khe Sahn in Vietnam, and most recently in Iraq and Afghanistan.

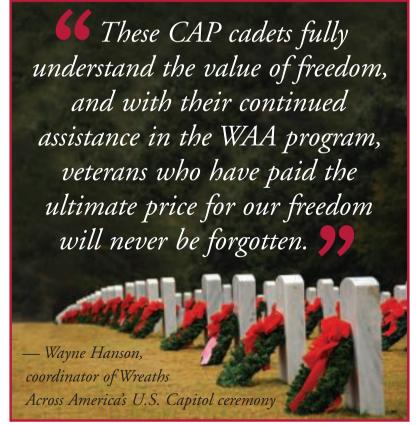
Those veterans who were taken from their nation by

time and sickness, not combat, are remembered as well.

The week of festivities is the annual culmination of the Wreaths Across America initiative, the brainchild of Morrill Worcester, a veteran and owner of Worcester Wreath Co. in Harrington, Maine. Wreaths Across America began in 1992 with placement of 5,000 wreaths at Arlington. Since then, the Maine State Society of Washington, D.C., CAP, corporate donors, volunteer truckers and individual donations have transformed Wreaths Across America into an international remembrance.

In 2011, 325,000 Maine wreaths were placed around the world, 90,000 at Arlington.

But this is about more than the powerful symbolism of the Maine evergreens. It's a human story, after all — about honor, remembrance, learning and patriotism.



Consider Section 60 at Arlington. Here, the war dead from Iraq and Afghanistan rest, as do veterans who passed in recent years.

For Lt. Col. Jett Mayhew, the Wreaths Across America project has special meaning far beyond her work with CAP cadets. Listen to her story:

"In December of 2009, I remember standing on top of the women's memorial and one of the CAP members came up to me and asked, 'Why are you tearing up?' I said, 'Because I know this is where my husband's final resting place is going to be, and knowing he's not going to be forgotten for his service to the Air Force.' In December of 2010, I was there again, while my husband was at home, dying. But I had to go, because I knew all of those veterans were being honored. My husband passed in February 2011, and in December, the honor guard paid honor to everyone they could. But they gave special honor to my husband's gravesite. A wreath was placed on his grave by CAP Middle East Region Commander Col. Larry Ragland.

"While they were there in Section 60, mothers, fathers, sisters, brothers came up and said, 'Could you do honors to my spouse, my brother, my sister, my uncle, to my child?' I said, 'Yes.'

"After everyone had left, the honor guard stayed close to two hours, giving honors to those family members' loved ones. This shows the honor, the pride these cadets and our senior members have, because senior members were there, too, in giving back to the community and giving back to the fallen heroes and their family members. It's because of them we have our freedom."

CAP cadets and officers' dedication made a lasting impression on Wayne Hanson of the Maine State Society, coordinator of the Arlington Wreath Project since 2005. CAP, he said, is about much more than flying search and rescue missions.

"In all of my dealings with CAP cadets, I have found them to be a very polite, professional and dedicated group of young men and women who display pride in



In this photo from a previous Wreaths Across America observance, Maryland Wing cadets Esther Rea and Kyle Lahr hold a wreath to be placed at the Women's Memorial at Arlington National Cemetery.

our country and what it stands for," Hanson said.
"These CAP cadets fully understand the value of
freedom, and with their continued assistance in the
WAA program, veterans who have paid the ultimate
price for our freedom will never be forgotten."

For Hanson, the Wreaths Across America mission to remember, honor and teach is clear.

"People must always remember the freedoms we all enjoy every day have come because of the sacrifices made by our veterans and all our active-duty military personnel," Hanson said. "Behind every headstone where a wreath is placed is a personal story of a loved one missed by family members, especially during the holiday season.

"However, many of those buried beneath these stones no longer have family members able to visit, and many have not had anyone stop by in decades to remember and thank them for their service," he said.

"It is through the efforts of WAA and its thousands of volunteers that these individuals will be remembered, honored and never forgotten."

Maj. Grace Stapf of CAP's Maryland Wing can see the dedication in the cadets' eyes. Stapf and Col. Dan LeClair of the Maine Wing, a Wreaths Across America board member, are CAP liaisons to the initiative.

The demeanor of the cadets, ages 12 to 20, transforms as they begin their solemn duty, said Stapf.

"One of the most impressive things to me is when you can actually see that cadets get it," she said. "Some of them don't talk about it, but you can see in their faces they understand why they wear a uniform and why they carry the colors."

She added: "There is a seriousness that comes over them. It's hard to describe. But there is a change in their

demeanor and their attitude, and you can see they are serious about what they are doing."

The somber ceremony takes on special significance these days, when American men and women are in harm's way in Afghanistan. The remembrance is more than a history lesson.

"A lot of our cadets know other cadets who are 18 who have volunteered to serve our country. Some made it back. Some did not," Mayhew said. "They're honoring their own, Former CAP Lt. Col. William
Mayhew is buried at Arlington
National Cemetery. A career U.S.
Air Force officer and veteran of
Korea and Vietnam, as well as a
former squadron commander,
emergency services director and
mission coordinator for CAP's
Maryland Wing, Mayhew is one
of several members honored as
part of CAP's annual wreathlaying activities at Arlington.



as well as those who gave the ultimate sacrifice."

In places like Section 60, honor takes on many forms. Some loved ones, like Mayhew, bring blankets or lawn chairs. Others come to toast a fallen loved one's birthday, to celebrate a life milestone that would never happen.

And at this time of year, children will decorate a bush in Section 60 with handmade ornaments like crepepaper stars — a fitting accompaniment to the tens of thousands of wreaths.

Mayhew was there again this year, not only in her CAP role as national drug demand reduction coordinator, but also as the widow of Lt. Col. William

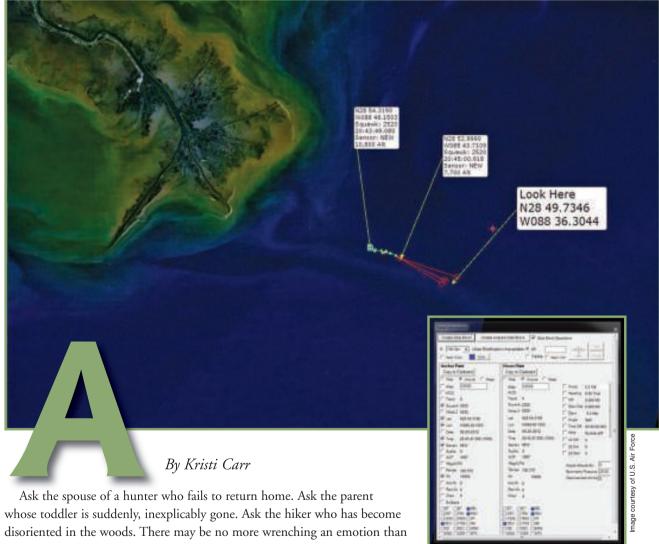
other cadets who are 18 who have volunteered to serve our country. Some made it back. Some did not. They're honoring their own, as well as those who gave the ultimate sacrifice.

— Lt. Col. Jett Mayhew

Mayhew, career U.S. Air Force officer and veteran of Korea and Vietnam, as well as a former squadron commander, emergency services director and mission coordinator for CAP's Maryland Wing.

"Family members have placed solar-powered lights on graves in Section 60 to let their loved ones know they are still a light to us in our minds, in our hearts and in our thoughts," Mayhew said. "And the lights will never go out."

Statistics indicate a shifting SAR landscape



when — all of a sudden — the ties that tether us to one another are severed, leaving us horribly adrift.

That's when Civil Air Patrol, tasked by the Air Force Rescue Coordination Center, gets involved. CAP has a hand in up to 85 percent of the searches for missing people in the United States. That isn't about to change, but the environment of those search-and-rescue missions is changing.

Though he lives in Colorado, Capt. Guy Loughridge, who was in Hawaii at the time, was still able to trace radar signals and send local rescuers to this crash site off the coast of Louisiana.

What the statistics show

Figures for CAP's fiscal year 2012 reinforced what the organization's leaders had already been sensing: The number of search and rescue missions

and saves is declining.

In 2012, CAP participated in just over 700 SARs, compared with more than 1,000 in both 2010 and 2011. And CAP's annual average of 80 lives saved, as credited by the AFRCC, fell to just 32.

Moreover, statistics reveal that fewer of CAP's SAR missions are launched in response to downed aircraft.

In the past, most searches were prompted by false alarms resulting from mistakenly activated emergency locator transmitters, which are housed in aircraft and designed to emit a signal if the plane goes down, or by radioed distress calls from pilots.

Now, the majority of distress searches stem from reports of people missing from ground locations. Of CAP's 32 SAR saves in 2012, 24 fell into this category. Typically, the search subjects are lost hikers or

other outdoor enthusiasts — either the very young or the elderly.

The figures also reveal other trends. Despite exceptions — 2012, for instance, actually saw an increase in the number of CAP flight hours devoted to SAR because of a few lengthy missions — the typical search now takes less time.

Less manpower may be required, too. Nine of the 32 total 2012 saves were awarded to CAP experts in cell phone or radar forensics, often without involving deployment of either aircrews or ground teams.

Two saves were awarded to CAP's radar forensics experts for an aviation-related SAR off the coast of Louisiana in September. CAP cell phone experts, meanwhile, were called in on five 2012 SAR missions and awarded seven saves. Tracking cell phone or radar

tower activity gives these armchair searchers the ability to "paint" a likely area to search, many times with startling accuracy.

"It's a team effort," said CAP's dean of cell phone

forensics, Maj. Justin Ogden. "All of these searches have many activities from multiple agencies going on in parallel. But it still takes local searchers on the ground and in the air to make the find and effect the rescue."



Participants in a National Emergency Services Academy training exercise hone their skills at dealing with injuries suffered by a victim.

Why the nature of SARs is changing

Technology is the root cause for many of the changes occurring in SAR, which has helped shorten the time required for searches. The government mandate that ELTs be on

board all U.S. aircraft helps in locating crash sites. It's also increasingly likely search subjects will be carrying cell phones. Even if a phone isn't on, historical data can sometimes lead searchers to the right area.

Meanwhile, CAP search capabilities have been greatly enhanced by equipment aboard many of the organization's own aircraft. CAP planes equipped with the latest electronic direction finders can now narrow search areas faster and even read the data burst transmitted by 406MHz distress beacons.

Other technologies CAP has used in selected wings include FLIR (forward-looking infrared system), which registers heat signatures; GIIEP (Geospatial Information Interoperability Exploitation-Portable), which enables real-time full-motion video as well as in-flight chat capabilities; and APAS (Airborne Public Address System)

The shift away from flight-related SARs also can be attributed, at least in part, to enhancements in aviation safety equipment and procedures. CAP pilots themselves can attest, for example, to the value of Garmin glass cockpits, which provide greater situational awareness, and technology-based incident reporting, which allows for quick analysis of mishap data, helping ensure mistakes won't be repeated.

Technological advances have further added to CAP's SAR efficiency by helping address communications problems during missions, when it can be vital that all parties — whether on the ground or in the air — are able to talk to each another. CAP was already using standardized radio equipment and procedures when the 9/11 attacks demonstrated how devastating it is when emergency units can't communicate. The organization also has recently upgraded its repeater stations across the country to provide broader, more uniform coverage for CAP radio communications.

Wyoming's SAR experiences

Members of the Wyoming Wing might be excused from believing the low overall numbers for SARs. Of the 32 total CAP saves in 2012, Wyoming members accounted for 10. Out of the wing's five missions involving saves last year, two were responses to downed planes and three were missing person missions — a stranded motorist, a missing hunter and a group of missing snowmobilers.

Maj. George Twitchell, incident commander for the search for a lost hunter, said he wasn't surprised by the wing's relatively high level of SAR missions. "We enjoy many outdoor activities in Wyoming, notably in the fall and winter," Twitchell said, "but we also get a lot of out-of-staters who come for hunting or recreation that are not familiar with our landscape and climate and may not be prepared for it."

In the mission he worked on, the missing man, though a local, had gone out alone — not a good idea, Twitchell said. His vehicle got stuck in the snow and was helped out by the Sweetwater County Sheriff's Office ground team, which located him from coordinates provided by one of two CAP planes. It's unknown whether the hunter bagged the elk he was after!

In all the Wyoming saves, CAP aircrews located the search targets. Another frequent incident commander for the wing's SAR missions, Lt. Col. Mike Carlson, said a major reason for the emphasis on aircrews can be attributed to state law, which puts county sheriffs' departments in the driver's seat on such missions. As a result, CAP frequently may be called in for air support, because few sheriffs have aircraft at their disposal.

Carlson applauded technological advances, such as the Garmin-1000 glass cockpit systems installed on three of the wing's five planes. "The Garmin's terrain-avoidance feature is not only very important in keeping our own crews safe when flying, especially at night," he said, "but, in cases where we know a downed aircraft isn't equipped with this capability, it also helps us figure out what happened."

A second Garmin feature he likes for SAR is one that lets the plane almost fly itself. "Because the auto pilot is hooked into a GPS system, it allows us to fly parallel grids in an extremely accurate way," he said.

The pilot of this downed plane exhausted her gas supply in getting the aircraft down successfully. A Wyoming Wing aircrew provided the plane's coordinates to the local sheriff's office, which dispatched its own ground crew.

Fortunately, the CAP plane lingered overhead, as the ground team became disoriented in the acres of sagebrush-dotted prairie. With guidance from the aircrew, the ground team and the downed pilot found their way to the nearest highway.

Photo by 2nd Lt. Patricia Truitt, Wyoming Wing



First Lt. Matt Hooper of the Wisconsin Wing's Eau Claire Composite Squadron shares tips with cadets learning to use a direction finder to conduct a search at the Minnesota Wing's 2012 Ground Team Academy.

aerial photography classes.

Given the effectiveness of and demand for CAP's forensics knowledge, training more experts is also important. Ogden is excited by the prospect of involving others in the art of cell phone tracking. Right now he has three trainees, who bring

added dimensions to the current effort. One is CAP's Arizona Wing commander, a seasoned SAR pilot and incident commander. Another is a database expert and SAR pilot. The third brings tremendous knowledge from his day job with the cell phone industry.

Radar forensics has taken a similar path. Ten years ago, Loughridge was the go-to CAP radar expert, but he soon found his counterpart in U.S. Air Force Master Sgt. John Henderson, now retired and a lieutenant colonel in CAP. The two became such frequent radar search collaborators that three years ago they established the National Radar Analysis Team, which is assigned to CAP's Rocky Mountain Region. They eventually folded in a mix of eight more handpicked radar data analysts, computer programmers and specialists in weather and cyber security.

Now able to spread the workload, the team is building software to get faster and more accurate results. "Our goal," Henderson said, "is to reduce the time between crash and rescue." Time can literally mean the difference between life and death.

The tech equipment used in SAR is itself under review

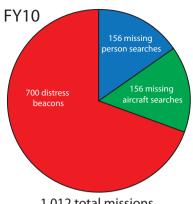
Challenges of a Changing SAR landscape

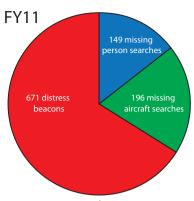
With fewer real-life missions, training becomes all the more important in keeping CAP members' SAR skills sharp. Aircraft and high-tech equipment training, however, is hardly free.

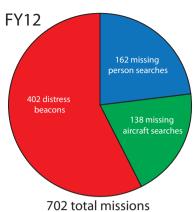
In Wyoming, Carlson said, that's been at least partially addressed for air searches with funds the wing receives through the state's National Guard, but that isn't an option everywhere.

As for efforts to enhance use of CAP ground teams in Wyoming, he cited slow but steady progress: "When we are invited to join in a ground search, all it takes is a positive experience for the local sheriff's department to develop confidence in our talents," he said.

Training is also key when it comes to sophisticated technologies now available. This was particularly evident during the 2010 Gulf oil spill crisis, when CAP was able to respond to the demand for literally thousands of aerial photographs each day over a six-month period after significantly beefing up the number and frequency of its







1.012 total missions

1,016 total missions

by CAP. The organization is working with other agencies, such as the U.S. Department of Homeland Security and the U.S. Geological Survey, on systems that will help store and dispense data and address communications issues between air and ground. Perhaps more importantly, CAP is also working to eventually standardize and streamline its search tools throughout the organization and across the country.

Specific wings and states have also stepped up to solve problems unique to them. Despite CAP's overhaul of its repeater system, for example, the Wyoming Wing was still plagued by communications problems, mainly in remote areas where repeaters were too far away from a search area

or blocked by obstacles such as mountains.

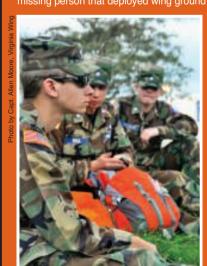
A state program called WyoLink came to the rescue, Carlson said. "It links the state's repeaters so no matter where you are in the state, you can reach someone flying in another section of the state. It's been a godsend for reassigning aircrews while they are airborne."

Col. John Mitchell, former commander of the Wyoming Wing, cautioned, however, that CAP and the aviation world need to be aware of downsides to technology. He recounted the story of how wing members concluded from a recent crash site, in which the pilot flew his Piper Saratoga into a mountain, that he

> had relied on GPS to provide the shortest route when he should have opted for a longer, safer alternative.

Aircrews Not Always The Answer

Virginia Wing ground team members await instructions during a 2012 search for a missing person that deployed wing ground teams 13 times but involved no air searches.



The search subject was a 9-year-old boy diagnosed with autism. Searchers found him in a quarry next to a wooded area, suffering somewhat from exposure but otherwise in good shape. He had wandered off from his family during a hike in a local park.

"In Virginia, where we are connected with the Virginia Search and Rescue system, our wing sees a lot of involvement with ground searches," said Col. David Carter, Virginia Wing commander and the mission's incident commander for three shifts. "This heightens the need for us to put even more effort into ground search assets and training.

"We poured a lot of our senior officers and cadets into just this one search," he said.

Amid change, one important constant

Even with the changes and challenges SAR faces today, CAP's commitment to the mission is undeterred.

Family and friends may cry out to lost loved ones, "Where are you?" But they will never have to wonder where CAP is. Its members are always vigilant, always trained and always ready to serve.



Change is never easy, particularly in an organization with as long and storied a heritage as Civil Air Patrol's.

I and my fellow CAP officials recognized the importance of handling development and implementation of our new governance structure as a joint effort, not only with those involved in governing but also with all of you, the unpaid professionals who work every day to make this organization an unparalleled source of service and support for citizens nationwide.

This joint approach fulfilled several important purposes and has been a major reason for our success. First, it gave members a voice — the chance to weigh in on the issues, which resulted in some excellent input that was folded into the process. It also paved the way for an open line of communication between members and the leadership. Your questions were and continue to be heartfelt, thought-provoking and highly personal to your membership: "What does this mean to the organization? How will it benefit CAP and, equally as important, how will it benefit individual members?" you asked.

From the beginning, keeping members informed was an integral part of the process that continues with this issue of the *Volunteer*, which includes a feature story designed to, hopefully, clear up any remaining questions or concerns. The news releases generated throughout the process are still online as well at www.capvolunteernow.com for quick reference whenever new questions come to mind.

With implementation of the new governance structure, Civil Air Patrol is entering a new era, but our missions remain the same; we are as strongly committed as ever to serving our communities and our nation and to assisting the U.S. Air Force as its official auxiliary. And the unpaid professionals who form the core of our membership are just as selflessly dedicated to stepping forward when needed — a legacy of service that has remained intact, never wavering, since our earliest days, when our pioneering volunteers helped protect the home front during World War II.

Yes, we've adjusted the way we do business, with an eye toward making what has been great even better. What hasn't changed, of course, is how selflessly you, our invaluable volunteers, perform every mission with integrity and excellence. Thank you!

As we move forward together as one CAP, please keep me updated on how we are doing as a team. You can contact me anytime on the "Ask the Commander" link on eServices.

Semper Vigilans!

Maj. Gen. Charles L. Carr Jr.

CAP National Commander

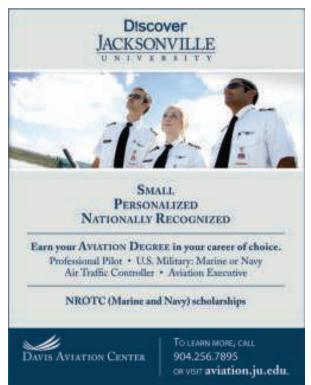




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Inside a Wyoming search-and-rescue

By Kristi Carr

One mission becomes two as CAP rescues the rescuers



Search and rescue binds this band of brothers from the northwest corner of Wyoming, from left, CAP Capt. Bill Jepsen, Mike Moyer of Teton County Search and Rescue and CAP Capt. Jim Little Jr.

Photo by 1st Lt. Tim Cully, Wyoming Wing

This is the story of two friends, Jim Little and Mike Moyer. Their 20-year friendship is easy to understand. Both have dual loves for medicine and flying. Little is a family practice physician in Jackson, Wyo., and a captain in Civil

Air Patrol's Teton County Composite Squadron; Moyer is a battalion chief for Jackson Hole Fire/EMS and a flight paramedic volunteer with Teton County Search and Rescue. Like all friends, they've shared a lot, but a day in February last year is one neither will ever forget.

It started with someone neither of them knew. A snowmobiler went out into the backcountry to enjoy a fine winter's day but, instead, met with tragedy. Something happened to make him lose control of the snowmobile. His family called for help.

MIKE MOYER'S STORY

"About noon that day, I was sitting at my desk at the fire department when I received a call from the Teton County Search and Rescue coordinator asking if I could take a helicopter SAR flight as paramedic for a snowmobile accident in the backcountry of the Gros Ventre Mountains. At the hangar, I met our pilot and another SAR member. As we lifted off, I sent a text message to my wife to let her know what I was doing. I never got her reply.

"It was a beautiful day, sunny and calm. We flew to the area and eventually made contact with a couple of snowmobilers who planned to lead us to the injured snowmobiler. We were in the air, following them slowly at about 150 feet above the trees, when we suddenly began spinning. At first I assumed it was a tight turn but then quickly realized we were out of control and going down into the heavy timber. I had a few seconds to recognize I

may be about to die and had a moment of regret I would be leaving my wife without her husband and my girls without their dad.

"In seconds we hit the trees, impacting hard. A few moments later everything stopped moving, and it was quiet. I was absolutely amazed I was still alive. The helicopter was on its side in the snow and I quickly undid my seatbelt and crawled out, immediately realizing my leg was injured, unstable and very painful. As I got out, I noticed smoke or steam coming off the wreckage and tried to drag myself onto the snow, away from the ship, all the while yelling for the other two members of the SAR team. After some time and significant difficulty, all three of us were able to get free of the helicopter. After assessing our injuries, I next tried to use our satellite phone, but without success. The pilot eventually was able to climb a ridge and make radio contact with our dispatch center. We spent the next four or

more hours treating our injuries and trying to make contact with those looking for us.

"Eventually, a CAP plane located us, using coordinates we had provided to our dispatch. As I tried to make radio contact with the plane, I was overwhelmed with relief at hearing Jim's voice answer back. It was the simple act of talking with the CAP crew as they circled overhead that kept our spirits buoyed while we waited for ground crews to find us. We heard snowmobiles in

It was incredibly encouraging to hear the CAP plane overhead when we were stranded, hurt and in jeopardy. 77

— Mike Moyer, Teton County Search and Rescue

the area looking for us for over an hour as they worked to hone in on our location. Once the ground teams located us, they evacuated us by snowmobile and helicopter to a staging area, and ground ambulances transported us to St. John's Medical Center in Jackson. Ground teams later located and recovered the body of the snowmobiler, whose autopsy revealed he had died of a broken neck shortly after his accident."

JIM LITTLE'S STORY

"When the incident commander at Teton County Search and Rescue first became aware of the helicopter crash, additional contacts were made to the Air Force Rescue Coordination Center and, locally, CAP Teton squadron Commander Capt. Bill Jepsen. Our two-man CAP aircrew — with Jepsen as mission observer and myself as pilot — was dispatched to the last known location of the helicopter. We did not know then the identities of those who went down with it.

"We arrived at the last known location approximately two hours after the helicopter had been reported missing. We did not receive an emergency locator transmitter signal, so we initiated an expanding square search around the last known location. We saw a group of snowmobilers, but due to heavy timber and deep snow did not spot the wreckage.

"We'd been circling the last known location for about 15 minutes, not knowing if there were any survivors, when we heard Mike Moyer on the Wyoming Mutual Aid radio frequency calling our CAP plane. He told us he was one of the crash victims and there were two other survivors from his Teton County Search and Rescue team. While he could see and hear our plane, we were still unable to see him, so he gave us instructions that steered us to the survivors. We marked his GPS location when he told us we were directly overhead, and it turned out to be less than 200 yards from the site of the crash.

"We immediately relayed the coordinates and condition of the victims to the Teton County Search and Rescue command post, which was responsible for sending in ground teams. For the next hour, our CAP plane circled the location to serve as 'high bird' to facilitate communications between the victims and ground teams. This was an important step, as the ground teams passed within 100 yards of the wreckage



The SAR helicopter, dispatched by Teton County Search and Rescue, landed on its side, snapping off the tops of trees as it spiraled out of the sky.

without seeing it. Light was quickly fading, but our aircrew was able to eventually guide the ground teams to the crash site.

"Radio communication with the survivors was essential to this rescue. We never received an ELT signal and the terrain blocked both repeater and direct radio links. It helped tremendously that Capt. Jepsen, who is the radio technician for both Teton County Search and Rescue and the sheriff's office, was able to

use his personal radio to help relay information to the ground teams.

"Thankfully, both Mike and the helicopter pilot survived with only orthopedic injuries. But the other member of Teton County Search and Rescue, who had saved countless lives during his many years of volunteer service and who was an expert trainer of search dogs, died before the ground teams could arrive.

"It was very gratifying for me to be a part of returning survivors to their families and friends, especially since I am one of those friends and also because we were, in effect, rescuing one of our own fellow search-and-rescuers.

"But it was Mike who was the true hero. He got himself out of the wreckage, got both of the other helicopter crash victims out and then was able to contact us via radio and coordinate the rescue."

COOPERATION

Rescues throughout the United States are intricate choreographies involving multiple agencies that include

CAP. Still, it isn't often that one of these groups needs to look to another for its own rescue. This was one of those instances, and CAP was glad to help.

"With more than 25 years working in emergency services," said Moyer, "I've attended to thousands of patients, but this was my first time on the other side of a rescue. It has taught me a number of life lessons. My injuries turned out to be significant — a tibial avulsion fracture and numerous ligament and meniscus tears. Someone told me to measure my progress in weeks, not days, and this has proven to be good advice.

"But most of all, I have been reintroduced to the great comfort that comes with the sure knowledge that the members of our SAR community, including those in CAP, leave no stones unturned to find us and get us home," he added. "It was incredibly encouraging to hear the CAP plane overhead when we were stranded, hurt and in jeopardy. Now that I've returned to work as a paramedic, I am working harder to deliver that smile, say those words of encouragement and be more attentive to the little things that make such a big difference to those who are hurting, in danger or healing."





For the Two Men's Hobbies Of Flying Honor CAP Aircraft

By Mitzi Palmer

A close look inside George Hunter's model CAP Cessna 182 shows a detailed cockpit, complete with himself as pilot in command.



For both Maj. Paul Gaertner and George Hunter, building model airplanes has been in their blood from a young age. Gaertner built his first model at 8 years old; Hunter was 15. And though it may just be a hobby for these men, their work honors not only Civil Air Patrol but also

the craftsmanship of the Cessna aircraft flown on missions across the nation.



George Hunter is shown here with his 158-inch-wingspan
Cessna 182 decorated with the CAP emblem and colors in
Woodruff, S.C., at the Joe Nall 2012, an annual event devoted
to giant-scale model planes.

Gaertner's involvement with CAP began in 1945 when he joined as a cadet. As he recalled some of his most memorable CAP experiences, Gaertner — now public affairs officer for the Georgia Wing's Gainesville Composite Squadron — mentioned a camp he attended at Turner Field in Albany, Ga., where he received a ride in one of the base's B-25s.

"I remember Ed Danforth of the *Atlanta Journal* reporting, 'The boys came back air-minded, sunburned and feeling like men'," said Gaertner, who first became enamored with the thrill of flying when his father took him to an air show outside his hometown of Detroit.

His first model, built at age 8, was a tiny one made from balsa wood. Gaertner even remembered some of the instructions, like wind the propeller backwards and launch it over high grass. Living in Detroit at that time, though, left him lacking grassy strips, so he and a neighbor launched the model from the edge of his driveway.

"It flew straight into the garage door," Gaertner recalled. "I was hooked from then on."

Today his model plane collection includes a mass of free-flight and radio-controlled models. More than two dozen of his favorites can be found hanging from his workroom ceiling.

One of Gaertner's newest models, a CAP Cessna 172, was assembled just last summer.

"In June I bought a kit and assembled and painted it to look like one of the CAP Cessnas in the field," he said. "Although it was unfinished at the time, it hung suspended from a booth in July at the Experimental Aircraft Association's Cracker Fly-In to serve as an attention-getter." This one-day annual event in Gainesville draws aircraft enthusiasts from all over the Southeast to watch fly-ins and observe more than 150 airplanes judged during the event.

Gaertner is also working with his friend Glen Kyle, managing director of the Northeast Georgia History Center in Gainesville, on a CAP display that will be showcased in the center's main hall from February through April. The display will feature the completed CAP Cessna model and will again be used as an attention-getter.

"It will include a poster detailing the story of Georgia Wing squadrons 160 (Gainesville Composite) and 447 (Dahlonega Senior)," he said. "There will also be a looped four-minute video, which will highlight last summer's CAP activities at the Richard B. Russell Regional Airport in Rome, Ga., and testimonials from high-aspiring cadets."



Maj. Paul Gaertner, public affairs officer for the Georgia Wing's Gainesville Composite Squadron, proudly holds his model of a CAP Cessna 172, painted and decorated to resemble the full-sized aircraft shared by his unit and Dahlonega Senior Squadron.

and a 1:3 scale 158-inchwingspan Cessna 182 decorated with the CAP emblem and colors.

"The CAP plane was more or less a labor of love," Hunter said. "I was looking for a Cessna scheme that had a lot of color and was a military aircraft so I could take it to warbird events and use it for scale contests. The CAP airplanes fit the bill."

He had owned another Cessna the same size, painted to look like one of Auburn University's trainers, but it wasn't getting the attention he wanted, he said.

"There was just not enough color on it," Hunter said. "So I sold that plane and ordered another one from a company in Thailand and contacted CAP at Maxwell Air Force Base to get started on research." Maxwell, about 50 miles west of Auburn, is home to CAP National Headquarters,

With the help of a fellow modeler, Chuck Mullin, special capabilities manager for the Operations Directorate at CAP National Headquarters, Hunter was able to visit the base and take pictures of a CAP Cessna 182T.

"After a wait of more than eight months, the plane finally came in, but the colors did not match what I had," said Hunter. "So off to the body shop it went for a new paint job."

"The plane sports a 150cc gas engine, a full complement of working navigation and landing lights and a fully functional cockpit with me as a pilot in command," he noted.

Since it is based out of Florida, Hunter also used images of Florida Wing patches to adorn the two model pilots' CAP uniforms.

"I tried to recreate the plane as close as possible, but it is still a work in progress," Hunter said. \(\textstyle \)

Labor of Love

George Hunter's love of building model planes began when he was 15.

"I begged my dad for a plane after going to a hobby shop," Hunter recalled. "We put it together and tried to fly it — not so well, might I add."

He still has that plane today, in addition to his growing collection of mostly full-scale representations of warbirds from World War II.

A native of Marietta, Ga., Hunter relocated to Auburn, Ala., during his college years because his flight instructor at the time told him about a flight program at Auburn University. "I joined Alpha Eta Rho (a professional aviation fraternity) and was on the Auburn University flying team," he said.

Now the owner of a carpet cleaning business in Auburn, Hunter mainly flies models on a giant scale — anything over a 100-inch wingspan. Some of his favorite and largest planes in his collection of about 80 models include a 1:5 scale 102-inch-wingspan Me-262, a 100-inch-wingspan turbine-powered sport jet, a 99-inch-wingspan turbine-powered MB-339, a 24-foot-wingspan Gotha G.IV World War I bomber

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ONE Team

With the BoG at the helm, CAP's volunteers, staff join forces to move CAP forward

By Julie DeBardelaben

There's been a shakeup at Civil Air Patrol. Has anyone noticed?

The short answer is "not really," but for the long haul, the changes will be visible to the U.S. Air Force, Congress and the organization's leadership, all of whom are key

players in moving CAP forward.

CAP's Board of Governors presented the corporation's new internal governance structure to more than 800 participants at the August 2012 Annual Conference held in Baltimore. The changes reinforced the BoG's authority to make strategic policy and shifted



The newly created Civil Air Patrol Senior Advisory Group selected Col. Tim Verrett of the Pacific Region and Lt. Col. Jayson Altieri of the North Carolina Wing as Board of Governors at-large members on Nov. 3 during the group's first meeting held at CAP National Headquarters. The CSAG also voted to extend Brig. Gen. Rich Anderson's term of office as an at-large member of the BoG. Present for the meeting were, front row, left, Col. Robert Todd, North Central Region commander; Col. Larry Ragland, Middle East Region commander; Col. Donald Cortum, former Rocky Mountain Region commander; Col. Larry Myrick, Pacific Region commander; and Col. Robert Karton, Great Lakes Region commander. Back row, Col. Frank Buethe, Southwest Region commander; Col. Alvin Bedgood, Southeast Region commander; Col. Paul Gloyd, CAP-U.S. Air Force commander; Maj. Gen. Chuck Carr, CAP national commander; Brig. Gen. Joseph Vazquez, national vice commander; Don Rowland, chief operating officer; Col. Christopher Hayden, Northeast Region commander; and Col. Robert Bost, Rocky Mountain Region commander.

nonstrategic issues to the national commander, freeing wing commanders to focus on operations; reduced the number of corporate officers from 69 to five; and established a "one CAP" structure, with National Headquarters and volunteer staff working together on initiatives as one team.

STREAMLINING THE WAY CAP DOES BUSINESS

"The new structure won't change the way we accomplish our missions at all," said Chief Operating Officer Don Rowland, "but it does give assurances that our policies and regulations are more streamlined."

"Previously," he added, "policies took months to implement."

Now, the No. 1 person in charge of CAP is the chief executive officer — CAP National Commander Maj. Gen. Chuck Carr, who has the authority to approve regulations, unraveling a complicated process that ensures needed changes in operational procedures can be effected quickly. The same is true of policymaking. Under the new structure, the BoG and the national commander set policy, with some responsibilities delegated to the CAP Senior Advisory Group or CSAG (formerly the National Executive Committee), a 13member body consisting of CAP's national commander, national vice commander, chief of staff, the eight region commanders, the chief operating officer and the CAP-U.S.



Cadet 2nd Lt. Jaclin Sidden accepts her Gen. Billy Mitchell Award from Col. Mark Smith, New Mexico Wing commander.



Col. Larry Ragland, Middle East Region commander, checks an aircraft log before a flight.



California Wing Commander Col. Jon Stokes presents World War II-era CAP member Lt. Col. Edwin Seipp with an Exceptional Service Award.

Air Force commander.

"With fewer people making policies, it is easier for policies to be made," Carr said.

"We've also reduced the number of corporate officers from 69 to five — the commander, vice commander, chief operating officer, chief financial officer and general counsel," said Rowland. "The changes align CAP with most organizational structures for nonprofits nationwide."

It all sounds simple enough, and it is, said New Mexico Wing Commander Col. Mark Smith.

"The way I see it is business as usual," Smith said. "Our role and responsibilities are still the same post-governance structure as they were previously. The changes will be transparent to the squadrons and wings, and they will engage with their three missions in CAP, just as they did before."

FROM TWO HATS TO ONE

With the National Board, formerly a policymaking body, reorganized as the Command Council, CAP's wing and region commanders now focus all of their attention on operations.

"Before, they had two hats, as corporate officers and wing commanders," said Rowland, adding, "the CAP Command Council's focus on operations is more in line with the wing commander's job to perform missions for our communities."

"This means wing commanders can devote all of their time to

being wing commanders," said Carr. "It's more important for the commanders to command — taking care of their people and equipment and making sure the mission is accomplished — than it is to be involved in legislative decisions."

Political issues, which occasionally dominated board meetings and CAP's public image, are a thing of the past, said Carr. Commanders now focus solely on operational procedures and problems in the field.

Brig. Gen. Rich Anderson, BoG chairman, agreed: "Our previous governance processes forced our wing commanders to focus on too much minutiae — like the placement of ribbons — instead of on the day-to-day operational missions. The CAP Command Council makes them more productive and focuses them and us on what's important. It streamlines the way we govern ourselves in making national-level policy decisions."

With the focus being more on operations rather than policy issues, CAP benefits, said Col. Larry Ragland, Middle East Region commander.

"CAP has got to adapt to change and be willing to do what's required to complete its missions," Ragland said. "I am very favorably impressed with the new governance structure.

"Now, hopefully, rather than going to two annual board meetings and trying to figure out what side of the issues they are on and oftentimes having knee-jerk reactions, wing and region commanders can focus on how they are performing relative to succeeding or not succeeding in their missions."

ONE STAFF, ONE TEAM CONCEPT

The new governance structure also merges the CAP National Headquarters staff at Maxwell Air Force Base, Ala., with the volunteer national staff officers.

"The merging of the two staffs — paid and unpaid



Rowland, seated, reports to the Board of Governors for administrative matters and to Carr, standing, for operational matters.

professionals — provides for a seamless organizational structure," said Carr. "We are all on one team."

With the exception of the volunteer national safety officer, national inspector general and chief of Chaplains Corps national staff members, National Headquarters will have the lead in partnering with all other staff functions to implement the organization's two-year strategic plan — the first ever developed jointly by CAP and the BoG. Achievement of the plan's six priorities — which emphasize funding; resources, skill and youth development; public awareness; aerospace education; and institutional excellence — will be used as the basis for the national commander and chief operating officer's annual performance evaluations.

"It is a 360-degree evaluation with input from the CAP-USAF commander," said Carr, "so it is incumbent on all of us to do our very best for the organization in implementing the plan."

A GOVERNANCE STRUCTURE FOR THE MODERN ERA

"I have been involved in CAP's governance process for more than three decades, and I believe we now have a structure and process in place that brings us into the modern era," said Anderson.

The governance changes represent a "paradigm shift" for policy-level decisions, but time will prove it correct, he said.

"With the wing commanders focused on day-to-day missions, making decisions that are important to the membership, that's where there will be considerable benefit to be realized," Anderson said.

He predicts CAP's added polish in the way it conducts business will attract Air Force missions the organization never dreamed would come its way.

"There are missions on the horizon and, I am sure, some we never imagined," Anderson said. "This will be increasingly necessary in the face of Department of Defense budget deficits. As budgets get smaller, we will do more and more emerging missions to fill in the gaps. The Air Force will find us to be an increasingly capable

and cost-effective participant in effecting those missions.

"I am gratified to have been a part of the governance structure process today, just as I was as national commander from 1993 to 1996," he said. "I think we got most of it right and where we got it wrong, we will make adjustments."

Col. Paul Gloyd, CAP-USAF commander, agrees. "CAP has always played a vital role as a force multiplier for the Air Force. With the new governance structure in place, CAP is now postured to play an even greater role, and I look forward to being a part of the continued growth and evolution of this outstanding organization."

"Though there were a lot of concerns about the changes and who will be affected in the organization, the concerns were for naught," said California Wing Commander Col. Jon Stokes. "Five years from now, we will reflect on these changes and know they were for the good and for our continued growth as an organization.

"Everybody's got to be willing to work hard to make this a success," he added. "I think it is going to be a success and, in the long run, it's the best thing for the corporation."



Under the BoG's new internal governance structure, National Headquarters and volunteer staff work together on initiatives as one team. The BoG members, shown here during the group's December meeting, are, front row center from left, Don Rowland, chief operating officer and BoG executive secretary; CAP Maj. Gen. Chuck Carr, national commander and BoG adviser; CAP Brig. Gen. Rich Anderson, BoG chairman; and retired Air Force Maj. Gen. John M. Speigel, BoG vice chairman; back row, Paul L. Graziani; CAP Col. Timothy Verrett, CAP Lt. Col. Ned Lee, CAP Lt. Col. Jayson Altieri, Bill Davidson, retired Air Force Brig. Gens. Sandy Schlitt and Leon Johnson and Air Force Lt. Gen. Sid Clarke.

Governance Changes at a Glance

Then

Board of Governors (BoG) Membership

National commander and vice commander served on BoG Two member-at-large positions

National Commander

Elected by National Board for one three-year term

National Vice Commander

Elected by National Board for one-year term

National Headquarters Executive Director

Executive director reported to BoG

Policy

National Board, National Executive Committee and BoG established policy

Regulations

All policy for regulatory changes approved by National Board or NEC

National Board

Developed policy

National Executive Committee (NEC)

Developed policy when National Board not in session

Staff

Two staffs — National Headquarters and national volunteer staff

Board of Governors Membership

National commander serves as BoG adviser Four member-at-large positions

National Commander/Chief Executive Officer

BoG established minimum qualifications and selects national commander for three-year term that can be extended for an additional one to three years

National Vice Commander

Selected by national commander and confirmed by majority vote of BoG No specified term of office Can serve multiple national commanders

Chief Operating Officer (COO)

Renamed COO
Reports to BoG for administrative matters and to
CEO for operational matters

Policy

BoG establishes policy for CAP

Regulations

National commander approves all regulatory changes

CAP Command Council

Advisory body to national commander Focuses on operational issues related to CAP missions

CAP Senior Advisory Group (CSAG)

Provides advice to national commander Recommends policy and proposes Constitution and Bylaws amendments to BoG

Staff

One combined staff



At the core of CAP's new governance structure — the single most important component that will drive our future success — is strategic planning. Every successful business has a plan and knows where it is headed in the future. CAP is no different.

Our strategic plan for 2013-2014 matches strengths with opportunities and provides direction in meeting goals and objectives. The metrics for each goal point

to specific results that are to be achieved and establish a course of action for achieving them.

Developing CAP's strategic plan was rewarding for all involved. The process helped establish stronger communications among Board of Governors members, volunteer leaders and staff to align everyone with common goals to:

- obtain and sustain required funding;
- maximize resources and skill sets to meet emerging mission areas;
- enhance awareness of CAP's contributions and capabilities;
- develop dynamic citizens and aerospace leaders through the cadet program;
- expand aerospace education/STEM outreach to meet the nation's needs; and
- achieve institutional excellence.

Through strategic planning, CAP has pinpointed key decisions everyone must get right in order to thrive in the next few years. It is important to do so, because the whole organization is impacted.

Together we have defined a shared vision — the organization's future direction — and then planned for desired outcomes. The foundation has been laid for high performance. Now the key to making the plan work is commitment on everyone's part to seeing it through and ensuring sound implementation. If CAP is not on track for success at any point in the implementation process, we have the opportunity to make adjustments all along the way.

I look forward to working with each of you, as we join as teams to achieve our common vision of growth, prosperity and excellence in all we do. Clearly, the best is yet to come!

Don Rowland

Chief Operating Officer

CAP National Headquarters



Lt. Col. John Henderson, right, briefs Majs. Jim Schmidt, left, and Jeff Koubek about a photo sortie along the Calvert Peninsula in Maryland. The digital aerial images taken by the CAP aircrew in the wake of Hurricane Sandy were used by the Maryland Emergency Management Agency to assess damage to the state's coastal waterways. They were among more than 157,000 images provided during CAP's multiwing response to the late-season superstorm, which ravaged coastal areas in both the Northeast and Middle East regions.

Photo by 1st Lt. Tracy Urena, Maryland Wing

This image taken by a CAP aircrew reveals damage to homes on the barrier islands of New Jersey's Ocean County. Many of the seaside residences on the islands were destroyed by a tidal surge from the superstorm.



Cadet Maj. Joshea Hailey of the Delaware Air National Guard Cadet Squadron works as a flight line marshaller at New Castle Airport mission base.





Capts. John Ralph, left, and Marty Sacks, both of the Maryland Wing, confer before taking flight from Martin State Airport near Baltimore. After Hurricane Sandy made landfall, their aircrew flew damage assessment sorties over the Maryland, Virginia and New Jersey coasts.

During a training session at the California Army National Guard's Camp Roberts, a Central California Group 6 aircrew – from left, Capt. Marc Sobel and Lt. Col. Joe Brickman, both pilots, and Lt. Col. Mike Sullivan, mission photographer – helped develop the methodology used to streamline the aerial imagery review process used in the aftermath of Hurricane Sandy.



Cadet Airman Basic Rebecca
Cronce of the New York Wing's
Vanguard Composite Squadron
fills out a pallet tag at the
Northeastern New York Red
Cross warehouse in Guilderland,
the agency's distribution center
for Hurricane Sandy victims.



New Jersey Wing cadets set up cots at the Red Cross shelter at Pleasantville High School.

Capt. Rick Stuart assesses the situation as he begins his



Maj. Bob Buccino, left, Lt. Col. Wayne Lorgus and Capts. Ron Yoscak and Gordon Robertson of the Delaware Wing pose for a photo before taking flight following Hurricane Sandy's arrival on the East Coast. The aircrew was one of seven from the wing tasked with taking damage assessment images after the storm.



New Jersey Wing CAP aircraft weather Hurricane Sandy in the new U.S. Navy hangar at Joint Base McGuire-Dix-Lakehurst near Trenton. The planes were moved to the base in advance of the hurricane to protect them from high winds and heavy rains that accompanied the superstorm.

Hurricane Sandy response marked by technology, dedication

By Paul F. South

For Civil Air Patrol, Hurricane Sandy's onslaught on the East Coast, followed by the punch of an early winter storm, meant business as usual in many ways. Working with the Red Cross and other relief agencies, CAP members helped make sure the hungry were fed and the cold sheltered.

But Sandy also marked what turned out to be a significant milestone in the organization's 71-year history. CAP pilots and crews in the skies along with image evaluation teams on the ground captured more than 157,000 photos of Sandy's destruction — one of the largest missions in CAP's history. The images helped to provide the Federal Emergency Management Agency with an accurate picture of the damage and where help was needed most.

In all, 20 CAP wings from the Great Lakes, Middle East and Northeast regions responded to the superstorm, including officers and cadets whose own lives were shattered by Sandy.

The storm left more than 100 people dead, millions without power or potable water and thousands homeless.



Across all 20 wings involved in the response to Hurricane Sandy, the CAP story was a consistent message of compassion and competence.

Pilots from as far away as Indiana, Ohio and Michigan and as far south as North Carolina flew some 650 sorties and logged 1,350 flight hours gathering images of the shredded East Coast.

In West Virginia, members combed the state's mountains searching for snowbound residents.

The New Hampshire Wing hosted the Northeast Region's operations center and filled a variety of roles, while members and cadets from at least three CAP wings assisted at shelters.

For a pair of wing commanders — Cols. David Mull of New Jersey and Jack Ozer of New York — the mission was personal.

"To see the devastation and to know these were your neighbors that were affected ... it was tough to see, but you still had to do the job," Ozer said.

Even CAP cadets and members whose homes suffered

heavy damage stepped up to help, shooting aerial photographs, assisting with FEMA damage assessment and helping with humanitarian aid.

At a shelter in Pleasantville, N.J., a CAP member alerted a contact at a national pharmacy chain that kids there were unable to trick-or-treat. Halloween was saved when the pharmacy stepped up and provided the

children with candy.

"When you can provide some normalcy and a sense that someone cares, that's important," Mull said.

Despite great personal loss, New York Wing members were entrenched in the mission as well, assisting with aerial photography and staffing shelters.

"It was heartening to know that even though some of these members didn't have food for their families, didn't have gas for their cars, didn't have refrigeration, they still came out to assist CAP," said Ozer.

Lt. Col. Sean Neal, commander of the New York Wing's Mid-Eastern Group, led a team of about 60 officers and cadets who assisted the Red Cross with logistical support. As it had done for Hurricane Irene the previous year, the team filled requests for water, cots and shelter.

"The cadets and seniors had the routine down extremely well," Neal said.

The main New York Wing base on Long Island was without power. But CAP members, 157 strong, went upstate into New York City, going anywhere they could to lend a hand, Ozer said.



CAP aerial imagery shows damage along the New Jersey shore wrought by Hurricane Sandy. This photo reveals devastation to Casino Pier in Seaside Heights.

Those unable to make it in to help, he added, "were more upset about not being able to help than about themselves."

Lt. Col. Mike Kelly of Babylon, N.Y., was among those working the mission in the face of personal tragedy. His home was badly damaged, but he still took

to the air to assist with aerial imaging.

Kelly drew from wisdom imparted by his parents: "They always told me, 'Put the needs of other people ahead of yourself," he said.

Speeding Things Up

New procedures used during Hurricane Sandy streamlined the photo review process, said John Crowley, a researcher at the TIDES project at the National Defense University and Harvard Humanitarian Initiative,

who has worked with FEMA, CAP and other groups to develop greater efficiency in humanitarian efforts.

"CAP has been wonderful," he said. "CAP worked with FEMA to change standard operating procedures in August, and the organization continues to improve the process."

John Desmarais, director of operations at CAP National Headquarters, said the increased speed in which images were processed was critical to the mission's success.

"It allowed CAP to reach more of our customers quickly, with a standardized product that also truly helped responders at all levels," Desmarais said. "In the past, though the imagery was good, sometimes it arrived too late to do as much good.

"Now, literally within hours, we are making an impact that helps everyone," he said.

Crowdsourcing — in this case, using collective intelligence and diversity of opinion to evaluate

aerial images swiftly — was also a step forward, Crowley said.

Some 6,000 volunteers across the country, many of them CAP members, assessed 157,000 photographs on a website created for that purpose. Visitors to the site



Members from CAP's Connecticut Wing – Cadet Airman Steven Garofalo, Cadet Airman 1st Class Xavier Jeffries, Cadet 2nd Lt. Thaddaeus Vaichus, Cadet Airman David Maciel and Cadet 2nd Lt. Cameron Foster — unpack MREs (meals ready-to-eat) to distribute to shelter residents in the wake of Hurricane Sandy.

rated the images' depictions of storm damage in three categories — light, moderate and severe. With that many eyes involved, faster, more accurate evaluations resulted, said Crowley, who called the outcome "pretty incredible."

In the end, the CAP photos coupled with the crowd-sourced assessments, helped create an overall perspective of Sandy's impact based on the United States national grid.

"Shrinking budgets are going to necessitate better cooperation," said Crowley, adding, "I foresee more collaboration occurring in the future." "The harnessing of the entire community is part and parcel of how we're going to meet the challenges of these more frequent storms," he said. "The federal government doesn't have the capacity to meet all these requirements. Crowdsourcing is going to help focus scarce federal resources on the things that matter the most."

FEMA officials are still assessing the impact of CAP imaging, said Chris Vaughn, geospatial information officer for FEMA, but he added the CAP photos remain "essential" in evaluating damage.

Vaughan said CAP brings a variety of strengths to the table.

"CAP has extensive resources that can be mobilized very quickly immediately following an event," he said. "As a result, CAP can provide a lot of photos and can cover a lot of ground very quickly."

And it can do so simultaneously across multiple states and regions, he said, which is precisely what happened with Sandy.

Many believe CAP's effectiveness in the response to Sandy will have a major impact on its role in

future disasters.

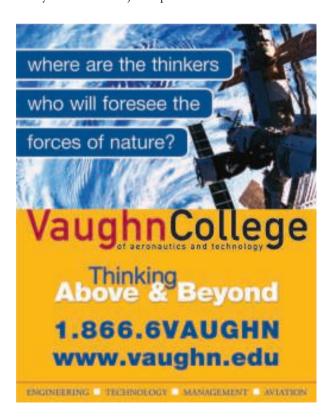
"I definitely see us building on this event," Desmarais said. "We made incredible strides with our counterparts from FEMA and crisis mapping volunteers to provide products that helped people not only do their jobs, but also really made a positive public impact."

"The most important lesson we learned is the mission of CAP is changing," said Col. Chris Hayden, Northeast Region commander. "Large-scale disaster relief operations are the mission of the future."

Some CAP members believe the organization is perhaps America's best-kept secret. That perception, however, may be changing in the wake of Hurricane Sandy.

For the first time, for example, CAP had a 24-hour presence at FEMA's National Response Coordination Center in Washington, D.C.

"We're working on doing away with that image," said Col. James Rushing, CAP's liaison to FEMA. "When we perform as we did in this case and get all the folks at FEMA looking at what we're doing, all of a sudden we have people who realize what a treasure we are."





Opportunity knocks!

Indiana eadet

named to FEMA's first National Youth Preparedness Council

By Kristi Carr

Henryville High School took a direct hit from an F-4 tornado on March
3. The Falcon Composite Squadron's ground team, including Cadet
Lt. Col. Jason Reed, conducted wellness checks after the storm.

Photo by Senior Member Curry Jenkins, Indiana Wing





Reed discusses CAP's capabilities and his plans for Region V with Paulette Aniskoff, director of the Federal Emergency Management Agency's Individual and Community Preparedness Division. Reed represents Region V, which includes his home state of Indiana, on FEMA's National Youth Preparedness Council.



"Emergency services is why I joined Civil Air Patrol in the first place," Cadet Lt. Col. Jason Reed said flatly. Now — with his selection to the inaugural Federal Emergency Management Agency's National Youth Preparedness Council — Reed has vaulted to the national stage for emergency services.

He's one of only 14 youths in the country, and the only CAP member, to be named to the FEMA council.

The CAP Connection

For Reed, CAP was the stepping stone to this level of national service. A member of the Indiana Wing's Falcon Composite Squadron, he earned his "street cred" in emergency services as an active search-and-rescue ground team member. In March he was among the first wave of responders — arriving within a half hour — when a devastating tornado struck Henryville, killing several and severely damaging the local high school.

Working alongside local emergency service providers, Reed conducted health and wellness checks, created perimeters around damaged areas and distributed supplies to storm victims.

Reed has also participated in the Indiana Wing's emergency services mentorship program, which pairs outstanding cadets with adult officers for emergency services training. He participates in the wing's volunteer recall system, which matches volunteers, based on training, to missions. And he was a cadet commander at the Indianapolis Air Show, one of the favorite assignments of his career. "It was a lot of fun being there and a

big plus that the U.S. Air Force Thunderbirds performed and later visited us." he said.

"When I heard about the FEMA youth council, I thought it would be a good match with Jason's interests, and I nominated him," said Col. Richard L. Griffith, Indiana Wing commander. "The national youth council is an excellent opportunity for cadets to get involved with FEMA."

Emergency Preparedness

According to FEMA, young people — who make up 25 percent of the nation's population — are often overlooked before, during and after crises. The council, made up of 13- to

17-year-olds as well as a college-age member who serves as council chairman, is designed to tap into this resource



Reed explains CAP and its emergency services program to other FEMA National Youth Preparedness Council members, including, from left, Ashley Houston of Utah, who represents Region VIII; Rachel Little of Massachusetts, who represents Region I; and Tiffany Espensen of California, who represents Region IX.

to more fully involve communities in preparedness-related activities. These highly motivated youth share their opinions, experiences, ideas and proposed solutions, working together to achieve FEMA's ultimate goal to strengthen the nation's resiliency in the face of all types of disasters.

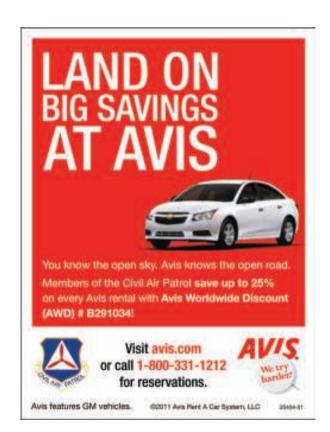
Council members are selected from each of FEMA's 10

geographical regions for a two-year term of office. They attend annual meetings in the nation's capital and quarterly meetings conducted via Internet and telephone conferencing. A FEMA representative is matched with each council member.

Even before attending his first council meeting, Reed was making decisions on how he would tackle his job within FEMA Region V — Indiana, Ohio, Illinois, Michigan, Minnesota and Wisconsin. He plans, for example, to set up a network of subordinate state-level councils represented by a broad mix of organizations, such as CAP, the Red Cross, Scouts and church groups.

His experience with the Henryville tornado showed him how effective these groups can be in taking the brunt of responsibility for final delivery of services on the ground, he said.

"When FEMA selected members for its first Youth Preparedness Council, we discussed the importance of having council members with a variety of backgrounds," said Paulette Aniskoff, director of FEMA's Individual and Community Preparedness Division. "That includes the experience Civil Air Patrol cadets bring, such as emergency services, community involvement and youth leadership. Cadet Reed's insight will assist the council in accomplishing its youth preparedness goals."



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North Carolina honors its

Flying Minutemen

of World War II

By Paul F. South



Second Lt. Frank Blazich Jr. addresses those gathered for the dedication ceremony for this roadside historic marker in Manteo, N.C. His speech chronicled the history of Coastal Patrol Base 16 and commemorated the sacrifice of its volunteer members, who helped defend the Outer Banks from attacks by German U-boats during World War II.

military and patrolled for German U-boats.

In the early days of 1942, only a few weeks after the stunning events at Pearl Harbor, German U-boats prowled virtually unhindered off the Atlantic Coast of the United States.

Under the command of Adm. Karl Doenitz, the German navy transformed the Atlantic, and specifically the North Carolina coast off Cape Hatteras, into its personal shooting gallery, sinking 78 American

Hatteras had earned the nickname "Graveyard of the Atlantic" over hundreds of years because of its brutal

vessels and claiming 1,716 American and Allied lives.

natural currents. In another time, pirates like the notorious Edward Teach — better known as Blackbeard — created mayhem on the seas, adding to the cape's dangerous reputation.

The Nazis, with trademark cold-blooded efficiency, stamped another nickname on the seas off the Outer Banks — "Torpedo Junction."

So from 1942-43, with American naval and air defenses on the Atlantic depleted, a civilian force stepped into the breach. Brave flyers from Civil Air Patrol, formed just six days before the attack on Pearl

Harbor, took to the skies from Roanoke Island to defend the coasts

CAP 2nd Lt. Frank Blazich Jr., a 31-year-old doctoral candidate at Ohio State University and historian for the Ohio Wing, has made telling the story of those coastal defenders his mission. For his work, Blazich was named CAP's Historian of the Year for 2011.

In July in a ceremony planned and coordinated by John Ratzenberger, curator of the Dare County Regional Airport Museum, the men and women of Coastal Patrol Base 16 were honored with a state highway historic marker in Manteo, N.C., commemorating their sacrifice.

Blazich's interest in the Coastal Patrol bases is more than a scholarly investigation for an academic article. It began as many interests do, with a father and a son, or mother and daughter.

"I was aware of the Coastal Patrol operations, at least in Manteo, thanks to my father," said Blazich, a native of Raleigh, N.C. "When I was maybe 14, my father took me to the Dare County Regional Airport to view the CAP museum there dedicated to Coastal Patrol Base 16. He'd read about the museum in the local newspaper — *The Coastland Times* — and together he and I toured the exhibit.

"When I first encountered the North Carolina Wing records in the archives, my father mentioned the museum to me again, and the article crystallized in my mind from that point forward."

Statistics tell a story

Numbers are important in telling the story of the Coastal Patrol bases.

In 1942, when the German navy began its Atlantic campaign, the U.S. Navy had only 20 ships to patrol and defend 1,500 miles of coastline. Mayors of the major cities of the East were reluctant to darken their skylines, giving the Germans gleaming targets.

On Jan. 18, 1942, U-boat U-66

sank the tanker Allan Jackson, making it the first U.S. vessel to fall victim to the Nazi assault. Twenty-two crew members perished. In all, some 400 merchant vessels were sunk at German hands as a depleted Navy chose to defend military rather than commercial vessels.

"The lack of escort and patrol vessels, as well as sufficient aviation assets to patrol merchant lanes, is easy to criticize in hindsight," Blazich said, "but contextually, it is not difficult to understand. Prior to the Cold War, the United States traditionally maintained a small peacetime military force."

In the wake of German successes, the nation turned to the new Civil Air Patrol. And from July to September 1942, North Carolina established two Coastal Patrol bases — Base 16 in Manteo and Base 21 to the south in Beaufort, part of a network of 21 such bases from Maine to Texas, down the Eastern Seaboard to the Gulf of Mexico.

A grass field off Skyco Road on Roanoke Island began to take shape on July 22, 1942, where civilians, both men and women, battled swarms of mosquitoes to clear and build the field for Base 16.

The tide that had favored Doenitz would gradually turn in favor of the Allies, thanks to Civil Air Patrol and civilian sailors. These "Flying Minutemen" and their seagoing counterparts robbed the Nazi submariners of a

Julian Cooper

Frank Coo

The members of Coastal Patrol Base 16 faced great danger during their flights along the shores of North Carolina. Lts. Julian L. Cooper of Nashville, N.C., and Frank M. Cook of Concord, N.C., gave their lives when their plane's engine failed shortly after takeoff Dec. 21, 1942, plunging them into icy seas on the Outer Banks. Both men received the Air Medal posthumously for their civilian service during World War II.

critical advantage — stealth, the ability to maneuver and attack while unseen by ships on the surface.

"By constantly scanning the coastal waters of the United States, civilian aircrews forced U-boats to remain submerged, crippling their capacity to find, fix and destroy merchant traffic," Blazich said.

He added,
"Furthermore, in the era

before nuclear reactors. submarines relied on diesel engines or battery-powered electric motors. With cruising time off the East and Gulf coasts limited to a mere week or two, the more a submarine was forced to remain submerged for fear of discovery or attack, the more its already-limited operating time was reduced."



Civil Air Patrol members attending the historic marker dedication pose for a photo with Base 16 veteran Charles Weldon Fields (in red hat). Other CAP dignitaries included Blazich (in tan sports coat), the event's keynote speaker, and Maj. Gen. Dwight Wheless (in navy blue suit), a former CAP national commander from North Carolina who led the Pledge of Allegiance at the ceremony.

The civilian

effective, whether the planes were armed or not. Civilian flyers roamed the skies from Norfolk, Va., to Ocracoke Inlet in North Carolina's Outer Banks, often only a few hundred feet above the raging waters of the Atlantic.

"By sighting a submarine, they could radio the position back to shore, permitting the military to prudently use its limited resources to hunt and hopefully destroy the enemy."

Again turning to statistics, the effectiveness of North Carolina's Coastal Patrol bases is clear.

Before the Tar Heel coastal bases began operations, U-boats sank 74 ships off the coast. While the Manteo and Beaufort base personnel defended the coastline, only two ships were sunk, both in nighttime attacks, Blazich said.

There are lessons in governance to be learned from the Coastal Patrol bases. The cooperation among state government, the military and civilians offers a powerful example, Blazich said. He calls the civilian service rendered in 1942-43 "an example of state wartime mobilization perhaps not seen since the American Civil War.

"The threat of terrorism, both domestic and international, places a heavy burden on the military and law enforcement communities to defend against threats in a multitude of environments," Blazich said. "In a post-9/11 world, CAP provides a healthy, constructive means for Americans to once again volunteer their time in defense of the nation and for the betterment of their countrymen."

In all, the volunteer aviators flew 9,200 hours and more than a million miles, spotting enemy traffic and searching for lost seamen and wreckage.

Tremendous personal sacrifice

"Volunteer" is a key word. And in the final analysis, the story of the Coastal Patrol bases is a human story.

Vernon Rudolph of Winston-Salem, for example, put a thriving Krispy Kreme doughnut business on hold to fly in defense of the nation. Others, like William P. Bridges of Shelby, Dabney M. Coddington of Charlotte, Claude Jarrett of Asheville and many more, also volunteered to fly.

In addition, there is the story of Frank E. Dawson.

He drafted correspondence to then-North Carolina Gov. Joseph Melville Broughton and the directors of the state Office of Civilian Defense, requesting funding and resources, reporting on base activities and constantly lobbying for improved conditions at the state's bases.

Dawson also founded the Association of Civil Air Patrol Veterans in late 1944, seeking government recognition for those who served. He was the first to rise to the rank of full colonel in CAP. He died in a crash on Nov. 10, 1946.

Blazich called Dawson "a true force for the organization. I cannot help but wonder what he would have accomplished had he not perished."

Ratzenberger sees the sacrifice of the CAP flyers in personal, practical terms. "Some 96 percent of personnel of bases 16 and 21 were Tar Heels from all over North Carolina, which was quite possibly unique among all the coastal bases," he said.

"From my perspective, it was a civilian volunteer organization, put together in the midst of a national crisis. The people saw their duty to their state and country and did it," Ratzenberger said.

"And this wasn't 'sit in an office' duty in a nice city. They left home, bringing their own clothes, weapons and airplanes. They bought their own uniforms. They built their own hangars and offices. And they flew 10, 20, 40 miles offshore in mid-sized, single-engine aircraft with spotty communication and with little chance of rescue if their plane developed problems unless they could somehow get back to, or close to, shore.

"This is a tremendous personal sacrifice by men and women and their families," he said.

The men and women of Coastal Patrol Base 16 also gave the last full measure of devotion. A plane piloted by Lts. Julian L. Cooper of Nashville, N.C., and Frank M. Cook of Concord, N.C., experienced engine failure shortly after takeoff on Dec. 21, 1942. The men landed in the rolling, icy seas off New Inlet, north of Rodanthe, N.C.

Cook's body was found in March 1942 off Cape Lookout. Cooper's remains were never recovered. On Aug. 31, 1943, with American military muscle strengthened, the flag at Coastal Patrol Base 16 was lowered in Manteo for the last time, its mission accomplished.

Their service was praised eloquently in *The Dare County Times*.

"Many people will wonder why service of this magnitude and value has been discontinued. The answer is simple: When they began their task the country was deficient in aerial equipment and manpower. Private plane owners became Coastal Patrol pilots to bridge a gap against the day when America could produce enough planes and train enough men to properly defend her. The many pleasant social relations that have been established between the members of Civil Air Patrol and the citizens of this community have created warm friendships, and the departure of this group is like unto the farewells that come when old friends have ended a visit. The citizens of this community wish them Godspeed and keep in mind the old Biblical quotation, 'Well done, good and faithful.'"





By Minnie Lamberth

Civil Air Patrol aircrews routinely provide aerial imagery of the effects of floods, tornadoes, hurricanes, wildfires and other threats from nature.

Sinkholes? Not so much.
In August, though, CAP's Louisiana Wing received a request from the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) to provide aerial high-resolution photography of a sinkhole that had developed near a salt dome about 18 miles northeast of Morgan City. The

sinkhole is near a natural gas storage salt dome known as the Napoleanville Salt Dome.

"Salt domes are naturally occurring deposits of salt," said the wing's commander, Col. Art Scarbrough.

"Often the salt dome may be up to a mile in diameter and several thousand feet thick. These domes are either mined or the salt is extracted as brine — both of which leave a series of underground caverns. The salt is almost gas-tight, so the salt domes are used to store petroleum products, primarily natural gas."

The problem is one of the caverns in the dome

appears to be failing.

"The failure is thought to have been caused by one of the stored products — brine. The gas that is escaping is a mix of methane, butane and other natural gas constituents," Scarbrough said. As a result, the sinkhole has the potential to create an environmental disaster as well as a risk to the public.

"The sinkhole is located in a populated rural area, so the environmental impact along with long-term ecological changes can ultimately impact the habitability of the area," Scarbrough said. "Income from fishing and recreational boating are all impacted, and a number of families have been evacuated."

In order to keep track of the growth of the sinkhole, state officials have turned to Civil Air Patrol to take periodic images. "They are trying to determine why it developed and are using us to keep track of the size of the hole," said Lt. Col. Paul Rappmundt, mission incident commander.

"They're actually physically counting trees and comparing the shoreline around the hole to see how large it is getting," Rappmundt said. "The pictures are being overlaid in a Google Earth-based program called Virtual Louisiana. By inserting the pictures over time, they can determine how the area has changed."

CAP began the mission by sending up aircrews every five to seven days, later modified to every seven to 10 days. "We take pictures directly overhead of the sinkhole,"

Rappmundt said. The mission remains ongoing, and the end point depends on progress with the hole.

Before GOHSEP made the request to CAP, Rappmundt said, "They were utilizing other state agencies to fly helicopters over the area, and they were running up a pretty significant bill."

The sinkhole is in the district of State Rep. Joe Harrison, who recommended seeking CAP's assistance. "In a time when most states are struggling financially, CAP has been a valuable resource," Harrison said. "Not only is the state able to receive first-class service from dedicated individuals, but it's also about a third of the cost of conventional methods we've been using. It's good management from our standpoint."

"The ease and dependability of the local Civil Air Patrol have proven to be extremely valuable in monitoring the size of the sinkhole," said Chris Guilbeaux, GOHSEP assistant deputy director of emergency management. "The price, the dependability and the convenience have been great."

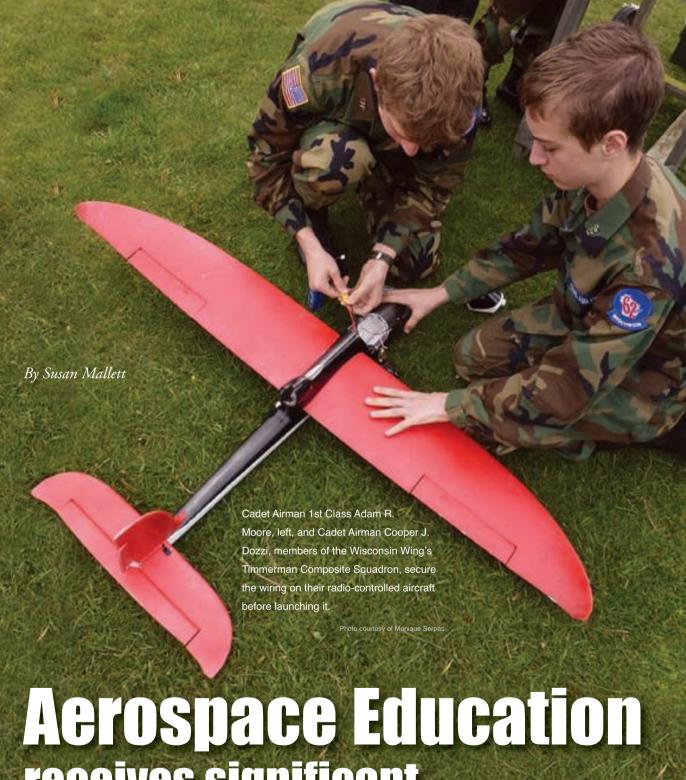
To date, the mission has been supported by CAP members and aircraft from across the wing, ranging from aircrews to image processing technicians and mission staff.

Though the sinkhole is a Louisiana event, it's also a national concern, Scarbrough said.



Crew members participating in the mission include, kneeling, from left, 1st Lt. Charles Judice, Capts. Herb Stanley and Matt Cushing and Lt. Col. Paul Rappmundt. Standing, from left, are Senior Member Duval Arthur, 2nd Lts. Anita Stanley and Ulysse Dumesnil, Capt. Anthony Boudreaux, 2nd Lts. L.V. Gard and Don Dupuis and Senior Member Randy Meadows.

"The sinkhole and attendant salt dome failure constitute a major, if slowly developing, disaster. While it is the first failure of this kind, salt domes are in use for petroleum and natural gas storage across the nation (a large part of the Strategic Petroleum Reserves are held in salt dome storage), so it has the potential to be a major environmental, ecological and homeland security issue," he said.



receives significant federal funding

Long committed to providing America's youth with captivating aerospace education, Civil Air Patrol has received a substantial shot in the arm for its AE program with a \$250,000 award from the National Defense Education Program administered by the U.S.

Department of Defense.

"This is a welcome validation of the quality and effectiveness of AE programs we already have in place, and it gives us the ability to enhance them even more," said CAP National Commander

Maj. Gen. Chuck Carr.

Currently, CAP's AE program reaches the organization's 27,000 cadets, ages 12-20, as well as another 200,000 students from kindergarten through 12th grade.

The NDEP funds support STEM — science, technology, engineering and math — programs across the educational spectrum of pre-college, undergraduate and post-graduate/faculty. However, CAP's focus remains on pre-college ages, which are viewed as critical for laying the foundation for students to acquire the interest and skills needed to successfully pursue technical degrees in college. AE's curricula include such topics as aeronautics, robotics, satellite imagery, rocketry, remotecontrolled aircraft and cyber security.

"Selecting CAP maximizes the funding's impact, since its programs reach all 50 states and other U.S. territories," said Gary Strack, director of the Air Force STEM Outreach Coordination Office at the Pentagon, which is responsible for dispersing NDEP funds. "Moreover, CAP supports Air Force Junior ROTC units. We are delighted with CAP's work in this area!"

Dr. James "Skip" Dotherow, CAP's director of development, actively sought the funding and is working with both Strack's office and CAP-U.S. Air Force, CAP's parent organization, to coordinate the funds' flow through Air University at Maxwell Air Force Base, Ala., home to CAP National Headquarters.

CAP is using the NDEP funding to stock STEM kits with \$600-\$1,400 in supplies, curriculum and training materials for shipment to cadet squadrons and classrooms across America. The kits, which are tailored to age levels, cover flight simulation, astronomy, radiocontrolled aircraft, model rocketry and robotics.

With public funding for STEM education dwindling, Dr. Jeff Montgomery, CAP's deputy director of AE, sees the NDEP award as an important boost to CAP's award-winning AE efforts, "allowing resources for hands-on, inquiry-based programs that invigorate and engage our youth."

"Leveraging the resources of CAP's existing organizational and industry partnerships will provide the Department of Defense an even greater audience and, in the process, establish CAP as a true national network for STEM education," said Carr.

It took the sobering news of Sputnik's launch on Oct. 4, 1957, by the Soviets to jar America into recognizing the importance of STEM education. That urgency continues to be reinforced — and CAP, as always, is rising to the challenge.



Cadet Chief Master Sgt. Kaitlyn Felix of Delaware Wing's Dover Composite Squadron charts her course on an aeronautical map before participating in a flight simulation program.



By Jennifer S. Kornegay

"I've seen other pilots do more than me and not get any recognition," said Delta Air Lines pilot Maj. Rodney "Buck" DeWeese, a member of Civil Air Patrol's Lookout Mountain Composite Squadron in Spearfish, S.D. He was attempting to downplay the undeniably heroic actions that recently earned him the Airline Pilots Association's

International Superior Airmanship Award. It's similar to the award received by Capt. Chesley "Sully" Sullenberger, "Hero of the Hudson," for his safe landing of an Airbus in the Hudson River in January 2009.

On Oct. 4, 2010, not long after a midnight takeoff from Honolulu International bound for San Francisco, a serious equipment malfunction threatened to put DeWeese's Boeing 757 and its 225 passengers into the Pacific Ocean. Thanks to DeWeese's quick thinking

Maj. Rodney "Buck" DeWeese often shares his experiences as a pilot with cadets in Lookout Mountain Composite Squadron in Spearfish, S.D. Here, he poses with Cadet Col. William Small, a recipient of Civil Air Patrol's highest cadet honor, the Gen. Carl A. Spaatz Award, who is eager to start earning his private pilot's license.

and grace under pressure, the plane landed safely on the ground.

DeWeese fell in love with flight at age 8 when he bought a "Steve Canyon" cartoon book (which he still owns). In 1972, his childhood dreams came true; his career as a pilot began when he went off to South Dakota State University on an Air Force ROTC scholarship.

He completed Air Force pilot training in 1978 as a distinguished graduate and flew a Boeing KC-135 at Eaker Air Force Base, Ark., for two years. He finished pilot instructor training in 1980, receiving the Top Graduate Award, and went on to be an instructor pilot for the T-38 Talon for four years at Reese Air Force Base,

Texas. Next, he served as KC-10 instructor/evaluator/ chief for training at Barksdale Air Force Base, La., before being hired by Delta in 1988.

In the four decades since it all started, he's become a seasoned pilot and been through almost everything imaginable — engine fires, engine failures, bird strikes and flight control failures. He even came within 30 seconds of ejecting out of a T-38 over Texas when both engines failed.

Yet the incident on that early October morning in 2010 presented a brand-new problem for DeWeese. Still, his years of experience kicked right in, and by all accounts it was he who saved the day.

"The departure route requires an immediate right turn at 400 feet above the water. After I set the bank angle at 25 degrees, I looked outside, but the aircraft kept rolling to the right past 45 degrees of bank," he recalled. "I used full opposite aileron and opposite rudder and got the roll stopped around 60 degrees. An aircraft at that angle of bank has lost over 50 percent of its lift, and I knew it would soon stall, especially at 12 degrees nose high for the climb out. I lowered the nose to prevent stalling but had to find a way to reduce the bank.

"I felt we were still close to the water and I did not want to cartwheel if we hit the water at such a steep bank angle, so I brought the left engine back to idle power, which gave me just enough roll control to get to wing level. All this happened in about the first 45 seconds after liftoff.

"I never found out how close we came to the water, and I don't want to know," he said.

At this point, DeWeese still wasn't sure what had caused the problem, and he was stuck flying in a circle. He and flight control personnel soon concluded a spoiler on the right wing was to blame: It was fully deployed in ground spoiler position.

"It's obviously not supposed to be that way in flight," DeWeese said, "and there was no written procedure in our flight manuals, because something like this had never happened to a Boeing aircraft."

To get the plane to fly straight, DeWeese shifted weight to the left side by rerouting fuel, used

differential thrust to reduce yaw and activated partial speed brakes to get the left spoilers to come up just a little as an offset.

An emergency landing was needed, but with the plane still so full of fuel that wasn't an option. "We were going to have to land with the spoiler in that position, but I needed to get a slower approach speed and that meant using up fuel," he said.

So DeWeese flew over the ocean for two hours. When he finally did land back in Honolulu, there was a great deal of vibration from the deployed spoilers, especially when he tried to engage flaps for landing. "We were forced to do a 'reduced flap' landing that greatly increased our landing roll and that resulted in very hot brakes," he said.

The brakes were so hot, the plane sat on the runway for an hour and then had to be towed to the gate. "The Honolulu airport fire/rescue was waiting to put cooling fans on our brakes immediately after we stopped on the runway," he said. "They were ready for anything to happen, with emergency crews and vehicles. I really appreciated their presence."

DeWeese humbly refused to take full credit for the safe outcome. "The whole thing took about two hours, and the happy ending was a result of lots of coffee and coordination," he said. "It was a team effort between me, flight attendants, mechanics and Boeing engineers. I also had a really good first officer with me."

Despite dealing with a previously unheard-of issue that resulted in extremely challenging flying conditions with no procedures for guidance, DeWeese said he was confident the entire time. "Every time I've had an emergency situation, I've felt optimistic," he said. "I knew I could get things under control and have a good outcome. Even if we did hit water, we'd hit it right, like Sully."

In such circumstances, DeWeese said, there's simply no time to be scared. "You just react to the situation and work with what you have," he said.

Events like that ill-fated flight have not dampened his passion for his profession. "I still love flying, both commercially and privately, and look forward to each and every flight," he said. "Aviation has been very good to me,

and I enjoy the opportunity to pay it forward to the younger generation. That's what I love about CAP."

DeWeese joined the Lookout Mountain squadron in 1998 at a friend's urging. "A buddy kept trying to get me to join, and finally he said, 'Buck, they are short on pilots; they need you.' I intended to only be a pilot member, but it never stops there, and I ended up getting really involved."

He has served as safety officer and twice as squadron commander, aerospace education officer and South Dakota Wing director of aerospace education.

WYNDHAM

"I've always been interested in aerospace education, so I'm happy to be a part of that through CAP," he said. "I feel it is my duty to give back some of what I've learned,

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6 Aviation has been very good to me, and I enjoy the opportunity to pay it forward to the younger generation. That's what I love about CAP.

Maj. Rodney "Buck" De Weese

and CAP has been a great vehicle for me to do that by giving cadets their orientation rides and helping with aerospace education programs."

His Airline Pilots Association award is also proving to be an excellent vehicle for promoting CAP. "This award has opened doors for me and CAP," he said. "Now people want to hear me talk and tell the story. It gives me some great

opportunities to tell them what CAP is all about. I try to use some of the talks as a recruiting tool."

South Dakota Wing Commander Col. John Seten said DeWeese's actions are exactly what he would expect. "Maj. DeWeese's efforts to safely return the aircraft to the airport are a great credit to his ability to think on his feet," he said. "I'm not at all surprised by this. He is a highly experienced pilot who is able to apply sound judgment to situations like this."

DeWeese said one of the best things about receiving the award is the awareness it has brought to a new equipment issue. "What happened to the wing of that plane has never happened on that type of plane before. I am glad the recognition this flight has received has gotten this specific event into a simulator," he said. "Now we'll have a solution for this issue in our protocols should it ever happen again."

The end of the citation on his award reads: "You exemplify the best in our profession." It's a sentiment CAP shares.

"Maj. DeWeese is a great asset to CAP. He enjoys working with our cadets and gives many orientation flights," Seten said. "He has brought a lot to the table with all of his flying experience. He is a seasoned pilot and always shares his knowledge with our CAP pilots. They look up to him as a model pilot, and he is able to mentor them in a down-to-earth manner."



World War II glider pilot calls CAP the world's 'greatest organization'

By Paul F. South

At 87, Lt. Col. Al
Hulstrunk knows something about trust.
As a youngster in the 1930s, he crafted model aircraft in the basement of his New Jersey home with his younger brother. He learned to trust the balsa wood, piano wire, acetone and other materials used in the art and science of model aviation. He also trusted the wisdom of his father, a German immigrant who was a civilian glider pilot and lover of model aircraft.

As a World War II glider pilot, Hulstrunk trusted his "crate," crafted from balsa wood, canvas, corrugated cardboard and other nonstrategic material, to get him safely through the air, despite the actions of the enemy and the inherent dangers of flying heavily loaded gliders. More than 40 percent of his glider fleet comrades were either killed or injured in combat.

As an aerospace educator for Civil Air



Patrol for 25 years, Hulstrunk passes on those same lessons of trust to CAP cadets.

"We always have to trust someone in this world," Hulstrunk said from his home in Nashville, Tenn. "CAP does that. It develops this sense of faith."

Like many pilots, Hulstrunk's fascination with flight

began early in life. His father, with another pilot, formed a glider group, the Aero Club Albatross, He also directed the Newark, N.J., Recreation Department's four decades of notable model aviation activities. He was characterized by Gill Robb Wilson, a CAP founding father, as "the Aviation Avatar of northern New



Class Al Hulstrunk, second from left, poses with members of his special

operations group at the K-55 Base in England.

Jersey."

The basement of the Hulstrunk home was a model aviation heaven.

"My brother and I lived in fairyland," Hulstrunk recalled. "Our cellar was full of model airplane material — reams and reams of Japanese tissue, balsa wood in big logs that we could cut up with saws, piano wire to make any kind of fittings and acetone, hydro tetrachloride and all the stuff needed to really make the world go 'round."

The war years

The glider heaven of his childhood would turn into a dangerous inferno in 1944. Serving in Special Operations for the Allies in World War II, Hulstrunk was, in his words, "raising hell" behind enemy lines.

"We were cutting power lines, blowing up road intersections, that sort of thing. But we were also trained to fly gliders and light aircraft and to serve as co-pilots in C-47s."

The American glider force was expanded after the Nazis' success with gliders in the invasion of Holland. Each glider transported 6,000 pounds of men and material, including food, Jeeps, howitzers and whatever else was needed for logistic support.

They were America's first "stealth" aircraft. And

Hulstrunk and his fellow glider pilots served with distinction in some of the key campaigns of the war, such as Normandy, southern France, Sicily, Operation Market Garden, Bastogne and Operation Varsity.

Hulstrunk was awarded the Meritorious Service Ribbon for his work on Operation Varsity, the joint Anglo-American push to cross the Rhine in March 1945 under the command of British

Gen. Bernard Montgomery.

"When Varsity came along, get this now, we were going to fly 1,200 gliders at one time and 965 tow planes, C-47s and C-46s. That was a big armada, one of the biggest we flew," Hulstrunk said.

But that stealth came with a price.

"Sadly, we killed a lot of our ground troops, landing on top of them," Hulstrunk said. "They were busy on the ground and we were flying in, and they never heard us coming. By the time they heard us, we were right there. We couldn't do anything about it."

The glider pilots, responsible for transporting up to 3 tons of men and material, also paid a heavy price.

Unlike their larger counterparts — such as the C-46 and C-47s that towed gliders from Britain — the light, nonpowered planes were virtually defenseless against even small-arms fire.

The missions were carried out on literally a wing and

a prayer. The gliders were in the air untethered for a minute or less, Hulstrunk said.

"You're a real target when you're off the towline. You're trying to come in for a landing and anyone with anything can throw it at you," he said. "We didn't even have parachutes."

Hulstrunk still remembers the unmistakable sound of gunfire piercing the gliders' distressed canvas skin.

"Every time I go into a theater or somewhere like that and I hear a popcorn machine, it reminds me of being in a glider. That sound — 'pop, pop, pop' — and you think, 'Someone down there doesn't like us.'"

His CAP service

After the war, Hulstrunk earned a degree in paleontology with a minor in botany from Colgate University in Hamilton, N.Y., thanks to the GI Bill. He then set out on a varied career path, working for NASA as an engineering educator, then as an atmospheric

physicist, researcher and administrator for State University of New York in Albany and in retirement as a paleobotanist.

During his quarter-century in Civil Air Patrol, Hulstrunk has served as the Northeast Region's deputy chief of staff for aerospace education. In 1999, he was named the region's Staff Officer of the Year. In those years, he taught model aviation. And as an illustrator he compiled 250 pages of how-to materials for CAP cadets, including how to build a Wright Flyer.

Most recently for the 101st Airborne Division museum at Fort Campbell, Ky., he and a group of cadets built a 1:16 scale model of a World War II-era glider.

Hulstrunk's love of CAP and its mission rings clear. "CAP is the greatest organization in the world. From start to finish the cadets are the greatest people. They're going to run what we have in the future," Hulstrunk said.



Great Lakes

Ohio members experience history

OHIO – American heritage and history came alive for cadets and officers from four Ohio Wing units — Clermont County Composite, Lt. Col. James R. Sanders Senior and Blue Ash and Warren County cadet squadrons — attending the second annual Patriot Fair in Mason.

Cadets from the Warren County squadron participated in the opening, which featured a rousing rendition of "The Star-Spangled Banner," display of the 1812 version of the flag and Mason Mayor David Nichols' introduction of a historic re-enactor portraying Frances Scott Key, who wrote the national anthem.

Other re-enactors of figures from the Colonial period, the Revolutionary War, the War of 1812, the Civil War and World War

II helped drive home lessons from the past for the cadets and other area youth in attendance. So did talks by re-enactors portraying such historic figures as George Washington, Benjamin Franklin, Dolly Madison, Abraham Lincoln and Gen. Ulysses S. Grant.

Also featured were displays by Civil Air Patrol and such groups as the Tri-State Warbird Museum, National Honor Flight, Tuskegee Airmen, U.S. Army and U.S. Marine Corps. Other displays provided a look at vintage crafts, such as blacksmithing, butter churning and doll making, and members of the Shawnee tribe, dressed in full tribal regalia, showcased Native American teepee exhibits and crafts. Classes were provided in Colonial dances, manners and fashions, and a workshop on spy tactics from the era was offered as well. >> Maj. Marlene Vastine



Capt. Debora Kirby, Cadet Chief Master Sgt. Maria Consbruck and Capt. Tom Consbruck meet a re-enactor portraying Benjamin Franklin. The elder Consbruck is commander of Blue Ash Cadet Squadron, and Kirby is deputy commander.

Middle East

National Capital Wing cadets see Niagara Falls in high-flying style

WASHINGTON, D.C. – For 31 cadets from the National Capital Wing's Mount Vernon Composite Squadron, this wasn't the usual orientation flight. For one thing, the view was unusually scenic, as they discovered when they reached their destination — famed Niagara Falls, N.Y.

Pilots from District of Columbia Air National Guard's 201st Airlift Squadron at Joint Base Andrews, Md., flew the cadets on a C-140, the military variant of a commercial Boeing 737. The flight from Andrews to Niagara Falls took about 50 minutes. Once over the celebrated falls, the C-140 circled for about 15 minutes, giving the Civil Air Patrol passengers a chance to see the sights and take photos. "It was the first time I had done anything like that," Cadet Tech. Sgt. Benjamin

Cadet Staff Sgt. Josiah Coleman views Niagara Falls from the 201st Airlift Squadron's C-140.

I had done anything like that," Cadet Tech. Sgt. Benjamin Geiss said afterward. "It was awesome! I had never been to Niagara Falls."

The 201st Airlift Squadron provides worldwide air transportation for the federal government's executive branch, congressional members, the Department of Defense and high-ranking U.S. and foreign dignitaries. >> 2nd Lt. Kevin Geiss



North Central

Intercept exercise introduces South Dakota members to VIP quests

SOUTH DAKOTA – The involvement of two generals from different military branches helped make a recent intercept training mission even more memorable than usual for South Dakota Wing members.

U.S. Air Force Lt. Gen. Sid Clarke, commander of Continental U.S. North American Aerospace Defense Command Region, 1st Air Force, manned the controls of one of the F-16s that intercepted the wing's glass-cockpit

Maj. Gen. Tim Reisch, South Dakota National Guard adjutant general, "rides shotgun" in the mission observer spot in a CAP Cessna 182 beside the intercept flight's pilot, 1st Lt. Neil Schmid of Sioux Falls Composite Squadron.

Cessna 182. And Maj. Gen. Tim Reisch, South Dakota National Guard adjutant general, flew in the backseat scanner position in the Cessna during the intercept mission high above the Nebraska Sandhills just south of the South Dakota border. For the return flight Reisch sat in the observer position.

The wing was assisting the Air Force and the Air National Guard's 114th Fighter Wing in honing its ability to quickly — and safely — intercept and evaluate slower-moving aircraft that could pose a domestic security risk or that have accidently entered restricted airspace. Wing members had participated in these type missions with its Air Force and Air National Guard "big brothers" before, but never before with so much direct, high-level involvement.

"Having the South Dakota adjutant general on board our aircraft was a great opportunity for the South Dakota Wing to showcase our professionalism and our top-notch aircraft and crew." said Col. John Seten, wing commander. He also said the wing had a "great opportunity" in being able to speak with Clarke before the mission.

The Sioux Falls Composite Squadron's assistant operations officer, 1st Lt. Neil Schmid, flew as mission pilot, and Capt. Matt Meert, the unit's assistant transportation officer, served as observer and scanner. >> Capt. Todd Epp.

Northeast

Connecticut cadets explore vintage warbirds

CONNECTICUT - Cadets from the 143rd Composite Squadron got an unforgettable lesson on World War II vintage aircraft when the Collings Foundation's Wings of Freedom Tour made a stop at Waterbury-Oxford Airport.

Thanks to the nonprofit education foundation, the cadets were able to tour the B-17 Flying Fortress known as "Nine-O-Nine" in honor of a 91st Bomb Group, 323rd Squadron plane of the same name that completed 140 missions without an abort or loss of a crewman. They also toured the world's only fully restored, flying Consolidated B-24J Liberator, "Witchcraft," named after a 467th Bomb Group plane that flew 130 combat missions, also without loss of life. In addition, the world's only dual-control P-51C Mustang was on display.



Cadet Senior Master Sgt. Devin Moore and Cadet Chief Master Sgt. Alec Beliveau try out the cockpit of the C-47 Skytrain.

The cadets had the opportunity to talk to several veterans of World War II bomber crews and to learn what it was like to fly such historic aircraft under fire. They also toured a privately owned C-47 Skytrain parked at the airport, where it's being restored. >> 2nd Lt. James Keaney

Pacific

Wing commander heads Aircrew Survival School

NEVADA – Mindful of the fact that its members fly over some of the most treacherous and demanding terrain in the nation, from the deserts around Las Vegas to the high Sierra Nevada Mountains near Reno, Nevada Wing officials realize that being prepared for all possibilities is critical to accomplishing any mission assigned. With that in mind, the wing hosted an Aircrew Survival School taught by Col. Tim Hahn, wing commander, and presented on successive weekend days — on a Saturday at wing headquarters in Reno and the following day at North Las Vegas Airport.



Nevada Wing Commander Col. Tim Hahn demonstrates aiming a signal mirror to 2nd Lt. JoeAnne Griffin of Henderson Composite Squadron.

Participants learned about finding or building emergency shelters, finding water and starting fires. They also learned about alerting help with signal mirrors, ground-to-air signals, flares and emergency locator technologies.

They learned, too, their attitude is the most important factor in surviving.

The members attending all agreed the lessons they learned would serve them well in the future, especially if they should find themselves dealing with a crisis situation on a mission. >> Maj. Thomas J. Cooper

Rocky Mountain

Wyoming member's instincts kick in while others watch fire

WYOMING – Capt. Jennifer Melvin's Civil Air Patrol training kicked in when she saw flames raging on Casper Mountain, one of the heaviest populated peaks in Wyoming. The 492nd Emergency Services Composite Squadron member was the first person to call 911 to report the fire on Sheep Herder Hill. While others at the scene took pictures, Melvin's first concerns were that emergency personnel be made aware of the blaze.



A massive smoke plume billows from the Casper Mountain fire.

When she spotted the flames, Melvin said afterward, she was frustrated to realize they appeared to have been burning for about 30 minutes, and that fire crews might have been able to get a better defense set up had they been notified earlier.

The fire eventually consumed some 15,550 acres, or about 24 square miles, prompting the evacuation of 150 people and destroying 37 residences and 23 outbuildings. Officials reported that the firefighting effort involved 350 personnel at a cost approaching \$2.2 million. Without Melvin's quick thinking and conscientious efforts, however, those already-sobering numbers might have climbed considerably higher.

>> 2nd Lt. Richard Denison

Southeast

Florida Wing units team up to train for storm season

FLORIDA - Three dozen members of the Marco Island and Naples senior squadrons combined forces to prepare for Florida's looming storm season with a one-day search and rescue exercise conducted from Marco Island Airport, Having pilots and administrative staff from both units flying and working together helped the members hone their skills in searching for downed aircraft and lost boaters and in spotting anything unusual.



Capt. Steve Smith, Marco Island Composite Squadron deputy commander, looks over mission files.

Working from maps, aerial photos and last-known position reports, aircrews were dispatched to the four corners of an area stretching from Marco Island to Everglades National Park. The aircraft were dispatched to their search areas in half-hour intervals beginning at 8:30 a.m. The planes were then refueled, and new crews were assigned new objectives for 10:30 a.m., 11 a.m., and 11:30 a.m., takeoffs. As they were replaced in the aircraft, the original crews' members were debriefed by the operations staff to evaluate effectiveness during their flights.

Operating up to three aircraft in the same general vicinity required the coordination of planning staff. communications operators and aircrews to maintain a safe and effective training exercise. Lt. Col. Rav Rosenberg, Florida Wing Group 5 commander, was on hand to review the exercise, which was planned and executed by Marco Island Commander Lt. Col. Lee Henderson, incident commander for the day. >> Capt. Larry Harris

Southwest

Arizona members focus on GIIEP training

ARIZONA - The opportunity to experiment with high-tech tools was one of the reasons 1st Lt. Chris Dusard joined Civil Air Patrol, so he was in his element when he coordinated 12 Arizona Wing members' training on one of CAP's latest advanced technological tools: the Geospatial Information Interoperability Exploitation-Portable system. better known as GIIEP.

The GIIEP system expands the organization's aerial photoreconnaissance abilities to offer live video streaming from CAP aircraft to decision makers on the ground using a Federal Communications Commission-authorized cellular internet connection. The Arizona National Guard has loaned one GIIEP unit to the wing, leaving it in the unusual position of not having to request the equipment from CAP National Headquarters. If needed,

Capt. Ruben Kafenbaum, Arizona Wing director of information technology, tests the GIIEP equipment before takeoff.

however, additional units can be brought in from headquarters to augment the two units already available.

Dusard, emergency services officer for Deer Valley Composite Squadron 302, worked to coordinate aircraft and pilots to ensure participants had time in the air with the equipment. The training session was thorough, with Maj. Robert Becker, the Illinois Wing's director of communications and a member of CAP's national training staff, leading the classroom sessions. Each participant received hands-on experience with the equipment, both in class and on training flights. As required by the National Guard Bureau, each participant also became a certified GIIEP operator by passing a written test at the training's conclusion.

>> Capt. Jerad Hoff

Achievements



Gill Robb Wilson Award

Highest award for senior members, presented to those who complete Level V of the Civil Air Patrol Senior Member Training Program. (Only about 5 percent of CAP senior members achieve this award.) The senior members listed below received their awards in August, September and October.

Lt. Col. Charles H. Clement	FL
Lt. Col. Frank V. Damico	FL
Maj. Joseph L. Jones	GΑ
Lt. Col. Sanford C. Wise	GΑ
Maj. Wilson Polidura	ΚY
Col. Herbert C. Cahalen	MΤ
Lt. Col. Jon E. Hitchcock	NM
Lt. Col. Lavern L. Syring	WI



Gen. Carl A. Spaatz Award

Highest award for cadets, presented to those who complete all phases of the CAP Cadet Program and the Spaatz award examination. (Only about one-half of 1 percent of CAP cadets achieve this award.) The cadets listed below received their awards in August, September and October.

Nathan W. Buxton	DE
Sierra W. Larson	NC
Daniel T. Deever	NE
John S. Gomez-Simmons	TX
Joshua L. Pravel	TX
Colleen Rojas	TX



Gen. Ira C. Eaker Award

Second-highest award for cadets, presented to those who complete all Phase IV requirements of the CAP Cadet Program. The cadets listed below received their awards in August, September and October.

Travis E. Dykes	AL
Peter J. Randolph	AL
Joseph R. Spitzer	AL
Dominic J. Esposito	AR
Ashley N. Fletcher	CA



Paul E. Garber Award

Second-highest award for senior members, presented to those who complete Level IV of the CAP Senior Member Training Program. The senior members listed below received their awards in August, September and October.

Maj. William S. Compton	AL
Lt. Col. John D. Hall	AL
Maj. Gerald R. Lusk	AL
Maj. Paula C. Mangum	AL
Lt. Col. Patricia H. Mitcham	AL
Maj. Christopher A. Tate	AL
Maj. Jerome E. Painter	ΑZ
Maj. Itamar Sittenfeld	ΑZ
Maj. Marilee D. Taylor	ΑZ
Maj. James P. Banta	CA
Maj. Michael K. Blackey	CA
Capt. John H. Nagle	CA
Maj. lan C. Carman	CO
Lt. Col. Donald S. Johnson	CO
Capt. Jonathan A. Luysterborghs	CT
Capt. Katharyn N. Downing	FL
Lt. Col. Carole W. Jewett	FL
Maj. Virginia Kurasch	FL
Capt. David A. Littlefield	FL
Maj. Reynold Lopez	FL
Maj. John F. Walters	FL
Maj. Lori J. Devore	IL
Maj. Jeffrey J. Malott	IN
Maj. Alan M. Simon	KS
Lt. Col. James F. Huggins	KY
Maj. Todd G. Scioneaux	LA

Capt. Jeffrey M. Stockinger WI Lt. Col. Jeffery E. Schrock WV	Maj. David A. Druga Maj. Charles S. Davis Maj. Charles A. Gibson Maj. Frank J. Jarosinski Lt. Col. Lawrence E. McGovern Maj. Christopher J. Roche Maj. Jarnes Q. Schmidt Maj. Philip M. Walker Maj. Jimmy L. Bunnell Maj. James L. Cloutier Capt. Mark L. Davalos Maj. Jason H. Sherwood Col. Herbert C. Cahalen Lt. Col. Dion J. Viventi Senior Master Sgt. Charles G. Grosvenor Maj. Bradner C. Jones Maj. Mark A. Goodman Capt. Paul R. Thorne Maj. Steve E. Jones Maj. Marcos A. Pagan Maj. Christopher A. Vecchi Capt. Jordan Andrew Edmund Maj. Anthony F. Kearse Maj. Bret J. Stemrich Maj. Joel E. Diaz Maj. Rafael Sanchez Maj. Amanda S. Vazquez Capt. Carrie S. Rogers Capt. John A. Boyer Capt. Diane L. VanderVeen Maj. Edward R. Woerle Capt. Michael A. Fernandez Maj. Codi J. Stoddard-Courtright Lt. Col. John M. Powers Lt. Col. Michael Edward Traylor Maj. Mark R. Kaehler Maj. John Lopez Maj. Cheryl K. Carroll Capt. Jeffrey M. Stockinger	MA MD
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Katharina E Maita	NIE
Katherine E. Waite	NE
Serenity A. Fung	NJ
Matthew J. Trawinski	MM
Caleb R. McLean	NY
Timothy D. Allen	PA
Benjamin T. Clegg	PA
David J. Nazzaro	PA
Ruth R. Sam	PA
Joshua Santiago	PR
Carlos S. Tejera-Serrano	PR
Olivia M. Despirito	RI
James C. Harris	SC
Brandon T. Cambio	TX
Rand B. Fowler	TX
Michael L. Fraire	TX
Joshua D. Phillips	TX
Nicholas J. Schroder	TX
Ariel C. Sten	TX
Garrett E. Stanley	WA
Faith E. Galford	WV
raitire. Gailora	V V V









