



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

2 December 2011

MEMORANDUM FOR BOARD OF GOVERNORS, NATIONAL BOARD & ADVISORS

SUBJECT: 2011 Year in Review

1. Progress, innovation and growth are key words associated with CAP's achievements in 2011. Highlights include:

- No other figure is more important than the one associated with lives saved. In fiscal year 2011, CAP saved 54 lives.
- Our pilots flew 102,273 hours in 2011, with most of those hours flown at the request of the Air Force. Flooding, hurricanes and tornadoes required extensive support from CAP's unpaid professionals, while wildfires, winter storms and a tsunami topped off the list of major missions.
- CAP's high tech toolkit now includes GIIEP (Geospatial Information Interoperability Exploitation Portable) systems, which transmits images in flight – a speedy solution for communicating critical infrastructure needs.
- Cadet membership increased 2 percent to 26,977 members nationwide, a testament to the vision, spot-on curriculum and extensive planning that combine to make the various facets of this program attractive to young people.
- The Aerospace Connections in Education program for K-6 students, which promotes science, technology, engineering and math (STEM), attracted a 55 percent growth in students and a 65 percent increase in teacher participation.
- The National Coalition of Aviation and Space Education presented CAP with two prestigious national aerospace education leadership awards – the Crown Circle Award and the Dr. Mervin K. Strickler Award.
- CAP continues to boast the largest volunteer chaplain corps in the world – approximately 900 chaplains and character development instructors, who provide services critical to members and all branches of the military.
- CAP's aircraft refurbishment program has been very successful. Five were completed this year. This cost effective program extends the service life of each aircraft by 10 years.
- Safety initiatives lead to CAP's second consecutive year with a zero aircraft fatal accident rate and a 45% reduction in powered aircraft accidents. CAP's accident rate of .98 per 100,000 flying hours is more than 6 times better than the General Aviation rate.
- Social media complemented CAP's branding initiatives, with impressive results. Monthly active users of our main Facebook page increased 580 percent from 1,379 followers to 5,330. The number of Twitter followers grew sharply as well – 1,139 percent, from 109 to 1,242.

2. As a direct result of CAP's professionalism and cost-effectiveness, the number and types of missions grew at an impressive rate again this year. Air defense missions increased 36 percent, representing substantial growth in a re-embracing of CAP's founding mission of homeland security.

Surrogate Predator exercises, which provide America's combat forces the training they need to work overseas, increased 25 percent.

3. In partnership with our 61,000 members across the nation, who were led by the vision and tenacity of CAP's volunteer team leaders, CAP National Headquarters effectively nurtured forward the organization's core missions of emergency services, cadet programs and aerospace education. These programs were complemented by community service, branding initiatives and support services that collectively formed a body of work unprecedented in CAP history.

➤ **Operations Achievements**

- Flew 102,273 flying hours in FY11, 74% being Air Force assigned missions.
- Saved 54 lives in FY11 on search and rescue operations, CAP's core emergency services mission.
- AFNORTH provided CAP with five Geospatial Information Interoperability Exploitation Portable (GIIEP) systems for use in providing still photography and full-motion video capability for real-world and exercise disaster relief operations. To date CAP has trained almost 200 members across the country to use these advanced imagery systems. These systems permit the transmission of medium resolution images over cell phone networks while in flight, allowing usable imagery to reach end-users much faster than if it had to be transmitted after landing. Kits were largely used to support flooding and tornado damage assessments in spring 2011.
- Flew 2,266 disaster relief operations hours in FY11 at trouble spots throughout the nation. CAP unpaid professionals supported relief efforts for all types of hazards – fires, floods, winter storms, hurricanes, tornadoes, even a tsunami. Primary mission was providing imagery for these operations supporting FEMA and other state and local disaster relief organizations.
- Participation in Air Force exercises increased significantly, flying 2,583 hours of air defense missions, a 36% increase from FY10. These critical missions played a key role in training and evaluating air interceptor units as CAP imitated “low and slow” aircraft threats. Missions also support air defense radar calibration.
- Drug interdiction/counterdrug (CD) missions remained a high priority--flew 8,412 CD hours.
- Constituted 60-80% of AFNORTH's daily sorties supporting Air Force installations nationwide -- 862 hours of low-level route survey; 583 hours of fire patrol and bombing range support
- Strong support for AFROTC/AFJROTC flying programs--2,933 cadet orientation hours in FY11.
- Safely piloted 26,463 CAP cadets on orientation flights -- 12,898 hours.
- CAP's National Emergency Services Academy (NESA) had its largest year ever supporting 663 participants during the two main session weeks. The NESA Center for Operations Excellence was used another 93 days supporting events for hundreds of additional personnel attending smaller courses and exercises. NESA is CAP's premier emergency services training event. Members pay their own way, often using their vacation time to attend top notch ground and air training.
- CAP continues to refine its maintenance support program. Overall CAP flew 15% fewer hours on maintenance sorties this year than last, mainly due to more efficient use of consolidated maintenance facilities. By using closer shops and managing maintenance flying budgets in WMIRS, CAP was able to reduce maintenance costs. These offsets were shifted to support other programs like training and cadet orientation flights.

- Surrogate Predator missions at Green Flag operations continue to grow. Green Flag exercises are the Air Force's premier pre-deployment exercises for Air Combat Command flying units who perform close-air support and precision-guided munitions delivery. CAP flew 1,087 Green Flag exercise hours in FY11, 25% more hours in than in FY10. A Cessna 206 Turbo is currently being outfitted with the sensor package to support these operations and should be ready in CY2012.
 - Executed 100% of the federally appropriated budget for the fifth year in a row. In-house developed Web Mission Information Reporting System (WMIRS) software played a crucial role capturing and analyzing all CAP flying missions to permit near-perfect budget execution.
 - A newly developed WMIRS module facilitates direct reimbursement to CAP members participating in actual missions as well as training missions. The payment management feature reduces the paperwork burden on members while minimizing delays in reimbursement.
- **Cadet Program Achievements**
- Cadet membership increased to 26,977 youth nationwide -- a 2% increase over 2010, and an 11.7% increase over 2009.
 - The new *Learn to Lead* textbooks for Phase III and IV cadets are in final coordination.
 - Four cadets and two escorts attended the 2011 National Character and Leadership Symposium sponsored by the U.S. Air Force Academy in Colorado Springs. This event is the premiere venue for young adults to engage national figures on matters pertaining to the importance and challenges of sound moral character and leadership.
 - During the 2011 International Air Cadet Exchange (IACE) program, CAP sent 74 cadets and escorts overseas and welcomed 70 international participants in this exciting program that promotes goodwill and understanding through a common interest in aerospace.
 - Over 300 CAP cadets, staff, and families attended the 2011 National Cadet Competition at Stebbins High School and Wright State University in Dayton, Ohio. The PCR (California Wing) Color Guard and the SER (Puerto Rico Wing) Drill Team took top honors.
 - Over \$300,000 in college and flight scholarships were made available to CAP cadets. Applying has been simplified through the use of an electronic application process.
 - 118 units received the new Quality Cadet Unit Award for 2011. Squadrons that fulfill 5 of 8 objective criteria automatically qualify for the award. This program is designed to encourage cadet units to focus on key Cadet Program fundamentals.
 - The 2011 National Cadet Special Activities program, a vibrant array of 30+ year-round activities, introduced 1,314 cadets to advanced concepts in leadership, character development, and aerospace-related careers.
- **Drug Demand Reduction Program Achievements**
- In partnership with Cadet Programs, the Drug Demand Reduction Program successfully launched the Red Ribbon Leadership Academy and National Character Day. Twelve wings hosted National Character Day events reaching 1,155 cadets. Red Ribbon Leadership Academies have been scheduled at 35 schools across the country reaching an estimated 1,350 non-cadet middle school students. To promote the program's signature awareness event, National Red Ribbon Week in October, over 181,000 red ribbons were sent to volunteers and squadrons nationwide.
 - The Drug Demand Reduction program migrated to electronic reporting on eServices which has captured 910 After-Activity Reports for FY11. Forty six of fifty two wings

were active in promoting the drug-free message with events reaching 18,383 cadets and 14,378 senior members. Volunteers in those wings reported more than 11,600 man hours dedicated to the promotion of a drug-free lifestyle. The DDRP staff processed and approved many catalog orders and requests for direct reimbursement of DDRP activity funds in FY11.

- The publication of the new Drug Demand Reduction Excellence (DDRx) Activity Guide was completed and is available on the Cadet Program webpage. The DDRx program rewards a CAP cadet for successfully completing activities related to making good choices, choosing good role models, avoiding substances that have a negative effect on human performance, and striving to live a drug-free lifestyle.

➤ **Aerospace Education Achievements**

- The K-6 Aerospace Connections in Education (ACE) program increased significantly for the 2011-2012 school year. The program grew from 400 teachers and 11,000 students in academic year 2010-2011, to 650 teachers and over 17,000 students registered for this academic year. These figures represent a 65% increase in teacher and a 55% increase in student participation.
- More than 1,500 CAP squadrons and classroom teachers participated in CAP's 2011 K-12 Aerospace Education Excellence (AEX) Award program. This represents a 36% increase in program growth with more than 60,000 cadets/students being reached nationwide.
- Three new aerospace education curriculum programs were completed in FY11; a Robotics module, a Satellite Imagery program, and a Model Aircraft Remote Controlled (MARC) program. The Robotics module contains 21 hands-on Robotic activities. The Satellite Imagery program applies satellite imagery technology in locating airports, runways, and airplanes in various parts of the world. The MARC program uses a myriad of activities to build and fly model airplanes, specifically, remote-controlled aircraft.
- New and improved Leader Guides to accompany the second edition of Aerospace Dimensions were developed and distributed to CAP squadrons and teacher members. These new Leader Guides provide our members with more detailed lesson plans to use when presenting the many topics discussed in the six Aerospace Dimensions modules for Phases I and II of the cadet program.
- CAP's Teacher Orientation Program (TOP) Flights allowed 250 CAP teacher members the opportunity to fly in FY11. These teachers returned to their classrooms, sharing their flight experience with over 15,000 students.
- The Aerospace Education Member (AEM) category grew to over 2,000 in FY11. This unique category for educators and other aerospace enthusiasts promotes aerospace education in classrooms and community youth organizations across the nation to over 120,000 students in grades K-12.
- Five Aerospace Education Officer (AEO) Schools were conducted in 2011, training a total of 180 AEOs from squadrons, groups, wings, and regions from 40 different states. Graduates returned to their units with a better understanding of how to accomplish the AE mission and how to use the resources available to them. Each attendee completed an AE Plan of Action as a culminating project, and used an AEO School catalog produced by the AE National Advisor and the CAP NHQ/AE.
- CAP's AE Program was honored by the National Coalition of Aviation and Space Education to be selected for two prestigious 2011 national aerospace education leadership awards: the Crown Circle Award and the Dr. Mervin K. Strickler Award. The Crown Circle and Strickler awards are rarely given to the same organization and

recognize decades of outstanding aerospace education performance and leadership along with demonstrated commitment and lifelong contributions to aerospace.

- CAP AE continues to build organizational collaborative initiatives to promote aerospace education opportunities for its members in cooperation with state departments of aviation and education, aerospace museums, the Air Force Association, Academy of Model Aeronautics, Analytical Graphics Inc., Federal Aviation Association, AFJROTC, FLIR Systems, Inc., Houston Space Center's Space Exploration Educators Conference, Huntsville's Space and Rocket Center's Educator Space Camps, Lightspeed Aviation Foundation, National Science Teachers Association, ROTC Arnold Air Society/Silver Wings chapters, Sun 'N Fun Airshow Teachers Conference, and the DoD STARBASE program.

➤ **Safety Achievements**

- CAP has achieved an additional 45% reduction in powered aircraft accidents in FY11 from FY10. The last reported NTSB rate for U.S. General Aviation (2009) was 6.60 per 100,000 flying hours, whereas CAP's rate for FY11 was 0.98.
- The FAA Director of General Aviation has partnered with CAP to assist the FAA with a strategic approach to reduce the FAA's fatal accident rate nationwide, recognizing CAP's successes.
- CAP completed its 2nd consecutive year with an aircraft fatal accident rate of zero.
- Associated controllable aircraft repair costs (\$190K) decreased an additional 27% in FY11 from FY10 (\$261K). A marked 76% improvement from FY09 (\$785K).
- FY11 showed a slight increase in vehicle accidents from 0.00 to 0.16 per 10,000 members. This rate is nominal and represents one mishap with no injuries involving CAP's fleet of 960 vehicles. Additionally, the FY11 vehicle incident rate dropped 15% from FY10 indicating the program is healthy and continuing to improve.
- FY11 bodily injury accident rate reduced 72% from FY10.
- CAP and the FAA are coordinating an MOU that will make CAP an Industry Partner to the FAA Safety program. Additionally, integration between the FAA and CAP safety education databases will be complete in 2011. This will allow CAP members to automatically receive credit for completing FAA "Wings" safety program levels.
- Safety education continues to be a high focus area with robust topic additions to seminar and online safety education courses that are useful to both our "on" and "off-duty" activities and purposeful to CAP's unique mission. This focus on education, supported by leadership emphasis and ownership by CAP's members, is directly responsible for CAP's reduction in mishap rates noted above.
- Behavior-based safety education has been well accepted by CAP members nationwide.
- Webinars have become a viable platform for safety education. CAP members have made an international presence by participation in numerous webinar offerings from BrightSpot, Inc. which has partnered with CAP for safety education courses.
- CAP continues to develop a Safety Management System (SMS) and is being assisted by Morpheus Quality, LLC, to complete a gap analysis of CAP's safety program and develop an appropriate SMS for CAP's requirements.
- CAP has joined the FAA Safety Team for Youth Advisory board. This initiative encourages safety education and aviation awareness for youth across the nation.

➤ **Professional Development Achievements**

- PD launched an effort to highlight education and training for CAP's commanders. Initiatives for 2011 included the release of a complete revision of the Unit Commander's Course and the reissue of the CAP Commander's Guide in August

2011. In March, PD hosted a very successful Wing Commander's Course which graduated 16 new wing commanders.

- The Officer Basic Course continues a record run with 1,233 members completing the course during the first 11 months of 2011 and a total of 3,211 members completing since January 2010. The course success means the number of members completing Level II and moving on to complete further professional development has doubled.
- To consolidate course offerings and leverage internal technology tools, Professional Development, in cooperation with DO, took down the final CAP- authored, AU-sponsored correspondence course as CAP transitions to in-house education and training protocols.
- To help the membership better deliver CAP training programs, PD assisted E-Learning to design and release the new CAP Instructor's Course, with 700 new graduates. This course will result in a more consistent training experience for both instructors and members.
- Released the redesigned Organizational Excellence program, OE 2.0., which has over 200 members currently enrolled.
- Other professional development highlights included the graduation of 57 students from National Staff College, a revised Region Staff College Director's Guide, and a complete revision of the Chaplain Specialty Track.

➤ **Chaplain Corps Achievements**

- CAP continues to maintain the largest volunteer chaplain corps in the world numbering close to 900 chaplains and character development instructors.
- Application status reports are utilized to track the progress of pending chaplain and character development instructor application packets received by NHQ.
- The CAPP 221 Chaplain Specialty Track series was re-written and released in April 2011. Upon successful completion of online testing for each pamphlet, members receive a certificate and the member's eServices record is automatically updated to reflect completion. The revision directly impacts CAP's 500+ chaplains as it completes the integration of training with the professional development program.

➤ **E-Learning Achievements**

- The online Basic Instructor Course was launched impacting the entire instructor core in CAP. The course provides instructor basics and templates for lesson plans, teaching plans, and briefing slides. These tools standardize the curriculum across all specialties and CAP as a whole.
- The online Instructor Orientation Course was produced and is currently being used to develop online instructors within the volunteer community to increase the online offerings available to CAP members.
- Preparation was made for the launch of the Moodle-based CAP learning management system (LMS) in early 2012. The low-cost, high-volume "Moodle" LMS will allow for increased online enrollment capacity. Moodle will also be used to host specialized wing and region courses.
- Major upgrades were completed to the CAP Knowledgebase (KB) emphasizing the Job Performance Support function where members can find answers directly related to their CAP specialty. Over 2,000 answers currently available were reviewed and updated to maintain standardized and current information. Over 100,000 hits were recorded each month with members viewing 1,000 answers daily throughout 2011.

➤ **Logistics/Mission Resources Achievements**

- Contracting (LGC) executed over 1,100 actions involving nearly 49,000 line items totaling some \$20.8 million of which nearly 87% was competitive bid and 5% went to small, disadvantaged and woman-owned firms. Numerous other contracts were awarded, including:
 - 4 new aircraft, as well as the sale of 14
 - 127 vehicles
 - 330 laptops for field use
 - Glider winches
 - 12 five-year consolidated aircraft maintenance contracts and 5 renewals
 - One larger BizHub printer for the Print Plant

New contracted services in 2011 included:

 - Governance Study directed by the Board of Governors
 - Printing 25,000 copies of A-E Dimensions Modules
 - Avionics in support of Aircraft Refurbishment Program
 - 100 Garmin aircraft GPS units to replace obsolete units
- 36 new vehicles were purchased with initial appropriations in mid-year 2011. For the third consecutive year, the Air Force provided additional end-of-year funding for vehicles. 91 additional vehicles were purchased, bringing the year's buy total to 127. A large number of vehicles that were identified as too costly to repair and vehicles from the 100 oldest list were replaced, improving the overall safety and reliability of the CAP vehicle fleet. For the first time in many years the total number of vehicles less than 10 years old exceeded the number of vehicles greater than 10 years old. The majority of the mid year's buy have been delivered to units, and we anticipate receiving those purchased during the end-of-year buy in December and January.
- The aircraft buy was limited to two Cessna turbo 206 and two Cessna182T aircraft. The two 206s have been identified for modification to accommodate a sensor package for use in the CAP special mission flown from North Las Vegas, NV.
- The reduction in new aircraft acquisition (due to receiving less aircraft procurement funds) gives credence to the CAP aircraft refurb initiative. Five refurbs were completed this year, and the program is anticipated to extend the service life of each aircraft by ten years. Refurb candidates were equipped with new engines, new CAP paint scheme, upgraded interiors and a new avionics package complete with the Garmin 430 GPS, XM weather and digital flight displays.
- All wings are now enrolled in the aircraft consolidated maintenance program. We currently have 60 contract maintenance shops maintaining and inspecting our aircraft.
- The Operational Resource Management System (ORMS) is approaching its second full year since implementation. The second annual inventory using ORMS was completed in March 2011, with minimum complications experienced primarily by members new to the system. The IT department deployed a new revision to ORMS in May, that provides improved visibility to reports of survey, assessments and retirements at all levels of CAP and to CAP-USAF. This revision included enhancements to facilitate assessing individuals and units for loss and/or damage to CAP property.
- Mailroom staff kept the mail flowing each day. In addition to supporting quarterly mail outs, the mailroom processed over 4,800 FedEx shipments, packaged requests for more than 340,000 recruiting items, over 46,000 AE items and more than 155,000 CAP forms, pamphlets and certificates. They did this all while maintaining the facility interior and exterior in inspection order for a NEC meeting, Commanders

Course, National Staff College and numerous visits from CAP and Air Force senior staff members.

➤ **Information Technology Achievements**

- Event registration module was released, allowing CAP members and non-members to register for CAP events. The module simplifies the registration process for events such as CAP's largest event, the Summer National Conference, to even the smallest event, the National Legal Officer's College. The system processes conference as well as seminar registrations, and handles financial accounting and payments.
- Developed all new workflow management system to augment Personify (new membership system), automating CAP-specific workflow for approvals and review of member promotions, transfers, retirements and new member applications.
- Automated CAP safety training, presenting training materials in an interactive mode that allows members to learn and gain instant feedback
- New Incident Reporting application manages process from initial notification through completion of the investigation. New capability provides far more complete picture of CAP's safety incident status and better analysis of risks and remedy effectiveness.
- Integration with FAA Wings Program database allows members to receive dual credit for FAA training toward CAP safety training currency requirements. Member's time used effectively while leveraging FAA's robust safety program for CAP's benefit. Working closely with FAA has also advanced valuable relationships with FAA Safety training personnel.
- Completed ORMS assessment tracking function. Application incorporates property management policy and processes into a single system that provides instantaneous status monitoring and workflow management. Provides a "virtual file cabinet" that has abolished lost assessment records ensuring recovery of reimbursement for lost and damaged equipment.
- New application will provide complete coverage of CAP professional development education process. The system will provide more universal access via online content presentation, while tracking progress across membership demographics. Promotion opportunities are expected to increase and enrollment duration to decrease for members while teaching core competencies and curricula more effectively.
- New system creates online management tool for inspectors to present, monitor and closeout open findings resulting from compliance inspections. Faster closeouts and faster remedies to noncompliance issues revealed during inspections are expected. System is currently beta testing, with a launch expected in Jan 2012.

➤ **Membership/Retention/Creative Services Achievements**

- Upgraded the current single card FBI scanner to a high-speed scanner which allows NHQ to expedite the confidential screening fingerprint card process.
- Reduced the yearly membership card and renewal notice cost by 38%. These changes were made without sacrificing quality or customer service and will save CAP more than \$25,000 annually.
- Improved the quality (message and photos) and increased the number of electronic membership renewal notices being sent (from 1 email to 3 in the months leading up to the membership expiration date) in an effort to encourage members to renew online. This will save CAP both time and money, and early results look promising.
- CAP is now encouraging its members to join the Air Force Association when they renew their CAP membership online.
- Created a new recruiting video for cadets and published 12 online video news stories.
- Developed a new recruiting brochure for pilots.

- Began using the meetings module feature of the new membership software. This will save CAP over \$15,000 each year.
- Held an outstanding annual conference in Louisville, KY. CAP expanded the variety of methods it used to market the conference including the use of Facebook and Twitter. Attendance was up to over 700 including more than 170 CAP members who attended the annual conference for the first time.
- Updated the CAP public website to give it a new “look and feel” similar to other popular websites.

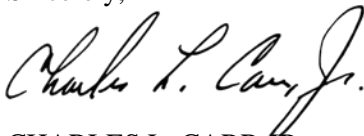
➤ **Public Awareness Achievements**

- The January-March 2012 *Civil Air Patrol Volunteer* will mark the sixth anniversary edition of the organization’s flagship publication. During that time, the *Volunteer* has published more than 500 feature stories on America’s everyday heroes. These stories -- about community service, patriotism, courage and tenacity -- celebrate our members’ volunteer spirit and, in the process, effectively capture who we are and what we are about as an organization. Each year since the magazine’s inception, it has been recognized with prestigious regional and state awards, and this year was no exception.
- CAP was the subject of more than 8,500 print, broadcast and electronic stories during the year. National Headquarters Public Affairs’ support to the field included the creation of 40 national news releases designed to market and promote the CAP brand. Coverage included publicity on CAP’s response to Midwest flooding, tornadoes across the country and Hurricane Irene on the East Coast.
- In the course of one year, traffic on CAP’s Facebook page increased dramatically – from 674 active monthly users to 3,912 (580%) and from 1,379 followers to 5,359 (388%). The number of Twitter account followers has risen even more sharply – 1,139%, from 109 to 1,242.
- CAP Volunteer Now (www.capvolunteernow.com) received 60,000 visits each month in 2011. The site provides access to not only wing and region news, but also news clips from across the nation as well as an array of resources of high interest to our officers and cadets. Visitors include members, news media and the general public. The process of submitting articles was streamlined this year by creating a template, which is posted in eServices. The new submission process ensures that everything NHQ/PA needs to publish an article is provided, which means more articles can be posted on an ongoing basis.
- CAP’s Financial Report is specially structured for use as a marketing and communications tool. The financial report is a great resource to complement activities and events with an excellent overview of CAP’s programs and services. Its attractive, viewbook format is an effective communications tool, and for the second year in a row it was recognized with an Award of Excellence.
- Customized Legislative Day handouts provided commanders with valuable data and talking points on wing-specific topics to share with elected officials in Congress.
- NHQ/PA is serving on the CAP Marketing Logo Committee appointed by the national commander to develop a recommended corporate branding symbol. The committee, chaired by Col Chris Hayden from Northeast Region, seeks to uncover a logo that embraces our rich heritage while capturing the bright promise of our future.
- A 70th anniversary logo contest produced a member-designed logo used throughout the year and during the annual conference to promote this milestone moment in CAP history.
- NHQ created four anniversary posters that graphically illustrate the organization’s legacy dating back to Dec. 1, 1941.

- The first of a four-part *Civil Air Patrol Volunteer* series on CAP members' World War II service was published in October.
- Wings were provided with an updated anniversary planning guide that included suggested ideas and activities
- CAP will participate in Wreaths Across America for the sixth consecutive year on Dec. 10. NHQ supports the squadrons' annual salute to veterans by providing an array of resources, including hometown news releases and media kits on a web page dedicated to the event.
- NHQ issued national releases nationwide for all major events and disseminated media kits to selected media.
- Six goals were identified for PA for 2011-2012 targeting the PAO Specialty Track, creation of a style guide, PIO qualifications, PA and crisis planning, CAPR 190-1 and social media. Progress has been made on each of these items in 2011 and all of them will be completed in 2012.

4. As Civil Air Patrol celebrates its 70th year of service, we do so armed with the zeal, patriotism and commitment to serving the citizens of our communities that is our legacy. Our efforts to enshrine that legacy in the annals of American history with the Congressional Gold Medal is being fervidly pursued, and it is our hope this much-deserved honor will be realized in 2012.

Sincerely,



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



DON ROWLAND
Executive Director

