



OFFICE OF THE NATIONAL COMMANDER  
CIVIL AIR PATROL  
UNITED STATES AIR FORCE AUXILIARY  
MAXWELL AIR FORCE BASE, ALABAMA 36112-6332

3 August 2013

MEMORANDUM FOR ALL REGION/WING COMMANDERS

SUBJECT: Guard and Reserve Component Best Practices and Success Stories

1. In May I asked for your inputs on best practices, success stories, and challenges with the Guard and Reserve Components. Thank you to all who replied. Attached is a list of success stories along with the contact information for the wing commander who submitted them so you can ask further questions about how to incorporate their best practices in your regions/wings.
2. CAP's overall goal with this Strategic Plan item is to ensure all our wings are creating a mutually beneficial relationship with the Guard and Reserve. CAP's unpaid professionals and the members of the Guard and Reserve both provide tireless service to their communities while also responding to a higher call of service to our nation. It is important CAP expand the opportunities our members have to interact with these units. Mentoring opportunities will benefit both organizations and should also aid military recruiting efforts as our cadets get older.
3. Thank you for taking time to learn from your fellow commanders and for helping make our organization better.

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

Attachment:

Guard and Reserve Component Best Practices and Success Stories

cc:

CAP/CV  
CAP/CS  
NHQ/CO  
CAP-USAF/CC

## **Guard and Reserve Component Best Practices and Success Stories**

Arkansas Wing: Col Doug Alexander - [mr.doug07@cox.net](mailto:mr.doug07@cox.net)

Arkansas Wing has a great relationship with the Arkansas Air National Guard and the Arkansas National Guard. We're involved with Low Level Route Surveys to Joint State Exercises where all components of Arkansas Department of Emergency Management, Guard and Reserve, and the ARWG are partners.

California Wing: Col Jon Stokes - [jstokes.cawg@gmail.com](mailto:jstokes.cawg@gmail.com)

The California Wing has a long-standing relationship with the Air Force Reserve primarily through our work with March Air Reserve Base in Riverside, California. In addition to hosting an active composite squadron, the base is host for numerous professional development courses annually, including the recent Pacific Region Chaplains College. Members from all over southern California regularly assist at their annual air show and are frequently invited to participate in KC-135 and C-17 orientation flights. Our relationship with the base command and reserve contingent is extremely strong.

On the state side, CAWG has maintained a strong relationship with the Army National Guard (ARNG) at the Joint Forces Training Base (JFTB) Los Alamitos, which hosts four units, including our glider squadron and a group headquarters. Camp San Luis Obispo in Central California hosts a composite squadron and is the locale for our annual cadet programs conference and encampment. We also work closely with the 144th Fighter Wing of the California Air National Guard (ANG) as they are our primary point-of-contact for our participation in Western Air Defense Sector (WADS) intercept missions.

Colorado Wing: Col Earl Sherwin – [earl\\_sherwin@comcast.net](mailto:earl_sherwin@comcast.net)

In Colorado there is the Department of Civil Air Patrol which is part of the Department of Military and Veterans Affairs (DMVA) headed up by the Adjutant General. As the Wing Commander I am the Director of the Department of Civil Air Patrol. Once a month at the TAG briefing I brief the General on the state of the Colorado Wing covering the aircraft utilization, the SAR statistics, membership statistics, the upcoming training missions, major milestones for the previous month, and upcoming events. Over the last couple of years Colorado Wing has partnered with the Air National Guard in Counter Drug training with excellent results.

Our relationship with the Air Force Reserve located at Peterson AFB, CO has improved. We have been able to provide cadet orientation rides on the C-130s and have had tours of the aircraft for cadets and senior members.

Delaware Wing: Col William Bernfeld - [dewgcc@rocketmail.com](mailto:dewgcc@rocketmail.com)

Delaware Wing has had a great relationship with the Delaware Air National Guard, especially the 166th Airlift Wing (C-130 aircraft). We have a newly established relationship with the Delaware Army National Guard in that our "Delaware Air National Guard Cadet Squadron" is meeting at an armory until the facilities at the Air National Guard Facility are refurbished.

Massachusetts Wing: Col Bill Meskill - [bmeskill@comcast.net](mailto:bmeskill@comcast.net)

We have a good relationship with the Guard and Reserve in Massachusetts. Many of our units meet on Guard and Reserve bases, and function as part of those communities very well. I meet with the State Adjutant General and the Air Guard Commander regularly.

National Capital Wing: Col Bruce Heinlein - [cc@natcapwg.cap.gov](mailto:cc@natcapwg.cap.gov)

The National Capital Wing (NATCAPWG) has a strong relationship with both the Army and Air Force Washington D.C. National Guard. Our key contribution to this is our frequent and regular FALCON VIRGO and FURTILE KEYNOTE air defense exercises within the National Capital Region (NCR). NATCAPWG uses Guard facilities for one squadron meeting location, interacts with our Guard partners in Emergency Management, and regularly flies in support of their missions.

Facilities:

Three squadrons meet on active military bases (Andrews, Joint Base Bolling-Anacostia, and Ft Belvoir). At the Ft Belvoir location our squadron meets in an Army National Guard facility. NATCAPWG occupies the DC Army National Guard ramp for all of our aircraft which are located at Ft Belvoir.

NATCAPWG regularly holds its Wing Conferences at the Air Force National Guard Center at Joint Base Andrews. The Center regularly opens its cafeteria for these events on the weekend.

Emergency Services:

NATCAPWG supports the District of Columbia government and always participates in training (exercises), political support (Inauguration and State of the Union) and active disaster events (Hurricanes). We are considered a regular part of the DC Emergency Management operation. NATCAPWG collaborates with the DC National Guard during these events as well as liaise with the Active Component on operations within the NCR.

NATCAPWG is scheduled, awaiting funding, to conduct Low Level Training Route surveys for the DC Air National Guard.

The DC Guard has supported cadet activities as well.

New Hampshire: Col Bill Moran - [moran@metrocast.net](mailto:moran@metrocast.net)

New Hampshire does not have a reserve unit; however, we have recently been assigned the J9 seat at the NH Nat'l Guard Joint Ops Center in Concord, NH. I will be giving an activities briefing at Quarterly Directors meeting. BG Corey, JOC/CC, recently visited our three day remote DR/SAREX at the Mt. Washington Regional Airport.

New Mexico Wing: Col Mark Smith - [markedwardsmith@earthlink.net](mailto:markedwardsmith@earthlink.net)

While we currently do not have any common activities with the Air force Reserve, our relationship with the New Mexico National Guard is noteworthy.

The Department of Military Affairs (DMA) is in charge of the State's National Guard resources, and is responsible for administering our State appropriated funds. With the appointment of Air Force Brig Gen Andrew Salas, the new Adjutant General for New Mexico, our relationship with DMA has gone from "excellent" to "truly remarkable"!

Gen Salas is a true friend of, and advocate for, CAP. He meets with me, along with key members of his staff, to actively look for partnership opportunities. Initiatives include Guard volunteers to help with our in-school and after-school programs, jointly-conducted community events around the State. He has hosted "total force" meetings which include Guard leadership and the volunteer organizations within the state – CAP, the State Guard, and the Coast Guard Auxiliary. These venues have facilitated increased participation by the State Guard and Coast Guard Auxiliary in CAP exercises, as well as contingency planning for disaster response.

The DMA also "owns" the billet for our wing secretary, a position paid for by a portion of our State funds. The Guard's assistance and mentoring have helped us to effectively navigate the complicated wickets of state appropriations regulations, and they have provided "top cover" to help ensure we continue to receive full funding. I met with BGen Salas and his staff on June 8th to strategize the next Legislative session, and the Guard is assisting us in our initiative to increase school program funding from \$60K to \$100K. This will increase our total state appropriations from \$234K to \$274K, remarkable in these times of fiscal austerity.

This superb relationship has paid dividends at the community level. CAP squadrons and local Guard units partner in their support to community activities. The positive image portrayed by these partnerships has helped with recruiting for both organizations. In several communities the Guard allows us free use of their facilities. The Guard provides extraordinary support of our Summer Encampments, hosted on their main training facility and provided at highly discounted rates.

Oregon Wing: Col John Longley [j.longley@orwg.cap.gov](mailto:j.longley@orwg.cap.gov)

In Oregon we have two very active ANG units. One is the 142<sup>nd</sup> Fighter Wing located near Portland Airport and the other is the 173<sup>rd</sup> Fighter Wing located on the Klamath Falls Airport. The first unit's mission is air superiority along the Pacific Coast under the ACC while the other unit is the USAF's training organization under AETC for the F-15C fighter.

Needless to say, in Oregon, we have been involved with the ANG, we have supported their missions and they have supported our program. This involvement, which I will outline below, has been beneficial and supportive to the CAP wing, but has not resulted in explicit long-term partnerships and/or extended joint missions.

Within Oregon Wing, we have the following association and partnerships with ANG units.

The Oregon Air National Guard has been critical for individual units. It has involved some operational efforts, but they have not expanded to their full opportunity. I am breaking down these elements into what we do for the Oregon Air National Guard (ORANG) and what the ORANG does for us.

Support by CAP ORWG to ORANG:

- ORWG Civil Air Patrol participated in the Air National Guard's P4 (public-public, public-private partnership) program with the 173<sup>rd</sup> FW which was initiated by the National Guard Bureau A-7. Several CAP members served on the Operational Synergies Group charged with expanding connections between military and civil capabilities.

- Oregon Wing provides Cessna 182 "target" aircraft for ANG F-15's in their air intercept training, and the unannounced alert aircraft exercises responding to scripted incursions into denied airspace.

- Columbia Composite Sq provides kitchen support for Camp Rosenbaum, a summer outing experience for underprivileged children at Camp Rilea, an Oregon National Guard facility on the northern Oregon Coast. Included in the program are strong messages on Drug Demand Reduction and respect for parents, teachers and adults in the society.

- In June of 2009 (a while back) the CAP provided 4 target aircraft for Amalgam Dart, an exercise held on the Oregon coast to evaluate the capabilities of a deployable air defense system against a variety of target types. CAP flew Cessna 182's for the low slow targets. The USAF from Peterson Field, Colorado flew the C-21 Learjet for a mid-altitude subsonic target and the Oregon Air National Guard flew F-15 Eagles as the high altitude supersonic targets. Debriefings indicated a highly successful multi-unit operation.

Support by ORANG to CAP ORWG:

- At Kingsley Field in Klamath Falls, the ANG provides meeting facilities for the Klamath Falls Cadet Squadron (OR-016) that meets on the Field.

- At Portland and the 142<sup>nd</sup> Fighter Wing, the ANG provides an upgrade in building quality and a more modern meeting location for Columbia Composite Squadron (OR-073) and Portland Metropolitan Senior Squadron (OR-085). During the early months of 2013, the Columbia Composite Squadron joined the Metro Senior Squadron in moving their meeting location to building 165 on Portland Air National Guard Base.

- The building which also houses the DOD Starbase Program, an educational program emphasizing Science, Technology, Engineering and Mathematics for grade school children from the surrounding communities. The facility offers 2 classrooms seating 20 to 30 students each and a meeting room with space for seating of 45 and the squadron, standing formation. There are also 2 offices for squadron administration and management.

Texas Wing: Col Brooks Cima - [brookscima@gmail.com](mailto:brookscima@gmail.com)

Texas Wing has been fortunate enough to have the support of the Army National Guard for encampments in Texas. Although we pay dearly (over \$18,000 for summer encampment) we have received varying degrees of support from the bases - some offer us more support some less in terms of interacting with the cadets - but even if they just allow us to use their facilities it is a big deal. We have no active duty bases in Texas that can support our encampments.

During the remodeling of our new Wing headquarters the ANG gave us amazing support for our IT and Communications. They sent teams out and installed all internet, monitors, co-ax, radios and our 50 foot tower. In addition to this support they are providing a satellite truck for internet support for our LESA activity in June.

Wyoming Wing: Col Harold Johnston – [hkjohnstonii@msn.com](mailto:hkjohnstonii@msn.com)

In WY we have a great working relationship with our National Guard and the State of WY. Through the Guard, the State of WY funds us over \$100,000.00 a year for operations and maintenance. We also work closely with the Wyoming Office of Homeland Security (WOHS). Both entities are guided by the governor. We have been operating under a MOU with the Wyoming Military Department (WMD). We are currently renewing our MOU for another 5 years.

We recently were tasked by WOHS to photograph various infrastructures in Weston County. Our Squadron commander, Maj. Greg Schruers set up a Dropbox account in which the Weston County

Homeland Security could review pictures and then download any that they wanted to print. They are pleased with the pictures we provided. The photo mission took several days to provide all of the photos requested. All paid for by the State of WY under a B-12 photo mission. WOHS is currently working to get funding to put a FLIR system on one of our G-1000 aircraft so that we will be able to expand our search capability. If they get the funding, it will give us a substantial increase in our search ability at a cost to WOHS of about \$400,000.00.

I was fortunate to come into the wing after the initial MOU was established but we continually work to maintain a good relationship with all concerned. I make a presentation to the Joint Operations Center (JOC) at their monthly meeting and then a quarterly meeting in which BG Wright and BG Mount and MG Reiner are normally present. I requested that we be able to participate in all of the upcoming training missions. BG Mount said it was a good idea and this is in process.

CAP provides a needed service to the State of WY and inexpensively. Our cost to the state is about \$130/hr for our aircraft where as other the Helo's run \$5000/hr.

We are currently putting together a listing of all of the First Responders/Search and Rescue groups in WY so we can set up a communication network that will work throughout the state. It is our goal to provide any necessary support for the State of WY within the CAP structure.

### **Recommendations/Future Opportunities**

Arkansas Wing: Col Doug Alexander - [mr.doug07@cox.net](mailto:mr.doug07@cox.net)

I see the Arkansas Wing and the Guard leaning on one another to fulfill missions that once was funded individually. I hope this assures you that the Arkansas Wing sees our relationship with the Arkansas Guard as a win-win.

Colorado Wing: Col Earl Sherwin – [earl\\_sherwin@comcast.net](mailto:earl_sherwin@comcast.net)

During the wild fires of 2012 the General asked me if we had IR capabilities to assist in locating “Hot” spots and I had to respond in the negative. Recently we were involved with the Army and their Shadow training and after briefing the TAG he showed an interest in getting us involved with the Army Guard in that regard. Our close ties with the DMVA (National Guard) are very valuable in the state of Colorado.

Idaho Wing: Col Mike Vorachek - [mtnsar@cableone.net](mailto:mtnsar@cableone.net)

Idaho does not have any significant U.S. Air Force Reserve (USAFR) units. I will briefly outline some of what we have accomplished with the Idaho Military Department that may be opportunities for Wings with USAFR units.

Idaho Wing’s relationship with the Military Department:

- The Idaho Military Department (National Guard) has provided tremendous support for the various Mountain Eagle encampments that have been held at Gowen Field in Boise, ID. We have been able to obtain orientation rides in UH-60 Blackhawk helicopters from the Army National Guard and C-130 transport aircraft from the Air National Guard. We have also been able to use billeting, dining facilities, meeting areas, theaters, simulation centers, and many other facilities to support the encampments.

- The budget restrictions placed on the Army National Guard will prevent IDWG from providing UH-60 orientation rides to this year's encampment participants. We may have an opportunity for one short flight for a selected group of participants, but we are unsure at this time.

- The Idaho Military Department has provided a building on Gowen Field for CAP use. The Boise Composite Squadron has on-garrison facilities to use as needed. The USAFR has a uniquely federal role that is significantly different than that of the National Guard. As such, I think that a partnership would offer several benefits:

- Provide specialized USAFR sponsored training opportunities for CAP personnel in areas of similar interest, e.g. USAFR Search and Rescue units.

- Opportunities for Traditional Reservists and Individual Mobilization Augmentees who are not assigned to a major unit to perform either paid or unpaid Unit Training Assemblies (UTAs) in support of CAP activities. This could be structured similar to those USAFR personnel who support our CAP-USAFLR personnel.

- Offer greater opportunities for CAP personnel, such as those in Idaho, where there are no major USAFR units to meet with Reservists and understand the role of the Reserve Component in the overall structure of the military.

- Provide opportunities for USAF and USAFR recruiting personnel to meet with CAP personnel and explain the opportunities for service in the USAFR.

Massachusetts Wing: Col Bill Meskill - [bmeskill@comcast.net](mailto:bmeskill@comcast.net)

- Because of our isolation under the Active Duty forces, the Guard/Reserve knows what they would like us to do, but is not really sure how to get to us for formal assistance, operationally and financially in situations where we can help.

- Funding seems to be the big issue especially how they reimburse us for services, and how we really interact and who we really report to.

As an old Guardsman and also a USAFR troop, it is difficult for a Guard/Reserve unit to reach out to an Active Duty unit for help, and they would not really want to unless they absolutely have to, as it makes them look unprofessional and non mission capable. They perceive themselves as the ones who come to the aid of the "Full Timers" not the other way around.

Therefore my overall recommendation would be to seek ways to:

- Make us more Reserve and Guard friendly and certainly better known to the forces in the field and their leadership.

- Find a way to put us under the Guard/Reserve rather than the Active Duty Air Force.

- Exploit the community identification that we share with the Guard and Reserve, such that at the local level we become just another "part time" unit.

National Capital Wing: Col Bruce Heinlein - [cc@natcapwg.cap.gov](mailto:cc@natcapwg.cap.gov)

NATCAPWG is considering shadowing opportunities for cadets, seniors, and NG members to enrich understanding of each other's missions.

NATCAPWG would like to explore reconnaissance operations with the DC Guard's GIIEP, however, we have not yet been successful in doing so— GIIEP-enhanced reconnaissance would be invaluable during disaster relief operations within the NCR.