



NATIONAL HEADQUARTERS  
CIVIL AIR PATROL  
UNITED STATES AIR FORCE AUXILIARY  
MAXWELL AIR FORCE BASE, ALABAMA 36112-6332

15 January 2008

MEMORANDUM FOR BOARD OF GOVERNORS, NATIONAL BOARD & ADVISORS

SUBJECT: 2007 Review

1. As we reflect on this past year we want to thank each of you and all the members of the Civil Air Patrol for the tremendous support and service you have provided to this organization and to your country. Throughout 2007 we have accomplished many great things in the face of several challenges. You have performed admirably and as a result CAP is poised to make 2008 an even more successful year. Before we look toward the future, let's look back at some of our key achievements.

2. Public awareness and the perception that the nation has for our organization is vital to increasing our membership and to maintaining our reputation with our supporters. The following events have served to advance a professional and positive image.

- CAP's role in the Steve Fossett search brought overwhelmingly positive world-wide media attention to our organization.
- Blizzard SAR efforts in Colorado, Kansas, and Oklahoma took CAP to new heights by providing airborne reconnaissance.
- CAP provided transnational threat-reconnaissance for Joint Task Force North and the U.S. Coast Guard helping to ensure the integrity of our borders.
- Wildfire support in California in late 2007, providing critical near-real time imagery of fire locations and working shoulder-to-shoulder with state EOC personnel.
- Every CAP region took part in Wreaths Across America by sponsoring and placing more than 6,000 wreaths at veteran cemeteries nationwide.
- Over 98,000 viewers "attended" our various national events via live-streaming; more than doubling last year's attendees.
- CAP was the subject of over 17,000 media inquiries; up from 10,000 in 2006. Our story is getting out!
- capchannel.com website logged almost 400,000 visitors; a 50% increase from last year!
- CAPNews Online again received over one million hits.

3. Public trust is important to us because it touches upon every aspect of our core missions and bolsters our support not only in the eyes of our supporters in Congress, but also within your own local communities and state governments. Without the trust of the public we would not be able to raise funds or recruit members. The Wing Banker program, Web Mission Information Reporting System (WMIRS), the Consolidated Maintenance Program, a new Ethics policy, and the live-streaming of our meetings and conferences are all direct results of the strategic goal to improve transparency and accountability for the purpose of gaining and sustaining public trust. As a result of these efforts we achieved the following:

- Through dedicated and focused efforts of key CAP volunteers, Congress restored \$2.8 million to our 2008 fiscal year budget.

- Through consolidated aircraft maintenance, we have set reasonable standards necessary for our federal grant guidelines.
  - A Conflict of Interest Statement was created for members to disclose any areas where their roles or affiliations could cause conflict or controversy.
4. Professional Development enhances the membership experience and community service. The recent volunteer staff realignment, revamped learning courses, and updated training manuals are but a few successes in 'PD in '07. Other examples of accomplishments achieved in this area are:
- NESAs trained 400 members; condensing a typical local unit 4-6 month's specialty training into one week.
  - \$29,000.00 secured for flight scholarships from AOPA and the Patrick Goudy Flight scholarship fund.
  - The "Commander's Guide to Finance" provides CAP Commanders with the knowledge to assume fiscal responsibility.
  - National Staff College held largest class in 7 years with 97 graduates.
  - Region and Wing Commanders course graduated 27 members -- all now command ready!
  - Established an "advance track" for National Legal Officer's College.
  - Inaugural Public Affairs Officer Academy provided essential training to over 70 members that are critical in telling our story.
5. Our Air Force partnership continues to strengthen and has resulted in new missions for our members:
- The new Volunteer Support to Air Force (VSAF) initiative allows CAP to work along side Air Force person in various career fields.
  - 50% more Air Defense sorties in FY07.
  - CAP now flies up to 80% of all 1<sup>st</sup> Air Force Missions.
6. Together we raised the bar in every area.
- National Commander and Executive Director representatives visited most region and wing conferences and special events this year to get our eyes on your issues.
  - The vigilant work from you and the NHQ staff enabled CAP to execute 100% of the of our appropriated budget for the first time since the inception of the Cooperative Agreement.
  - Created several new member benefits by providing members with new opportunities in insurance and investment, wireless service plans, online shopping mall and new educational opportunities.
  - CAP purchased over \$2.5 million in long range high frequency (HF) radios to be better prepared to execute missions in Hurricane Katrina type disasters.
  - After many months of hard work, CAP earned U.S. Government approval for a nationwide frequency plan. We expect Canadian approval of the plan in 2008.
  - Remodeled the National Operations Center facilities to provide state-of-the-art capabilities to better serve CAP members and our customers.
  - Sold over 50 of our older, more costly to maintain, aircraft, while, at the same time, adding 30 new G-1000 aircraft. We used real-time aircraft condition scoring criteria to identify the best aircraft candidates for sale.
  - Used broker services to sell aircraft and achieved some of the highest prices we have seen to date and the shortest turnaround times.
  - Increased the number of wings under consolidated aircraft maintenance to 27 and the number of aircraft to 290 (55% of the fleet).
  - Improved control of fleet repair costs by revising criteria for repairs to determine the types of vehicle repairs to fund with appropriated funds. As a direct result, more than 75 of our fleet's oldest vehicles were identified for disposal.

- Revised policy on CAP fundraising to prohibit gaming – reducing uncontrolled exposure.
- Streamlined DDR Catalog ordering to provide easier process to obtain education & training materials. DDR activities increased by 40% nationwide.
- Junior Cadet Program prototype implemented for K-5. 19 schools supporting 7,000 students and 300 teachers now using CAP curriculum.
- Held over 40 National Cadet Special Activities with 1,340 cadet attendees. Nurtured a new partnership with Evergreen Aviation, providing 2 more activities next year.

7. In closing, we faced a major change in national leadership this past year and your response showed the true heart and resilience of CAP. We served our communities and our nation, all while under extreme pressures and we did not waiver. Thank you for your support and your professionalism. 2008 is shaping up to bring us many opportunities for service and we are confident that you will exceed all expectations.

Sincerely



AMY S. COURTER  
Brigadier General, CAP  
Interim National Commander



DON ROWLAND  
Executive Director