

# Civil Air Patrol Board of Governors

4 June 2002 – 9:00 a.m.  
Ballroom Salon A  
Marriott Crystal City Hotel  
Arlington, Virginia

## Members Present

Mister Bruce P. Baughman, FEMA  
Director, Office of National Preparedness

Colonel Robert Bess, CAP  
Member-at-Large

Brigadier General Richard L. Bowling, CAP  
Civil Air Patrol National Commander

Mister Michael L. Dominquez  
Assistant Secretary of the Air Force, Manpower and Reserve Affairs

Lieutenant General Nicholas B. Kehoe, USAF (Ret)  
Chairman, Civil Air Patrol Board of Governors

Lieutenant General Donald A. Lamontagne, USAF  
Commander Air University Maxwell Air Force Base, Alabama

Colonel Michael L. Pannone, CAP  
Member-at-Large

Colonel Dwight H. Wheless, CAP  
Civil Air Patrol National Vice Commander

Mister Bruce N. Whitman, Executive Vice President  
Flight Safety International Incorporated

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## Schedule

CALL TO ORDER, Lieutenant General Nicholas B. Kehoe, USAF (Ret), Chairman, Civil Air Patrol Board of Governors welcomed all the members of the BoG present for this meeting, and noted there was a quorum of nine.

THE CHAIRMAN expressed appreciation for the tremendous effort that was made in developing the homeland security briefing and the homeland security concept of operations by the Civil Air Patrol staff, members of the Civil Air Patrol volunteer force and the Air Force.

THE CHAIRMAN, as well as OTHER BOARD MEMBERS, expressed appreciation to the Civil Air Patrol Marketing and Public Relations staff for their efforts in marketing the NASCAR program.

CIVIL AIR PATROL BOARD OF GOVERNORS was in executive session from 12:00P until 12:15P.

CLOSING REMARKS/ADJOURNMENT, Lieutenant General Nicholas B. Kehoe, USAF (Ret), Chairman, Civil Air Patrol Board of Governors expressed appreciation to the BoG for remaining for the extended meeting, and for their work and commitment to this endeavor. He added, “we accomplished some things and put down some markers for some other things we need to deal with.”

THE CHAIRMAN further thanked the other Civil Air Patrol and Air Force members for attending the meeting, and the National Headquarters staff for its support.

THE BOARD OF GOVERNORS meeting was adjourned at 1:55P, Tuesday, 4 June 2002.

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## MINUTES

### 1. Approval of Previous Meeting Minutes

#### Issue:

The minutes of the 2 March 2002 meeting of the CAP Board of Governors were distributed to all members on 22 March 2002.

#### Discussion:

*COL BESS, CAP, moved and LT GEN LAMONTAGNE, USAF, seconded a motion that the BoG approve the minutes of the previous meeting as presented.*

#### Action:

**THE MOTION CARRIED UNANIMOUSLY. This item is CLOSED.**

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## MINUTES

### 2. CAP Executive Director Selection Committee Report

#### Issue:

BoG chairman, Lt Gen Kehoe, USAF (Ret) reported the following selection committee results: The CAP National Headquarters staff announced the vacancy and collected the applications. The selection committee (Lt Gen Kehoe, USAF, retired; Brig Gen Bowling, CAP and Mr. Baughman, FEMA) reviewed all of the applications and selected four applicants from those who were fully qualified for personal interviews. Following that review, the committee proposed that Col Albert A. Allenback, USAF, be selected as the Executive Director of Civil Air Patrol. Even though a poll of BoG members endorsed this selection unanimously with one abstention, the chairman suggested a formal motion for the record.

#### Discussion:

*MR. WHITMAN, moved and LT GEN LAMONTAGNE, USAF, seconded a motion that the BoG approve the selection of Col Albert A. Allenback, USAF, as the Civil Air Patrol Executive Director and Board of Governors' Executive Secretary.*

#### Action:

**THE MOTION CARRIED.** There was one abstention; Col Pannone. **COL ALBERT A. ALLENBACK, USAF will be appointed Executive Director, Civil Air Patrol; Executive Secretary, Civil Air Patrol Board of Governors effective on a date to be determined following his retirement from active duty. This item is CLOSED.**

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## MINUTES

### 3. NASCAR Marketing Platform Status Report

#### Issue:

HQ CAP/PA, Mary Nell Crowe, presented a two-minute video, and a slide briefing as outlined below. HQ CAP/PAF, George Freeman, distributed 'Prospects for Civil Air Patrol Program Support', and solicited the assistance of members of the BoG in making personal contact with those listed or other potential sponsors.

#### **NASCAR MARKETING PLATFORM BRIEFING**

##### WHY NASCAR?

Objectives

Results-to-date

"46" Committee Established

Approved program metrics and evaluation:

- Exposure (translate into dollars where possible)
  - Media
  - Joyce Julius report
  - Race attendance
  - Show car venues
  - Special events
- Increase in membership
- Associate and corporate sponsorships
- Merchandise sales

Objective 1:

Significantly increase public exposure through media and branding of Civil Air Patrol.

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## MINUTES

### 3. NASCAR Marketing Platform Status Report (cont'd)

#### Issue:

#### Exposure

- Three articles in Winston Cup Scene (each issue – 675,515 readership)
- Articles in Air Force, Navy, Army and Marine Corp Times (March 11, 2002)
- Sponsorship announcement picked up by military, associated press, aviation and racing publications
- Internet sites and “hits”
  - Thatsracin.com – 348,000/mo.
  - BGNracing.com – 5,000/day
  - NASCAR.com – 1 billion/2001
- Newspapers (circulation)
  - The Charlotte Observer – 250,000 +
  - The Norfolk Virginian Pilot – 200,000 +
  - Richmond Times Dispatch – 200,000 +
  - Daytona Beach News Journal – 200,000 +
  - Los Angeles Times (Inland Valley edition) 60,000 +
- Television
  - Since 14 Feb., weekly “tech tip” presented by Ashton, sponsored by CAP on *Raceline with Joe Moore* (150 stations, + Outdoor Channel.)
  - March 28, Ashton appearance on RPM 2 Night, ESPN2 (Rating: .28 Translates: 235,000 households)
- Race Exposure Statistics (After 9 events)
  - Total audience reached: 30,727,040
  - Average viewing audience: 3,414,115
  - Total race attendance: 734,000
  - Average rate attendance: 81,500
  - Exposure: (TV time) 9 min. 27 sec.
  - CAP mentioned: 7 times
  - \$Value: \$458,060
  - Driver: 2 interviews for 1 min. 58 sec.

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## MINUTES

### 3. NASCAR Marketing Platform Status Report (cont'd)

#### Issue:

Advertisement: 750,000 published

Show car: flight simulator and racing simulator

Role Model

Branding – The CAP Emblem

#### Objective 2:

Increase recruitment opportunities and results

#### Membership Inquiries

April 2001 – 794

April 2002 – 1784

#### New Members

March 2001 – 1700

March 2002 – 1971

April 2001 – 1577

April 2002 – 1977

#### Total Membership (30 day change)

April 2001 – minus 2%

April 2002 – plus 4%

#### Objective 3:

Create a platform for increased business-to-business opportunities and corporate support.

#### Prospective Partnerships

- MBNA America
- National Air and Space Museum
- Experimental Aircraft Association
- Reactor Cell Battery
- Interstate Batteries
- Movie Gallery
- Carmike Cinemas
- AMSOIL
- Dana Corporation

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## MINUTES

### 3. NASCAR Marketing Platform Status Report (cont'd)

Issue:

MNBA AMERICA PROGRAM:

NET TO CAP:

\$1,000,000

UP TO

\$4,000,000

Objective 4:

Provide opportunities for unique fundraising initiatives and support for long-term growth.

WALMART

Sponsorship of Cadet Program

Merchandising Opportunities

Objective 5:

Provide a significant return on CAP's investment (ROI) within an 18 month time period. **On Target!**

Obj.1: Significantly increase public exposure through media and branding of Civil Air Patrol. **Ahead of Schedule**

Obj.2: Increase recruitment opportunities and results. **On Target**

Obj.3: Create a platform for increased business-to-business opportunities and corporate support. **On Target**

Obj.4: Provide opportunities for unique fundraising initiatives and support for long-term growth. **On Target**

Obj.5: Provide a significant return on CAP's investment (ROI) within an 18 month time period. **On Target**

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## MINUTES

### 3. NASCAR Marketing Platform Status Report (cont'd)

#### Discussion:

A suggestion was made for the development of a brochure for use in seeking corporate sponsorship. There was discussion on demographic problems as it pertains to recruiting efforts. It was pointed out that NASCAR is very aware of its demographic problem, and the organization is working this issue very aggressively. Several BoG members expressed concern about the balance between cost of this program versus return and exposure. Also, as an investment venture, there were concerns regarding a slow return of money. With reference to the following projections, there was a suggestion that each of the income sources become a measure of merit in the upcoming decision-making process.

Projected Income Source	FY 02	FY 03	FY 04	Totals
Increased Membership Revenues (1)	\$ 220,000.00	\$ 285,000.00	\$ 328,000.00	\$ 833,000.00
Individual Associate Sponsorship (2)	\$ 350,000.00	\$ 525,000.00	\$ 700,000.00	\$ 1,575,000.00
Corporate Associate Sponsorship	\$ 850,000.00	\$1,360,000.00	\$1,700,000.00	\$ 3,910,000.00
Merchandising - Catalog (3)	\$ 500,000.00	\$ 575,000.00	\$ 661,250.00	\$ 1,736,250.00
Merchandising - CAP (4)	\$ 812,500.00	\$ 934,375.00	\$1,074,531.25	\$ 2,821,406.25
Corporate Charitable Gifts for CAP	\$1,000,000.00	\$1,500,000.00	\$2,000,000.00	\$ 4,500,000.00
Fundraising Priorities				
Special Events - Wings	\$ 170,000.00	\$ 170,000.00	\$ 170,000.00	\$ 510,000.00
Total Income	\$3,902,500.00	\$5,349,375.00	\$6,633,781.25	\$ 15,885,656.25
Program Costs	\$3,506,250.00	\$3,785,000.00	\$3,948,750.00	\$ 11,240,000.00
Net Income	\$ 396,250.00	\$1,564,375.00	\$2,685,031.25	\$ 4,645,656.25
Advertising Exposure (5)	\$7,012,500.00	\$7,570,000.00	\$7,897,500.00	\$ 22,480,000.00

NOTES: (1) Annual net increase of 15%; (2) Associate Sponsorships @ \$35 per donor; (3) Catalog projections with 15% annual increase; (4) Internal projections with 15% annual increase; (5) Assumes a factor of 2 times program cost

This was the baseline from where the program started. It was pointed out that these projections were for the end of FY02.

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## MINUTES

### 3. NASCAR Marketing Platform Status Report (cont'd)

#### Discussion:

There was clarification that the contract with Lewis Motorsports is for three years, with an option to cancel by 1 August 2002 if the BoG feels the program is not meeting reasonable expectations. The CAP staff pointed out that this program was launched late in the season, and at the time of approval, any expected return was estimated to take at least 18 months. The subject of associate sponsorship, including partnering with the Air Force, was discussed. There was also discussion regarding the need for corporate sponsorship to offset some of the costs of this program. Concern was expressed that CAP might lose identity, as the Air Force Auxiliary, on a car with the Air Force; and this partnering may impact corporate or other aviation sponsorships. Suggestions were made that in order to buy some time to give the program at least an 18-month evaluation period, that the staff attempt to renegotiate with Lewis Motorsports for a contract of a lesser term, lesser dollar option; to include an extension of the 1 August 2002 date. The CAP Marketing & Public Relations staff proposed that to help facilitate a renegotiation, the contract allow CAP to continue to work the program until 1 December, but give Lewis Motorsports an opportunity to seek other sponsorship beginning August or September in the event that CAP decides against proceeding with this program.

*The Chairman summarized that BoG members consider in depth whether the program is meeting reasonable expectations. The consensus of the BoG is that in order to proceed in a manner aiming for success, there needs to be more tangible return on the investment before committing to the expenditure of more funds. To build the confidence of the BoG members in an effort to make this fiduciary decision, there needs to be a viable plan and real-time progress reports, starting immediately, on the current initiatives; realizing that CAP does not currently have the amount of money due on the contract.*

#### Action:

**The Chairman pointed out that he felt there would be an opportunity to make a decision on this program at a later date, hopefully, in August after renegotiation of the contract with Lewis Motorsports. This item is OPEN.**

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### 4. Homeland Security Update

#### Issue:

Col Richard A. Greenhut, CAP, Northeast Region Commander, presented a slide briefing on homeland security (HLS) activities/resources.

Lt Col John A. Salvador, USAF (Ret), HQ CAP/DO, presented a briefing on the HLS concept of operations.

#### Discussion:

It was suggested that the concept of operations needs to be very specific on what CAP would do, rather than open-ended statements, because of the limited funding available to outfit the aircraft and ground units of Civil Air Patrol. The concept of operations is a living document and a starting point for further development. Some of the missions listed do not fall within the purview of homeland security. The explanation was that in addition to going to Governor Ridge's office, the HLS briefing would also go to state and local governments, probably in video form. It was also noted, that the concept of operations needs to be incorporated into the national strategy that the Office of Homeland Security is currently developing. The coordination, up to this point, has been with the Air Force air staff.

Mr. Baughman stated that wherever in the national strategy you reference the Air Force's mission, it should reference other documents that support that strategy, including CAP's HLS CONOPS. In the execution stage of the national strategy, in turning to the Air Force to execute, there needs to be a paper trail back to this document. Mr. Baughman provided a point of contact to help coordinate the Civil Air Patrol HLS CONOPS.

There was concern that because the Department of Defense is still in the process of establishing an OSD office for homeland security, there has been insufficient coordination between agencies. It is anticipated that the Air Force will help Civil Air Patrol make this document available to a much broader audience, particularly focusing on high-level officials involved in homeland security. This will keep CAP out in front on the evolving concept.

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### 4. Homeland Security Update (cont'd)

#### Discussion:

There was considerable discussion on how *posse comitatus* applies to the Civil Air Patrol. Col Stanley Leibowitz, CAP, HQ CAP/GC stated that a legal opinion from the Air Force says that *posse comitatus* doesn't apply directly to CAP at any time, being a private non-profit corporation. However, the USAF Staff Judge Advocate's opinion was that the Air Force couldn't assign CAP to a mission that they couldn't do themselves. An opinion was expressed that the only time a waiver for *posse comitatus* is needed is if you are doing a law enforcement role—not just surveillance.

*LT GEN LAMONTAGNE, USAF, moved and COL BESS, CAP, seconded a motion (1) that the Board of Governors support an effort by CAP and CAP-USAF to seek clarification on the applicability of 'posse comitatus' from HQ USAF/JA; and (2) that the Board of Governors endorse the draft homeland security CONOPS as a living document and as a start point for further discussion with the Air Force, and refinement as the national concept for homeland security matures.*

#### Action:

**THE MOTION CARRIED UNANIMOUSLY. Lt Gen Kehoe, USAF (Ret), stated that he would include both of these issues in his after-meeting summary to the Secretary of the Air Force, highlighting it as a main issue. This item is OPEN.**

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## MINUTES

### 5. Constitution and Bylaws Changes

#### Issue:

Col Stanley Leibowitz, CAP, HQ CAP/GC, briefed this item as outlined in the agenda. Proposed changes were discussed individually.

#### Discussion:

#### **PART I**

- Complaints against the Executive Director  
--There was agreement with the recommendation.
- Complaints against the National IG  
--There was discussion on how complaints would get from the National Commander to the Board of Governors. There was agreement that this process needs to be spelled out.
- Complaints against members of the Board of Governors and authority to remove the National Commander and National Vice Commander  
--There was considerable discussion on who has removal authority of members of the Board of Governors and how that process would work for CAP members, USAF members and civilian members jointly appointed. Sentiment was expressed that the current system is working well, and if the time comes that a member is hampering the business of the BoG in administering the Civil Air Patrol, the Board of Governors has the power to recommend changes as may be allowed.

There was clarification that in previous meetings, the Board of Governors endorsed the CAP Constitution and Bylaws and changes since the establishment of the BoG, which in effect, delegates certain powers to CAP.

#### **PART I**

*COL WHELESS, CAP, moved and MR. BAUGHMAN, FEMA, seconded a motion that the BoG adopt the items pertaining to (1) any complaint against the Executive Director coming directly to the BoG; (2) any complaint against the Inspector General being handled through the National Commander; and (3) any complaint against members of the Board of Governors through a process first reported to the Executive Secretary who reports it to the Board of Governors for such action that it may deem appropriate.*

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### 5. Constitution and Bylaws Changes (cont'd)

#### Discussion:

#### **PART II**

- Removal of BoG members who miss two consecutive meetings without a valid excuse  
--Sentiment was expressed that the BoG did not have the authority to remove members, but could make a recommendation to the appointing authority.

Col Pannone, CAP, stated disagreement and referred to the legislation that established the Board of Governors. He believes that the members were assigned as individuals, that the BoG is a civilian corporate board under civilian rules and that the board has responsibility to remove members of the BoG who are not operating in conjunction with the rules.

*COL WHELESS, CAP, moved and LT GEN LAMONTAGNE, USAF, seconded a motion that the recommendation regarding removal for failure to attend two consecutive meetings, not be adopted.*

#### **PART III**

- The Board of Governors, instead of the Chairman of the BoG, establishes location of meetings of the Board of Governors  
--There was consensus that this matter is not an issue because the Chairman will work with the BoG members in establishing locations and dates.
- When you receive notice of meetings or any notice from the Board of Governors  
--Sentiment was expressed that this matter is not an issue in that follow-up actions to meetings, etc. would surface any non-receipt action.

*COL WHELESS, CAP, moved and LT GEN LAMONTAGNE, USAF, seconded a motion that the recommendation concerning changing the bylaws to allow the BoG to state the location of meetings and the proposal concerning receipt of e-mail and telefax communications, not be adopted.*

#### Action:

**PART I – THE MOTION CARRIED UNANIMOUSLY. This item is CLOSED.**

**PART II – THE MOTION CARRIED. This item is CLOSED.**

**There was one dissenting vote; Col Pannone.**

**PART III – THE MOTION CARRIED UNANIMOUSLY. This item is CLOSED.**

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## AGENDA ITEM

### 6. Recommendation Referred by NEC (3-4 May 2002 Meeting)

#### Issue:

Col J. Scott Hamilton, CAP, BoG interim executive secretary, presented current financial issues and suggested recommendations from the National Finance Committee.

#### Discussion:

- In response to a question on why the NASCAR figures were not included in this budget, it was explained that this expenditure came out of investments, which is not a part of the operating budget. There was a suggestion that the accountants need to advise if the NASCAR operation is being treated appropriately in the budget since the BoG members felt that they needed to see the entire financial picture. There was agreement that a footnote needed to be added to indicate that the corporate budget does not reflect monies that were used from the investment account to fulfill the contract obligations for the NASCAR program, and any other income associated therewith.
- There was clarification that the following line items in the budget decreased due to payment by appropriated dollars instead of corporate dollars, as a result of Statement of Work negotiations: (1) cadet orientation flights; (2) hull self-insurance; and (3) fixed assets—equipment.
- Because the CAP National Commander is no longer President of the International Air Cadet Exchange Association, there was agreement to move \$3,000 from that line item into the National Commander's directed travel line item.
- In response to a question on why there was a decrease in salaries at the supply depot, it was explained that staff is being reduced due to a decreasing need for spare aircraft parts as a result of modernizing the corporate aircraft fleet.
- It was noted that the credit card expense for both the bookstore and supply depot is the fee charged by the credit card company.

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## AGENDA ITEM

### 6. Recommendation Referred by NEC (3-4 May 2002 Meeting) cont'd

#### Discussion:

- Reference investment accounts, it was noted that the first-year NASCAR contract obligation was divided into three payments and not all of that has been expended. However, none of this program appears to be included in either the budget or the summary of investment performance. The BoG members expressed concern about the lack of basic accounting principals involved, which diminishes their confidence that they have sufficient information to exercise their fiduciary responsibilities.

The executive secretary suggested that in order to give the BoG clarity, this agenda item be deferred to a future meeting. Further, the accounting deficiencies pointed out, be addressed with the accounting firm so that the BoG members will have the information necessary to make a decision.

It was noted that approval of the budget could wait until August.

*COL WHELESS, CAP, moved and COL PANNONE, CAP, seconded a motion that this agenda item be tabled.*

#### Action:

**THE MOTION CARRIED UNANIMOUSLY. This item is OPEN.**

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## MINUTES

### 7. Governance

#### Issue:

Col Pannone, CAP, briefed this item by providing the following background information. “Two years ago, the National Board was promised that the Board of Governors in its operations would be pretty much restricted to philosophy, policy and finance. My experience on this board is that is the sense of the board. However, we have never really established a chain of command and delegation of authority to several other bodies, which I think those bodies, are waiting for us to do. We are allowing the National Board and the National Executive Committee to operate in a particular manner, but we have not specifically designed what they are there for. In our last meeting, we talked about delegating certain authorities to those bodies, but until and unless we establish what those bodies are there for and how they are going to operate, then we really can’t do any delegation of powers. What I have proposed for you will enhance the fulfillment of the Congress for this board to govern, and will continue to include the involvement of the National Board and the National Executive Committee, as well as the rank and file. It will also allow field commanders to pay more attention to their primary job as commander of their individual organizations. This proposal was presented to the Pacific Region Staff College and it seemed to be well received.”

#### Discussion:

There was discussion on whether this would circumvent any other relationships or authorities. Col Pannone clarified that it does make some changes, in that the National Executive Committee would not be a sub-set of the National Board, but primarily their responsibility would be to act as advisors to the National Commander.

The Chairman noted that he doesn’t understand why the field is unclear on their position; it’s so straightforward and the National Executive Committee has had a chain of command and has operated over such a long period of time.

There was agreement that wordsmithing and further refinement of the document is needed, as well as determination of the form of the final document.

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### 7. Governance (cont'd)

#### Discussion:

*COL PANNONE, CAP, moved and COL WHELESS, CAP, seconded a motion that the Board of Governors approves the recommendation as presented, with appropriate wordsmithing and distribution to the various levels of management as well as the rank and file.*

*COL WHELESS, CAP, moved and BRIG GEN BOWLING, CAP, seconded a motion to table and task the National Headquarters with staffing and return to the Board of Governors.*

#### Action:

**THE MOTION CARRIED UNANIMOUSLY. This item is OPEN.**

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## MINUTES

### 8. Membership Action Review Board Annual Report

#### Issue:

In accordance with CAPR 35-8, *Membership Action Review Board*, the first annual M.A.R.B. report was presented.

#### Discussion:

The chairman noted that the report discusses four cases of people who had appealed a decision on Civil Air Patrol membership. It contains a ruling by the review board on their situation, and the report is being presented to the BoG for information. He added, the Membership Action Review Board (MARB) is a mechanism for appeal process for members who feel they were not treated fairly. It was also noted that the non-renewal process is no longer in effect.

When asked why this information is being published in the Civil Air Patrol News, the CAP General Counsel explained that the reason, which was a decision of the National Board, is two-fold. One, is to provide an education process primarily for the commanders to see what kind of things work and what things do not. Two, as a red flag to the members who are appealing to the MARB that they have something to lose with their appeals, i.e., if they win or lose, it is advertised. It is intended to make them think twice before they go that route. There was also clarification that the Privacy Act does not apply to Civil Air Patrol.

#### Action:

**THE BOARD OF GOVERNORS NOTED THE REPORT. This item is CLOSED.**

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## MINUTES

### 9. Next Meeting

#### Issue:

Board of Governors interim executive secretary, Col J. Scott Hamilton, CAP, recommended that the next meeting of the BoG be held in conjunction with the National Board Meeting and Annual Conference in Philadelphia, Pennsylvania, August 2002.

#### Discussion:

There was consensus that the BoG members would be better served by a meeting in August, rather than trying to resolve the critical issues of the budget and NASCAR by teleconference. Further, it was suggested that having the meeting in conjunction with the annual conference would be meaningful to the membership.

*BRIG GEN BOWLING, CAP, moved and LT GEN LAMONTAGNE, USAF, seconded a motion that the next meeting of the Board of Governors be held at 1:00 p.m., Saturday, 17 August 2002, Philadelphia Marriott Hotel, Downtown Philadelphia, Pennsylvania.*

#### Action:

**MOTION CARRIED UNANIMOUSLY. This item is CLOSED.**

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### 10. CAP SEARCHERS' EDGE PROGRAM

#### Issue:

Executive Summary – CAP Searchers' Edge Program prepared for Civil Air Patrol Board of Governors.

#### Discussion:

Col Bess, CAP, stated that he had asked for updated information on the Searchers' Edge Program. A document has been assembled by National Headquarters. There have been some discussions and it is moving along. A copy of the document was distributed to members of the Board of Governors.

#### Action:

**THE BOARD OF GOVERNORS APPROVED TABLING THE SEARCHERS' EDGE PROGRAM. This item is OPEN.**