



CIVIL AIR PATROL
NATIONAL HEADQUARTERS
MAXWELL AFB AL 36112-6332

CHANGE 3
CAP REGULATION 60-1 (E)
1 MARCH 2003

Operations

CAP FLIGHT MANAGEMENT

CAP Regulation 60-1, 4 November 2001, is changed as follows:

Page-Insert Change.

Remove	Insert
Cover/2	Cover/2
5/6	5/6
7/8	7/8
8.1/8.2	8.1/8.2

Note: Shaded areas identify new or revised material.

Supersedes Change 2, 10 December 2002 and Change 2A, 20 December 2002.

OPR: DOV

Distribution: In accordance with CAPR 5-4.

Attachment 1-1



Operations

CAP FLIGHT MANAGEMENT

This regulation prescribes the responsibilities of all Civil Air Patrol (CAP) personnel as applicable to the control and management of CAP flying programs, aircraft, and aircrews. Federal Aviation Administration (FAA) requirements are minimum standards, however, in some instances CAP has established higher standards than FAA minimums. The objective of this regulation is to encourage safety, promote effective and efficient management, establish standardization, and provide effective supervision for CAP flying activities. The practices, procedures, and standards prescribed in this regulation are mandatory. Suggestions for modification and improvement of the CAP flight management program should be forwarded through the chain of command to NHQ CAP/DO. **Note: Shaded areas identify new or revised material.**

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Supersedes CAPR 60-1, 1 August 1998.

OPR: DOV

Distribution: In accordance with CAPR 5-4.

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- c. Parachuting activities.
- d. Any use requiring a FAA special flight permit (except ferry permits).
- e. Flying in air shows unless authorized in writing by the Executive Director.
- f. Formation flying unless authorized in writing by the region commander or the Executive Director (except low-level route surveys flown with a minimum of one-half mile spacing and wing commander approval).
- g. Dropping of objects unless such action is to prevent loss of life.
- h. Assistance to law enforcement officers, except as provided for in Counterdrug operations directives.
- i. Instruction of cadet student pilots in float, ski, high performance or complex aircraft for the purpose of obtaining a private pilot certificate.
- j. Instruction of senior member student pilots (unless specifically authorized in writing by the Executive Director). (Training for a glider rating is permitted.)
- k. Instruction by non-CAP member certificated flight instructors.
- l. Cadet student pilot solo flights without a functioning two-way radio (except gliders).
- m. Any activity for hire, lease, rent, profit or reward, except that CAP corporate aircraft may be furnished to CAP-USAF liaison offices under government contract.

2-5. Geographical Limits for Flights of CAP Aircraft. CAP commanders may authorize flights as follows:

- a. Unit commanders may authorize flights to any destination within their wing, and over-water flights up to 25 nautical miles from land (except in Alaska, Hawaii and Puerto Rico Wings where flights to adjacent islands may be authorized).
- b. Wing commanders may authorize flights anywhere within their region or to a wing that is immediately adjacent to their wing. Wing commanders may also authorize over-water flights up to 50 nautical miles from land. All flights beyond 50 nautical miles from land must be approved by the National Operations Center (NOC) (888-211-1812; Fax: 334-953-4242; opscenter@cap.gov).
- c. The NOC may authorize flights anywhere within the continental United States.
- d. Pilots in Command of flights that will land at an airport beyond the geographical limits of their region (except as approved in 2-5.b.) must receive prior approval from the wing and region commander.
- e. The National Commander, National Vice Commander, National Chief of Staff (or CC, CV or CS designees), Executive Director, National Director of Operations (NHQ CAP/DO), and the Congressional Squadron Commander or his/her designee may authorize flights anywhere within the continental United States, Alaska, Hawaii, Puerto Rico, and international flights across US national boundaries. International flights must be coordinated with NHQ CAP/DO prior to the flight. Authority to approve and coordinate flights across adjacent international boundaries is delegated to the Alaska and Puerto Rico Wing Commanders and the Southeast and Pacific Region Commanders.
- f. Flights operating under an MOU approved by NHQ CAP and CAP-USAF are excluded from the provisions of this section.

2-6. Authorized Passengers. The following individuals are authorized to fly aboard CAP aircraft:

- a. Current CAP cadet, senior, AFROTC affiliate and life member (subject to the following restrictions):
 - 1) During USAF assigned or CAP corporate missions involving the performance of actual or training emergency services operations, CAP members must be at least 18 years of age and mission qualified (or in mission aircrew training status) to act as pilot, observer or scanner. Any AFROTC or CAP member may fly aboard CAP aircraft traveling directly to and from a mission base.
 - 2) CAP cadets under 18 years of age may participate in CAP flight activities in the following categories:
 - a) Cadet orientation flights conducted in accordance with appropriate CAP regulations. CAP cadets 18 years of age or older **may not** fly on cadet orientation flights.
 - b) Other flights when approved by the unit commander and the PIC is cadet orientation pilot qualified.
- b. AFROTC cadets who are participating in the CAP/AFROTC Flight Orientation Program.
- c. CAP employees.
- d. An employee of a maintenance facility when the flight is required in conjunction with maintenance being accomplished by that facility.
- e. International Air Cadet Exchange (IACE) cadets and escorts in the United States participating in the IACE program (flight release IACE flights as a B-16).
- f. Any individual approved by a qualified CAP incident commander or unit commander when such action would contribute to saving a life.

g. Prospective buyers IAW paragraph 3-4d.

h. All emergency services workers when required to support an actual emergency services mission.

i. U.S. government employees to include military personnel (active, Reserve, National Guard, and civil service), Drug Enforcement Administration, U.S. Forest Service, Federal Aviation Administration (including FAA designated pilot examiners when conducting flight checks), United States Customs Service, United States Coast Guard, and other federal agencies, are authorized to fly on CAP aircraft while performing official duties in conjunction with the CAP. Missions authorized by this paragraph will return with all passengers back at the point of origin without intermediate stops. This paragraph is not authorization to conduct transportation missions. Missions with a sole purpose of providing transportation from point A to point B must be conducted in accordance with CAP's FAA exemption. See paragraph 2-13 and Attachment 2 for additional details.

j. State, county, and local government officials are authorized to fly aboard CAP aircraft in accordance with Air Force approved written agreements or when specifically approved in advance by the CAP National Operations Center or the Federal agency that issues the mission number. Missions authorized by this paragraph will return with all passengers back at the point of origin without intermediate stops. This paragraph is not authorization to conduct transportation missions. Missions with a sole purpose of providing transportation from point A to point B must be conducted in accordance with CAP's FAA exemption. See paragraph 2-13 and Attachment 2 for additional details.

k. Other individuals require the following prior approval of HQ CAP-USAF or NHQ CAP:

1) For permission to fly on an Air Force assigned mission ("A" or "B" mission symbol), the request must originate with the wing commander or his/her designated representative, be coordinated through the wing liaison office and CAP-USAF liaison region (LR). The CAP-USAF LR can approve certain requests; however, if HQ CAP-USAF approval is required, the request will arrive at HQ CAP-USAF Director of Operations (XO), no later than 5 workdays prior to the flight. The use of electronic mail is encouraged. Special requests will be reviewed on a case-by-case basis.

2) For corporate missions ("C" mission symbol), the request for approval should be forwarded through the responsible wing and region commanders to arrive at NHQ CAP DO no later than 5 workdays prior to the flight. The use of electronic mail is encouraged. Special requests will be reviewed on a case-by-case basis.

l. All non-CAP members eligible to ride aboard CAP aircraft must execute a CAPF 9 *Release (for non-CAP Members)*, prior to the flight. EXCEPTION: Military/Federal employees in the performance of their official duties are not required to execute a CAPF 9. The completed CAPF 9 will be left on the ground in a secure location. The Pilot in Command will notify a responsible CAP person of the location. After completion of the mission, the CAPF 9 will be filed with the mission documents.

m. All passengers must receive a briefing consisting of at least the following items:

- 1) Entry / exit door operations
- 2) Emergency exit / egress procedures
- 3) Use of passenger restraint systems
- 4) Location and use of on-board emergency equipment
- 5) No smoking policy
- 6) Other briefing items determined by the pilot

2-7. Operations Monthly Activity Report. Each wing and region shall report all aircraft flying time totals by mission symbol to NHQ CAP/DO using the NHQ CAP On-line Reporting System no later than the 20th of each month. This report shall be prepared and submitted in accordance with instructions provided by NHQ CAP/DO, and shall include all powered flying hours (both member-owned/furnished and corporate aircraft). The primary source document for the monthly activity report is the CAPF 99, *CAP Flight Release Log*; secondary source documents are CAPFs 84 and 104. Corporate aircraft total times may also be obtained from aircraft tachometer or flight log sheets. Glider activity will be reported by number of flights flown under a particular mission symbol and shall be reported by the designated individual (preferably the assigned wing glider program manager) using the on-line CAP Form 18 Flight Hour Reporting system no later than the 20th of each month. The primary source document for glider flights is the aircraft logbook.

2-8. Pilot Records. Unit commanders shall maintain a file or record on each active CAP pilot assigned to their unit unless the wing commander decides to centralize records at an alternate location. Pilot records need only be maintained at one location, except check pilot records will be duplicated at the wing stan/eval office. Records of wing assigned pilots will be maintained at the wing headquarters. Records of national level pilots will be maintained at the wing or region headquarters most convenient to the pilot's location. For items a-c below, copies obtained from the FAA airman registry web site are acceptable as well as those provided by the pilot. All pilot records shall contain current copies as applicable:

- a. Copy of FAA pilot certificate.
- b. Copy of current FAA CFI certificate.

- c. Copy of current FAA medical certificate.
- d. * Documentation of currency IAW FAR 61.56 (Flight Review or equivalent). A CAPF-5 annotated by an instructor to show a completed Flight Review may be used to fulfill this requirement.
- e. * Copies of the most recent CAPFs 5 establishing aircraft qualification in each type in which qualified. Note: Wing or region DOV will retain failed CAPFs 5 and CAPFs 91 for 5 years for trend analysis purposes.
- f. * A current copy of each completed aircraft questionnaire.
- g. * Proof of annual CAPF 5 written examination completion.
- h. * Copy of the most current CAPF 91, *CAP Mission Pilot Checkout*.
- i. Signed Statement of Understanding (attachment 1). (The Statement of Understanding does not need to be accomplished on an annual basis.)
- j. * Copy of current designation as a cadet orientation pilot, check pilot, instructor pilot and mission check pilot from the wing or region commander, as appropriate.
- k. * Copy of a letter or certificate indicating successful completion of the *National Check Pilot Standardization Course*.

Note: Items marked with an asterisk (*) above do not need to be maintained in pilot records once ALL of a wing's pilot records have been entered and properly validated in the Flight Management System (FMS).

2-9. CAP Membership Cards and Uniforms. All CAP members shall wear an appropriate CAP uniform and carry proof of current CAP membership when participating in CAP flight activities (This proof may be an actual, photocopy, or facsimile of their current CAP membership card or a copy of the MML or CAP-Watch report). When specified by the requesting agency and authorized by the wing commander, uniforms are not worn on designated Counterdrug flights. The current NHQ CAP/DO glider guidance letter will specify uniforms for glider operations.

2-10. Aircraft Mishaps. Any CAP pilot operating a CAP aircraft who is involved in an aircraft mishap while on a CAP flight activity shall not participate in any CAP flight activity other than a flight home as a passenger following the incident. No other flight participation is authorized pending the results of an investigation into the mishap. CAP pilots who are found to be at fault in an aircraft mishap will have all flight activity privileges suspended, except for wing commander specified remedial action. A CAPF 5/5G, *CAP Pilot Flight Evaluation–Airplane/Glider*, flight check is required prior to resuming participation in CAP flight activities if pilot proficiency is identified as a contributory cause to the mishap. Reinstatement must be approved by the region commander after the results of a formal CAP mishap investigation. CAP pilots and commanders will follow CAPR 62-2, *Mishap Reporting and Investigation*, in the notification, reporting, and investigation of such mishaps.

2-11. Suspension or Revocation of CAP Flying Privileges. Commanders have the responsibility for flying safety and compliance with this regulation.

a. Commanders at any level, or CAP incident commanders while in command of an activity, may direct the immediate suspension or revocation of CAP flying privileges of any CAP pilot under their command if, in the judgment of the commander, the pilot's flying is unsafe or the pilot has violated the provisions of this regulation. Such actions shall apply to all CAP flight activities (including passenger or crew member status), irrespective of location. Commanders exercising this authority shall notify the affected pilot in writing within 7 days of the date on which that pilot was suspended of the reason(s) this action was taken.

b. Commanders will file a copy of the action with the wing (region) commander and all intermediate commanders within 14 days of the suspension/revocation. Included should be reasons and duration (temporary or permanent) of the action. The wing (region) commander may approve or disapprove the action and if disapproved may reduce or increase the action as deemed appropriate. Copies of the wing (region) commander's final action on any suspension/revocation must be sent to the affected pilot, the immediate commanders, and NHQ CAP/DO within 14 days of such action. The report shall set forth the reasons for and duration of the suspension/revocation.

c. CAP members whose flying privileges are suspended/revoked may seek reconsideration by making written request for a review board within 14 days after being notified of the action of the wing (region) commander. The member shall provide copies of the request to all intermediate levels of command. The request must be directed through channels to the region commander and set forth a detailed statement enumerating all facts and circumstances offered to support reconsideration. The region commander shall appoint a review board consisting of one to three officers who are mission qualified pilots within 14 days of his or her receipt of the request and shall designate one as the chairperson. There is no requirement for a hearing, recorded testimony or application of the rules of evidence. The review board shall conduct its review and make its report and recommendation to the region commander within 21 days. Upon reconsideration, the region commander shall consider, but is not bound by, the recommendation of the review board. The region commander shall notify

the CAP member and all intermediate levels of command of his or her decision. The decision of the region commander on reconsideration is final and is not subject to further review or appeal. A request for reconsideration will not interrupt the suspension/revocation. Suspensions or revocations under this provision shall not be subject to review by filing a complaint under CAPR 123-2, *Complaints*.

d. Commanders may require any CAP pilot under their command to complete a special flight check. The commander shall designate the CAP check pilot who will administer the flight check. Pending completion of a directed special flight check and action by the commander as provided in subparagraphs a, b, and c of this section, the individual pilot will be suspended from all flight activities except to train for re-evaluation.

e. CAP pilots who violate CAP flying directives or FARs may have their CAP flying privileges permanently revoked and be subject to loss of CAP membership.

f. Pilots found at fault due to a fuel exhaustion/mismanagement mishap while on a CAP flight activity shall lose their CAP flying privileges permanently.

2-12. Assessments for Damage to CAP Corporate Aircraft:

a. Assessments. Wing and region commanders may assess CAP members the cost of repairs as follows:

1) For damage that occurs due to a member's *negligence*, the member may be assessed up to \$500. Negligence is the failure to use such care as a reasonably prudent and careful person would use under similar circumstances. Violation of CAP and/or FAA regulations is negligence if the violation contributes to causing the damage.

2) For damage that occurs due to a member's *gross negligence*, the member may be assessed up to \$5,000. Gross negligence is an act or omission of an aggravated character as distinguished from a mere failure to exercise ordinary care. Gross negligence is marked by conduct that presents an unreasonably high degree of risk to others or their property and by a failure to exercise even the slightest care. It is sometimes associated with conscious and willful indifference to others or their property.

3) For damage that occurs due to a member's *willful or intentional misconduct*, upon a finding of willful or intentional misconduct by a wing or region commander, the National Commander may increase a member's assessment beyond \$5,000 after affording the member an opportunity to make a statement and present evidence. This assessment may equal, but not exceed, the total amount of the damages. Willful or intentional misconduct is conduct in which there is a reckless disregard of the probable consequences.

4) In determining if a member's actions constitute negligence, gross negligence, or willful or intentional misconduct, the commander will take into consideration all the facts concerning the incident and any written statement the member provides, as well as CAP and Federal Aviation regulations. The assessment may be made against any CAP member who contributed to causing the loss or damage in proportion to the culpability of that individual. The commander may allow assessments to be paid in installments but shall require payment in full within 1 year. The CAPF 79 must reflect the assessment and method of payment. Proof of payment in full is to be filed in the pilot records file and retained for 5 years.

b. Appeals. The member being assessed may appeal in writing to the next level of command, but must do so within 30 days of notification of the imposition of the assessment. The next level commander will appoint a review board consisting of one to three officers who are mission qualified pilots to review the appeal and make a recommendation to that commander. The decisions of the next level commander regarding negligence, gross negligence, and the amount to be assessed are final. The National Commander's decision on a member's assessment beyond \$5,000 for willful or intentional misconduct is final.

2-13. FAR Exemptions. CAP has two exemptions granted by the FAA. An exemption to FAR 61.113 allows our pilots to obtain reimbursement as a private pilot and an exemption to FAR 91.501 provides a tool for CAP to comply with specific FAR requirements regarding certain transportation flights. See attachment 2 for details.

2-14. Corporate Aircraft Information File. Each wing will establish a standard Aircraft Information File. This file will be onboard the aircraft during all flight operations. As a minimum it should contain:

a. An indexed table of contents

b. Safety of Flight Information (Items provided by NHQ, region, wing, group, or unit that are imperative for safe flight operations. Examples: Special aircrew procedures for Cessna 172R/S models; procedures for operating at a particular airfield.)

c. A flight log

d. Airworthiness status

e. Discrepancies and their status

f. VOR checks

g. Weight and balance information

h. A channel index for CAP communication radios

i. Current copy of CAPR 60-1

- j. Appropriate CAP forms
- k. Mishap notification procedures
- l. Miscellaneous (unit, wing, region local information)

2-15. Flight Time and Duty Limitations. Pilots will not be scheduled for more than 8 hours and will not, under any circumstances, exceed 10 hours flight time during a 14-hour crew duty day. The crew duty day begins when reporting for work or CAP duty (whichever occurred first) and ends upon engine shutdown at the completion of the flight activity. At least a 10-hour crew rest period should be provided between duty days. Exceptions to the crew duty day limitation will be considered for life-saving missions only and will be requested by the pilot-in-command through the incident commander to the wing commander. Approval for up to 16 hours crew duty day may be granted by the wing commander only after all appropriate Operational Risk Management (ORM) considerations have been evaluated. The wing commander must advise the region commander of any crew duty day extensions within 24 hours of such action.

2-16. Crosswind Limitation. The maximum crosswind limit for operating CAP aircraft is that which is stated in the Pilot Operating Handbook (POH) as the maximum demonstrated crosswind velocity or 15 knots if the POH does not specify a limit.

2-17. Prohibited Equipment. The following equipment is prohibited on all CAP flight activities.

a. The use of night vision devices by the pilot flying CAP aircraft is prohibited. Night vision devices are for use ONLY by scanners and observers who have completed nationally approved training in the use of this equipment. Only nationally approved night vision devices are authorized for use.

b. The wear of boots, including military style boots, during glider flight activities is prohibited.

2-18. Emergency Procedures Training Restrictions. Simulated emergency procedures, except simulated instrument or communications equipment failures, will only be conducted during day, visual meteorological conditions. Simulated forced landings will be discontinued prior to descending below 500 feet above the surface, unless initiated with intent to land at an airfield that complies with paragraph 2-2 of this regulation.

2-19. Operational Requirements and Restrictions. The following restrictions will be adhered to by aircrews whenever operating CAP aircraft.

a. General.

1) The PIC will plan all flights so as to have a minimum of one hour of fuel remaining upon landing (computed at normal POH/AFM cruise fuel consumption). If it becomes evident the aircraft will not have that amount of fuel at its intended destination, the PIC will divert the aircraft to an alternate airport that will ensure this reserve will be maintained.

2) IFR flights will not depart unless the weather is at or above landing minimums at the departure airport.

3) The minimum flight visibility for VFR flight in Class G airspace will be 3 statute miles unless the PIC is a current and qualified instrument pilot.

4) Minimum airspeed will be no lower than the aircraft's published best angle of climb speed except for takeoff, landing, go-arounds, practice stalls, slow flight practice and evaluation, and glider towing.

5) Altimeter settings will be updated hourly from the closest source available.

b. Ground and Taxi Operations.

1) Pilots will maintain adequate clearance from all obstacles during all ground operations. When taxiing within 10 feet of any obstacle, pilots shall bring the aircraft to a complete halt, and then proceed at a pace not to exceed a slow walk until clear of the obstacle.

2) When taxiing maintain at least 50 feet behind light single-engine aircraft. Maintain at least 100 feet behind small multi-engine and jet aircraft and 500 feet behind taxiing helicopters and large and heavy multi-engine jet or turboprop aircraft.

c. Altitude Restrictions.

1) For VFR operations during daylight hours (FAA definition), pilots will at all times maintain a minimum clearance of 500 feet from the ground, water, or any obstruction except for takeoff and landing. For VFR night operations (FAA definition) the minimum clearance is 2000 feet except for takeoff and landing or when operating in controlled airspace under an ATC clearance.

2) Practice of in-flight emergency procedures and maneuvers will be conducted during daylight VMC and, except for simulated forced landings, at an altitude high enough to allow recovery from an inadvertent stall/spin entry and complete a recovery at no lower than 1500 feet AGL or the aircraft manufacturer's, FAA, or CAP approved training syllabi recommended altitude, whichever is higher. Simulated forced landings will be discontinued prior to descending below 500 feet above the surface, unless initiated with intent to land at an airfield that complies with paragraph 2-2 of this regulation.

3) Search grids and DR/CD/HLS reconnaissance should be flown at an altitude or flight path not closer than 800 feet to any terrain. The IC will designate and brief the minimum search altitudes for each mission prior to launching any aircraft sortie. Altitude selection will be based on Operational Risk Management criteria, the search environment, and the mission objective. Pilots may descend below the designated search altitude to attempt to positively identify the target once a

possible target is spotted. At no time will the pilot allow the aircraft to come within 500 feet of terrain or obstructions. Once a target has been identified, the CAP aircraft will return to 800 feet terrain clearance or the minimum search altitude specified by the IC and will not descend again except to identify a new target.

4) For all other flight maneuvers not specifically addressed by this or other CAP directives, pilots will adhere to altitudes listed in the FAA Practical Test Standards, FAA-H-8083-3, Airplane Flying Handbook, or aircraft manufacturer altitude restrictions, whichever is greater.

2-20. Over-water Operations and Reconnaissance. CAP over-water missions require extra caution. For the purpose of this regulation, over-water operations are defined as any flight event conducted outside normal power off gliding distance of land. The reconnaissance phase of the mission will be flown IAW paragraph 2-19c(3) above. The confirmation phase will be flown no lower than 500 feet above the surface of the water. Flights are limited to within 50 nm of shore except for special operational missions approved by the NOC. On over-water flights (except short duration, such as takeoff and landing) each occupant will wear a U.S. Coast Guard or Department of Defense (DoD) approved individual flotation device. The aircraft will contain inflatable rafts of sufficient number and size to accommodate all occupants and will contain at least one pyrotechnic signaling device. Constant wear anti-exposure suits will be worn by crew members on any preplanned over-water flight when the water temperature is 60F or less. The wing commander may waive the requirement to wear the anti-exposure suit after reviewing appropriate risk management considerations such as the distance from land that the aircraft is required to operate. Any time an aircraft is operating outside gliding distance of land and out of radio range of a land-based agency that can provide flight following, an airborne communications relay platform must be used. During night over-water operations, both front-seat crew members must be CAP qualified mission pilots and both will be instrument qualified and current. The right-seat pilot need not be qualified in that specific aircraft.

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Risk Controls Decisions For Success



Gary K. Woodsmall, HQ CAP Chief of Safety

PERFORMING MISSIONS FOR AMERICA!

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The Hazard

- ◆ Early glider solo mishaps got our attention
 - ◆ Panic episodes
 - ◆ Exclusively in gliders (age 14 vs. age 16 for powered)
- ◆ Turned to Deliberate Operational Risk Management
- ◆ Found a pressure cooker at "solo encampments"
 - ◆ Cadets felt solo = success
 - ◆ Instructors felt pressure to let them solo (succeed)
 - ◆ Weather days created more pressure
- ◆ Consulted with Soaring Society of America (SSA) and Soaring Safety Foundation (SSF)

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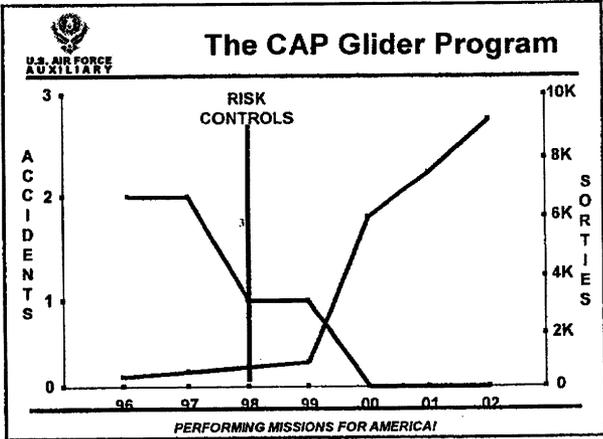
U.S. AIR FORCE AUXILIARY

The Risk and Risk Controls

- ◆ The risk was a young cadet's life
- ◆ Game plan:
 - ◆ 30 instructional flights to solo
 - ◆ First-time encampment attendees can solo with a waiver
 - ◆ Can achieve Pre-solo Qualification
- ◆ Unpopular at first
- ◆ Took pressure off instructors and students
- ◆ Still let them achieve a level of success



PERFORMING MISSIONS FOR AMERICA!





Applying the lesson

- ◆ **FY02 accident rate 7.37 – Up from 3.57 in FY01**
 - ◆ 6 lives
 - ◆ 9 accidents
 - ◆ 39 incidents
 - ◆ \$1.2 Million plus in damage during FY02
- ◆ **5-Year “Taxi into Obstruction” History**
 - ◆ 2 accidents
 - ◆ 28 incidents
 - ◆ \$130 Thousand plus in damage
- ◆ **Safety Process Action Group (SPAG) met in November**
- ◆ **Suggested changes/risk controls for CAPR 60-1**
- ◆ **Risk control policy decisions can have tremendous effect**

PERFORMING MISSIONS FOR AMERICA!



Risk control decisions

- ◆ Risk control decisions:
 - ◆ Are IMPORTANT
 - ◆ Should be in each commander’s “Sights on Safety” Program
 - ◆ Should support the mission
 - ◆ Should minimize risk
 - ◆ Will save lives, protect resources and determine our success
- ◆ Thanks for your great performance in FY03

PERFORMING MISSIONS FOR AMERICA!

Civil Air Patrol
Performing Missions For America



**U.S. AIR FORCE
AUXILIARY**

Development Committee Report

**Col Davis R. Bonner, CAP
Committee Chairman
2003 Winter National Board**



**U.S. AIR FORCE
AUXILIARY**

Development Committee Report

- ◆ **Old Business**
 - ◆ 4 Items pending
 - ◆ Embroidered flight suit nametags
 - ◆ Uniform wear standards
 - ◆ Region Staff College coins
 - ◆ CAPR 900-2
- ◆ **New Business**
 - ◆ 3 Items pending/returned for additional information
 - ◆ Changes for Notification to Wing Commanders for Suspension/Termination actions
 - ◆ Aviation Mechanics Special Badge
 - ◆ Homeland Security Ribbon
 - ◆ 7 Items for National Board consideration today

Performing Missions For America



**U.S. AIR FORCE
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Recruiting Officer Specialty Badge

- ◆ **Proposal:** May 2002 NEC approved badge concept - tied to Specialty Track
 - ◆ Requested NHQ/Historian design
 - ◆ Propellers symbolize three missions
 - ◆ Wheat stalk symbolizes growth
 - ◆ Blue flight symbol represents flowering of AE in support of CAP missions
- ◆ **Committee Recommendation:** Approve



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Honor Guard, Cadet Competition Teams and Music Academy Shoulder Cords

- ◆ **Proposal:** Authorize cadet members to wear these specific cords at all times
 - ◆ Currently authorized to wear while performing only
- ◆ **Committee Recommendation:** Approve

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 **Professional Appointment Promotion – Finance Officers**

- ◆ Proposal: Current Agenda Item 8
 - ◆ Recognizes professional qualifications
 - ◆ Same grades as other currently authorized professional promotions
- ◆ Committee Recommendation: Approve

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 **CAP Command Badge**

- ◆ Proposal: Authorize CAP command badge in three levels
 - ◆ Command Service Ribbon, National Board and NEC Badges currently recognize command
- ◆ Committee Recommendation: Disapprove



Squadron/Group
Commanders



Wing
Commanders



Region
Commanders

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 **USAF Academy Survival Course Patch**

- ◆ Proposal: Recognize participation in former National Activity (1970s/1980s)
 - ◆ Attendance records unavailable
 - ◆ Limited eligibility
- ◆ Committee Recommendation: Disapprove



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 **Military Class of Membership**

- ◆ Proposal: All US military, government employees, Coast Guard/National Guard/ Reserve members performing Homeland Security duties be "military" members of CAP
 - ◆ Contrary to current "volunteer" philosophy
 - ◆ Authority to assist these individuals/provide transportation already available
- ◆ Committee Recommendation: Disapprove

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Notification Procedures for Associate Members

- ◆ **Proposal:** Request NHQ notify wings of all current associate members and future applications. Wing/CC approving authority.
 - ◆ Currently assigned at National level
 - ◆ Wing has no command authority
 - ◆ Originally established as "financial support" only
 - ◆ Program never materialized - Limited value to CAP
- ◆ **Committee Recommendation:** Disapprove and delete the Associate Member Category

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OPERATIONS COMMITTEE

- 
- 
- ## Item 1: Survival Equipment
- ◆ Determine requirements of Regions/Wings (ongoing)
 - ◆ Determine percentage Region/Wings should pay
 - ◆ 25/75? 50/50?
 - ◆ Find source of funding for NHQ portion (initially will require funds to be taken from another program)
 - ◆ Put recertification of equipment up for bid
 - ◆ Select best bidder and initiate program
 - ◆ Operations Committee will brief status at future NEC and NB meetings

- 
- 
- ## Item 2: Paper Work Reduction
- ◆ After wings have all their pilot records entered/validated in FMS, these are the items that should be maintained in pilot folders:
 - ◆ FAA pilot (and CFI if applicable) certificate
 - ◆ FAA medical
 - ◆ Copies of any failed CAPF 5 or CAPF 91
 - ◆ Copy of Statement of Understanding

- 
- 
- ## Item 3: Alerting System
- ◆ **RED (Severe) Severe risk of terrorist attack or disaster operations**
 - ◆ Action: Place CAP resources on RED ALERT status. CAP resources will be placed in secure locations under close control. Selected staff personnel, rapid response teams, and selected mission aircrews and ground teams will be placed on RED ALERT status and should prepare for expected deployment. People will not report for duty unless directed by the National Commander, Region Commander, Wing Commander, or the NOC. If directed to report for duty, mission bases may be occupied with staff and ICS liaison CAP personnel. Communications nets will be activated and periodically exercised. Selected aircrews and ground teams may be directed to report to designated locations to await orders to deploy. Report status as directed.



Item 3: Alerting System



- ◆ **ORANGE (HIGH) High risk of terrorist attack or disaster operations**
- ◆ Action: CAP resources will be placed on ORANGE ALERT status. Selected staff personnel, rapid response teams, and selected mission aircrews and ground teams will be placed on TELEPHONE ALERT and should prepare for possible deployment. CAP resources including CAP emergency operations centers, aircraft and ground vehicles will be inspected to determine operational status. Communications nets will be activated and monitored. Security of resources shall be checked. Report status as directed.



Alerting System (cont.)



- ◆ **YELLOW (ELEVATED) Significant risk of terrorist attacks or disaster operations**
- ◆ Action: General alert notice to all affected Wings. Coordinate emergency plans with nearby local authorities. Put contingency plans into action if necessary. CAP emergency service personnel and resources including CAP emergency operations centers, aircraft and ground vehicles will be checked to determine operational status. Test communications nets. Report status as directed.



Alerting System (cont.)



- ◆ **BLUE (GUARDED) General risks of terrorist attacks or disaster operations**
- ◆ Action: Check to ensure communications links with emergency response teams work. Increase training and preparation for the staff, air and ground teams. Review and update emergency procedures. Coordinate, maintain, and update current MOUs with outside ES agencies. Provide CAP personnel with whatever information is necessary.



Alerting System (cont.)



- ◆ **GREEN (LOW) Low risk of terrorist attacks or disaster operations**
- ◆ Action: Refine plans for emergencies. Train staff on emergency plans and capabilities. Maintain resource capability. Meet with outside ES organizations to present CAP support capabilities and to develop new MOUs.

Strategic/ Tactical Evaluation & Planning

CAP National Board Meeting
Washington DC
1 March 2003

*...mapping CAP's flight plan
into 21st century America*

What We'll Talk About

- *Why Strategic Thinking & Planning?*
- *Emerging missions and the STEP process*
- *Today's CAP Strategic Plan (CSP) and the flight that lies ahead*

Why Strategic Thinking and Planning?

- *Strategic Thinking leads to perspective*
 - Mission
 - Vision
 - Values
- *Strategic Planning leads to position*
 - Long-Term Objectives (LTOs)
- *Tactical Planning leads to performance*
 - Strategic Action Plans (SAPs)

STEP Leadership

Atlanta, 20-22 Sep 02

Chair	Col Richard L. Anderson
Members	Col H. David Brown Col William S. Charles Col Richard A. Greenhut Col Thomas L. Todd Col Robert T. Townsend
Advisor	Mr Don R. Rowland

NVR Leadership

Atlanta, 17-18 Jan 03

Maj Gen Richard L. Bowling	Col Richard A. Greenhut
Brig Gen Paul M. Bergman	Col Charles S. Glass
Col George C. Vogt	Col William S. Charles
Col Albert A. Allenback	Col Antonio J. Pineda
Col Larry D. Kauffman	Col Rex E. Glasgow
Mr Donnie R. Rowland	Col Thomas L. Todd
	Col Lynda C. Robinson
Brig Gen David E. Clary	Col Cornelius J. Flynn
Col Richard L. Anderson	Col Donald B. Angel
Maj James I. Macko	

The STEP Mission

"To create a shared strategic view for Civil Air Patrol by generating a realistic CAP Strategic Plan (CSP) based upon the CAP mission and vision statements."

Subsidiary STEP Benefits

- Institutionalize CAP Strategic Planning
- Integrate long-, mid-, & short-term planning
- Develop innovative uses of CAP resources

CAP's Flight That Lies Ahead *Fusion of Planning Elements*

- Phase 1: 20-22 Sep 02: STEP Committee refined CSP
 - Defined by CAP leadership
 - Driven by the post-9/11 era
 - Delineated Homeland Security role for CAP
- Phase 2: 17-18 Jan 03: National Vision Retreat
- Phase 3: 1 Mar 03: NB reviews, approves, and makes recommendations on Mission, Vision, Values, and LTOs
- Phase 4: Spring 03: BOG approves CSP
- Phase 5: 1 Jul 03: Metrics development complete; CSP and metrics kick-off; marketing to our membership

Today's CSP *Consists of Five Parts*

- Mission
- Vision
- Values
- LTOs
- SAPs

CSP Pt 1: *Our Mission (Old)*

"To serve America by developing our nation's youth; performing local, state, and national emergency and humanitarian missions; and educating our citizens on the impact of aviation and space."

CSP Pt 1: *Our Mission (New)*

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

Missions Compared



CSP Pt 2: Our Vision (Old)

***“Civil Air Patrol, America’s
Air Force Auxiliary,
building the nation’s
finest force of
citizen volunteers--
performing
Missions for America”***

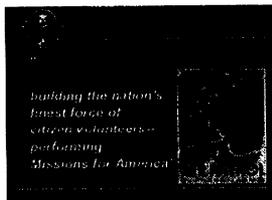
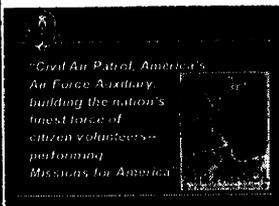


CSP Pt 2: Our Vision (New)

***“America’s Air Force Auxiliary,
Civil Air Patrol,
building the nation’s
finest force of
citizen volunteers--
performing
Missions for America”***



Visions Compared



CSP Pt 3: Our Values

- Integrity
- Excellence
- Volunteer Service
- Respect

CSP Pt 4: Aug 01 LTOs

Critical Issues LTOs

Missions Integrated Operations Relief program
Training CAP member-based
Funding
Public Awareness to all Americans
Partnerships integrated partnerships
Information actions through the internet
Membership 1000 members for missions
Youth Program A cadet program that fully develops
Quality of Life Leaders spend no more than 20% of
 volunteer times on admin tasks

CSP Pt 4: Jan 03 LTOs

- Inculcate at all levels of CAP an absolute attitude of zero tolerance for substandard practices regarding the safety, health, and welfare of our members, customers, and assets
- Instill in all members a total devotion to discipline, compliance, and professionalism in matters of personal appearance, conduct, operational activity, and all other dimensions of CAP life
- Make CAP the “resource of choice” for public officials, agencies, and communities for HLS, SAR, DR, CD, and other missions
- Identify, seek, and secure multiple sources of additional funding to support sustained growth of CAP beyond the constraints of current funding sources

CSP Pt 4: Jan 03 LTOs

- Establish additional strategic partnerships with other public and private agencies and organizations to broaden the public services we provide to America
- Recruit, reward, and retain a select corps of motivated, highly trained, and well-led volunteers to perform Missions for America
- Maximize the use of advanced technologies in the conduct of training, standardization, and evaluation of our members
- Reaffirm and recommit ourselves to providing World-Class aviation and space education to our members and the general public
- Design, develop, and conduct marketing and advertising campaigns targeted to specific audiences

CSP Pt 4: Jan 03 LTOs

- Nurture and execute an acknowledged and respected CAP Cadet Program that develops the leadership, management, and ethical principles of American youth
- Establish unmistakable lines of authority, responsibility, and communications that are applied clearly, efficiently, and fairly at all levels of CAP
- Implement Quality-of-Life initiatives that provide our members with opportunities for meaningful and rewarding service to the Nation
- Fully integrate CAP into the Total Force as a valued and respected partner in a mix of Active, Guard, Reserve, and Auxiliary Components
- Establish CAP National Headquarters in the greater Washington DC metropolitan area and concurrently explore additional potential locations for other critical functions

CSP Pt 5: SAPs

- *The key to success*
- Require *close* collaboration between the HQ CAP leadership and HQ CAP staff

Take-Aways....

- **Strategic Thinking & Planning crucial**
- **The STEP process is imperative**
- ***You are crucial to CAP Strategic Planning & the flight that lies ahead***

CAP and the AF
...leading America's Air Force Auxiliary into the 21st century...
Together.

4 Actions Today...

- **Validate Mission Statement**
- **Validate Vision Statement**
- **Validate Core Values**
- **Validate LTOs**

Civil Air Patrol
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Cadet Program Committee

Col Rex Glasgow, CAP
Committee Chairman
2003 Winter National Board

U.S. AIR FORCE
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Cadet Program Committee Report

- ◆ Nov 02 NEC meeting the ad hoc committee presented CAPR 52-16 & 18, which was subsequently adopted.
- ◆ Authorized to continue as stand alone committee and expand to one member from each region, selected by the CC.
- ◆ Presently six of these members have been identified.

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Cadet Program Committee Report

- ◆ At this time we have only 1 issue to bring before the National Board
- ◆ "Minimum Age for Cadets" Agenda item in your packet

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Minimum Age Requirements for Cadets

- ◆ Previous discussion with all the Region Commanders and many Wing Commanders about 9-11 year olds in our ranks.
- ◆ Majority of you expressed great concern with maturity factor while at encampments, on missions or during training.

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 **Minimum Age Requirements
for Cadet Membership**

- ◆ We acknowledge that the Middle School Initiative is a valuable program.
- ◆ MSI is an integral part of our vision in recruiting, however as we grow there is an increasing concern with the minimum age requirement for initial membership.

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 **Age Requirement Proposal**

Proposal: Change the age requirements to join CAP, as stated in the agenda item to:

- ◆ The minimum age of 12 years old, unless participating in the MSI program,
- ◆ Effective date of 01 Sep 03,
- ◆ Grandfather all members of this date.

Committee Recommendation: **APPROVE**

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 **Age Requirement Proposal**

- ◆ **Endorsed by the National CAC**
- ◆ **However . . .**
Due to time constraints and without additional graphics & pictures we did not request approval for this briefing by the New York Power Point Squadron!
- ◆ **Thank you**

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Civil Air Patrol
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**Inspector
General**
The Assessment Program

Col Richard Probst
CAP/IG (Interim)
Lt Col Steve Sample
CAP-USAF/IG

2003 Winter Board - 1 March 2003



**U.S. AIR FORCE
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The Inspection Program



- Status of program
 - Completed 23 of 52 wing CIs
 - 13 more will completed by Dec 03
- CAP successes observed
 - We can perform our chartered missions
 - 15 of the 21 areas inspected show minimal deficiencies
 - Most the deficiencies noted are record keeping rather than functional issues
 - Wings are starting to use the results of previous inspections to make process improvements

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2



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CI Trends



- The 6 major finding areas are:
 - Aircraft management
 - Safety
 - Transportation
 - Supply
 - Finance
 - Command
- All of these areas except transportation and command were identified by various reviews of CAP

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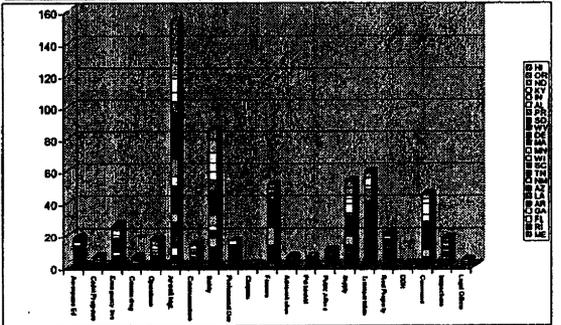
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Wing Compliance Inspections





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Wing Compliance Inspections

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Tab	Ratings Issued	Top Problem(s)
A-1 Aerosp. Ed.	1 O; 7 E; 13 S; 2 M;	Plan of Action/Activity Rpt
B-1 Cadet Prog.	3 O; 5 E; 13 S; 2 M;	
C-1 Emerg. Svs.	1 O; 7 E; 15 S	Mission Records
C-2 Counterdrug	1 O; 4 E; 18 S	
C-3 Operations	1 O; 7 E; 15 S	Pilot Records
C-4 A/C Mgt.	3 E; 13 S; 6 M; 1 U	
C-5 Comm.	1 O; 6 E; 15 S; 1 M	100-Hr/Annuals/Oil Changes/STCs
C-6 Safety	1 E 11 S; 8 M; 3 U	
D-1 Prof. Dev.	5E; 16 S; 1 M; 1 U	Communications Exercises
D-2 Chaplain	4 E; 18 S; 1 U	
		Safety Migs/Annual Surveys
		Documentation/ CAPFs 78/79
		45b's/TCO Appointments

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Wing Compliance Inspections

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Tab	Ratings Issued	Top Problem(s)
D-3 Finance	1 O; 1 E; 16 S; 3 M; 2 U	Dirty Audits/Bookkeeping
D-4 Admin.	1 O; 3 E; 18 S; 1 M	
D-5 Pers.	21 S; 2 M	Publications Management
D-6 PA	2 O; 5 E; 14 S; 2 M	
D-7 Supply	3 E; 14 S; 4 M; 2 U	Personnel Records/Files
D-8 Transp.	2 E; 17 S; 4 M	
D-9 Real Prop.	1 O; 14 S; 6 M; 2 U	Quarterly Reports
D-10 DDR	2 O; 4 E; 10 S; 2 M; 2 U	
E-2 Inspections	1 O; 4 E; 16 S; 2 M	Indiv. Issue/Non-Expendables
E-3 Legal Officer	1 E 8 S; 1 M; 1 U	
E-1 Commander	4 E; 16 S; 3 M	Tires (Correct air pressure)
		Real Property Surveys
		One unit not evaluated
		SUIs
		Document/Contract Reviews
		60-2/Safety Program/Uniforms

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Wing Compliance Inspections

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Trends

What is the impact on CAP's mission?

Safety	47.8% of programs rated less than Satisfactory!
A/C Management	30.4% of programs rated less than Satisfactory!
Supply	26.1% of programs rated less than Satisfactory!
Finance	21.7% of programs rated less than Satisfactory!

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Aircraft Management

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- Has the most findings
 - Why
- Most of the findings are CAPR 66-1 program management
 - Wings need an automated tool
 - This will help the AMOs be proactive vs reactive
- STC changes on the Cessna 172
 - Not properly posting STC and updating checklist
 - Resulting in the CI team grounding the aircraft (Safety)
- Root cause: Not providing wings with the tools necessary (data base / guidance)

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 **Safety** 

- Impacts all areas of CAP's missions
- The problems
 - Safety meetings and surveys
 - Documentation at the wing
 - CAPFs 78/79
- Root cause:
 - Is lack of commander's involvement
 - In wings that have safety problems, the commander has failed to properly emphasize safety
 - Wings are not properly submitting CAPFs 78/79
 - The problem is not regulatory guidance from NHQ

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 **Transportation** 

- Impacts all areas of CAP's missions
- The problems
 - Tires (Safety)
 - Documentation
- Root cause:
 - Correct tire pressure not known to user
 - Tire pressure not listed on CAPF 73 in vehicle and many units do not have a tire gauge capable of registering 80 psi
 - Documentation problems because wings do not have the tools necessary

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 **Supply** 

- Tracking and policy guidance
- The problems
 - Individual issue
 - Non-expendables
- Root cause:
 - Individual issues are not be revalidated between 1 Jan and 15 Apr – Wing problem
 - Non-expendables tracking guidance from NHQ is lacking. Specific guidance and tools to accomplish this have not been provided to the units. – NHQ problem

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 **Finance** 

- Impacts management of wing resources
- The problems
 - Quarterly audits
 - Bookkeeping
- Root cause:
 - Quarterly audits are not being conducted IAW CAPR 173-2 – Wing problem
 - Lack of personnel with accounting experience for the wings to use
 - QuickBooks Pro training at the wing level is insufficient. In many cases ICAMs have failed to adequately provide necessary training to the wing FMO – NHQ problem

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Command



- Impacts safety and mission readiness
- The problems
 - Safety
 - 60-2 Short-notice inspections
- Root cause:
 - Commanders not adequately supporting the safety program
 - CAPR 62-2 is not being followed (CAPF 79 / pilot suspensions)
 - 60-2 inspections are not being conducted IAW the regs
 - Trends are not being tracked and units are not being suspended for repeat discrepancies

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Conclusions



- The wings are doing a great job!
- The joint CI team has found very few problem areas
 - Some need wing commander attention
 - Some need CAP leadership's attention
- Bottomline
 - We can perform our chartered mission areas
 - Most the deficiencies noted are record keeping rather than functional issues
 - Wings are starting to use the results of previous inspections to make process improvements
 - The system is working because of the tremendous efforts of the volunteers in the field

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