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CIVIL AIR PATROL
UNITED STATES AIR FORCE AUXILIARY
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Maj.Gen. Antonio J. Pineda
National Commander
Civil Air Patrol,
National Headquarters
United States Air Force Auxiliary
Maxwell AFB, 36112-6223

Dear General Pineda

My chief of staff advised that you requested a report on the activities of the Iowa Wing concerning our relationship with the State of Iowa. We are very proud of our relationship and feel that it could act as a model for other wings.

As we developed our transformation strategy we were guided by one cardinal principal. We wished to be as fully integrated into the Iowa National Guard as possible while retaining our civilian status and operational and organizational independence. We have managed to accomplish the goal. To put our story into proper perspective you must first understand the history of CAP in Iowa.

History

It all began in the Spring of 2003. CAP in Iowa was essentially a hanger club whose missions, with the exception of an occasional "100 year flood" consisted of ELT missions. Recruitment was static but our retention rate was horrible. The Wing had not receive state funding for many years and essentially operated out of donations and a few minor fund-raising events. The AFRCC has just released information regarding the "new" ELT with GPS capability which we feared would further eliminate our work. Against this background Wing Leadership decided to formulate a strategy that would better place the Iowa Wing into state government for missions and funding.

Identification of a Strategic Partner

A study of state agency operations regarding search and rescue, emergency services and disaster relief was undertaken to identify those agencies that would most appreciate our services, share a common culture and with whom we could have a long term relationship. Our research revealed that we were most compatible with the National Guard in its Title 32 role. Legislative research revealed that the Guard was favorably received by both the Governor's office and the Legislature. A review of its Title 32 missions revealed that it while it had extensive involvement in disaster preparedness the economic cost of response was extremely high. It's air capabilities were on the high end of technology with a price tag to match. The Iowa Air Guard's component in Iowa consists of a fighter and tanker wing and a communications squadron. The Air Guard's Title 32 capabilities were *de minimus*. It was determined that we were most compatible the National Guard. The focus then turned to what we could offer them.

Image Enhancement

Before we could approach the National Guard and propose a strategic relationship we had to anticipate how we would likely be received. A quick and unscientific survey was conducted regarding the public's image of Civil Air Patrol. Acquaintances from all walks of life and various ages were asked about Civil Air Patrol, what they had heard about it and if they had any pre-conceived views about the Patrol. Surprisingly not many people had heard about CAP. Older non-pilot individuals of post WWII vintage had heard about CAP and associated it with the Civil Defense corps of that era. Pilots had heard about CAP and associated it with a flying or "hanger club" and its cadet program as "boy scouts with airplanes." In sum, to the extent that CAP had a reputation it was not negative. This was a positive finding and eliminated the need to do extensive image repair.

To give us a presence, official recognition and enhance our over-all image we decided on a quick legislative maneuver. During the waning moments before the close of the 2003 Iowa Legislature, we persuaded the Iowa Senate to pass a resolution honoring the men and women of the Iowa Wing, Civil Air Patrol for their dedication to emergency services and cadet programs. Senate Resolution 39 would give us a credible presence with the Legislature upon which we would capitalize the following year. With the resolution in hand, we began courting the Guard.

The Courtship of the National Guard

Market strategists will tell you that "it's all in the message". After a great deal of discussion, and thanks to Maj. Douglass Jansen we created a message tag line that would form the heart of our initiative with the National Guard and the Iowa Legislature. It was simple," the Iowa Wing is Iowa's inexpensive, low, slow-flying Air Force." It became our mantra and we would be our incantation at every opportunity.

Polishing the Image: Volunteers and Senior Members, it's time to leave.

Additionally we suffered under a misconception of the term "volunteer." A quick investigation with the Attorney General's office and various county attorney offices posed the simple

question: “What was a “volunteer” and do you necessarily want one on the premises.” It returned unfortunate results. From a mission perspective, a volunteer was generally considered to be an unwanted member of the public that created a high risk of legal problems, a liability. It seemed that the term “volunteer” was almost always perceived negatively and someone to be avoided. Yet this was contrary to the perception of the volunteer fireman. Quick research revealed that the volunteer fire service had experienced similar negativity and had undertaken an image rebuild focusing on professionalism through limited membership and extensive training and practice and co-mingling or association with the paid fire departments.

We immediately dropped the term “volunteer” from our *persona* and replaced it with “a professional who donates their time, talent and treasure for their community.” Everyone loves a donation and we were able to avoid the negative imagery.

We put the final polish on our image by wrestling with the terminology we use to refer to ourselves. Senior member simply did not convey the professional image we needed to portray to foster the relationship we wanted. After much discussion we came upon the simple concept that we are a Patrol composed of two elements: Cadets and Officers.

Armed with an identity, a succinct message and host of facts about the operational cost per hour for army aviation, wheels-up response time, etc. we made our first approach.

It’s in the Bronco, Sir

We first met with BG. Mark Zirkelbach the deputy Adjutant General of Iowa. He had not heard about Civil Air Patrol. He is a man who is dedicated to a strong National Guard and fully appreciates its Title 32 function. Maj. Jansen and our legal officer made the initial presentation. CAP is a great organization and when presented correctly will “sell itself.” General Zirkelbach is a very astute commander and quickly appreciated the value to the State of Iowa of having an “inexpensive, low, slow-flying, air force” of highly trained professionals whose culture was similar to his own. At the close of the meeting he posed a simple question but one which would prove to be pivotal to and forge our relationship. He simply asked: “Where is your headquarters?” To which Maj. Jansen quickly replied: “It’s in the Bronco, Sir that’s in the parking lot.” And it truly was. We had no money with which to pay for a permanent headquarters. It simply floated around the state. General Zirkelbach was taken aback.

Don’t Waste Our Time.

Clearly General Zirkelbach saw the value of the Iowa Wing. But the Guard does not operate solely at the pleasure of one man. To promote CAP within the Guard, the General scheduled a briefing with his chiefs of staff. This was when we encountered the fruits of our misdeeds. They say that it’s a big wheel that doesn’t come around twice...and we were about to get crushed. It came to pass that the chief of staff at that time had an extremely negative view of CAP. Apparently he was familiar with one of our squadrons and was not favorably impressed. He thought of us as merely a hanger club and hobby fliers. Needless to say he did not share General Zirkelbach’s view of our potential. In scheduling the briefing his direct order was “don’t waste

our time.” He graciously gave us ten minutes for a very quick briefing. In preparation for the briefing we studied how to perform a military briefing, prepared it and rehearsed it. At the appointed day and time our entourage arrived in true military fashion, in full uniform. Our first lieutenant ran the visual aid equipment, our two majors made the presentation and our commander sat in powerful and professional silence. With the reception as cold as ice we began the presentation and promptly ended at ten minutes. The first question was a simple ‘what do you want from us’ to which we replied ‘nothing except to know that we are here and have these capabilities.’ Not leaving well enough alone, Maj. Jansen jumped in with a simple request that broke the ice. He stated “we’d like your trash” and went on to explain that we have cadets who “...need BDU’s and they don’t have money to buy them. Don’t throw them away, give them to us.” They were horrified to learn that we perform our services for free and still have to purchase our own uniforms. An hour later, we had managed to acquire two potential cadet recruits from a major and a lieutenant colonel, a possible membership from another major, many offers of help and a pledge of BDUs. The meeting ended with the appointment of a liaison officer to the Iowa Wing. Within sixty days, we had a permanent headquarters on base without charge and we began working on a legislative proposal for the upcoming 2005 Iowa Legislature.

The 2005 Legislative Initiative

With nine months before the Legislative session, we kicked into high gear. Key legislators were identified and contacted. A presentation was made to the Governor’s Chief of Staff and deputy for homeland security. We were asked to serve on the Governor’s Task Force for Communications Inter-operability which we gladly accepted. CAP was to play a major role in forming Iowa’s emergency communication inter-operability policy. .

Having the full support of the Iowa National Guard and a permanent headquarters we were able to execute a successful legislative strategy that would provide us with a state statute that authorized the Adjutant General to support, maintain and house the Iowa Wing at any National Guard facility in the state. Statutorily the Adjutant General can “activate” us by a request to the Wing Commander. When accepted we are fully covered by the State of Iowa for insurance, workers compensation and tort claim liability. Further the Iowa Legislature appropriated \$100,000 to the Iowa Department of Public Defense for the use of Civil Air Patrol. All we need do is provide a receipt for purchases made and a check is written. The state provides all bookkeeping and there is no possibility for misuse of funds. The law became effective 1 July 2005. And on July 1 the phone began to ring.

Be careful what you ask for!

There’s an old adage: “Be careful what you ask for, you just might get it.” We asked for missions and we got missions. Within the first four days of the new law we drew three missing person missions the last one of which was an extremely high profile search for a missing five year old child that lasted six days. News media from across the nation was focused on us. The Governor’s office was inundated with calls to ‘send out the Guard.’ The reply: “we have...we’ve activated the Civil Air Patrol.” This was a major mission and we were the alter ego of the National Guard. It was an extremely awesome responsibility. They had trusted us with their

reputation ...with our patron General Zirkelbach's reputation....and we came through. That was our baptism of fire and we passed the test. We were now part of the team.

The team would be busy the rest of the year as Iowa was ripped by two tornadoes six months apart. By this time we had a permanent seat to the State Emergency Operations Center which is located at the Guard's Joint Forces HQ. It is a state of the art Cheyenne mountain-like facility which houses our operations post and the CAP HF and VHF and Voice over IP communications center. We have 24/7 access, work closely with the Guard and Homeland Security and have the power to "bring up the SEOC" when needed. But the missions kept coming and our officers have jobs to go to. Something had to be done.

2006 Mandatory Leave of Absence.

From the Guard's standpoint the answer was simple, treat CAP officers like Guard officers. And Iowa law was so amended. Iowa employers must now give a mandatory leave of absence to a CAP officer who has been called to duty. If the employer is a governmental entity, the leave is with pay. If not, the employer cannot prejudice the officer by docking sick leave, vacation or promotions. Violation is a crime.

To ensure that CAP has a steady flow of state funding, the National Guard moved CAP under its budget umbrella and appropriates an annual \$100,000 to support and maintain the Iowa Wing.

It's Party Time.

The strategic liaison strategy was a success. We were positioned, networked, supported and funded. We celebrated and hosted our new National Guard and Homeland Security Emergency Management patrons and friends to a fully catered, mess-dress formal dinner at the 2005 Wing Conference at the Joint Forces HQ with music provided by the Guard's national award winning jazz band.

The Party's Over

But the party ended and all good things must come to an end. Our external relationship with the Guard was excellent...but internally we were in crisis. The emperor needed new cloths

Early on we recognized that not everyone was on board. While everyone wanted more missions and money they did not necessarily favor the responsibility that came with it. The Guard took us at our word. We were professionals and an auxiliary of the Air Force. They expected us to train and act that way. Others in the Wing had differing views.

The Iowa Wing is not unlike others in the nation. We are composed of retired members, members with many decades of seniority and new members. Most of our squadrons were located in the eastern part of the state with a very week squadron in the capital city of Des Moines. Our involvement with the Guard and Legislature necessitated a high CAP presence in the capital. Quickly this fostered east versus west, them versus us, and old member versus new tensions. Our new joint venture, taskings, and missions came with new demands for a tighter

and consolidated organization with new and different training that was integrated with many outside agencies. Furthermore, there was an increased awareness of and appreciation for military customs and courtesies. We had “talked the talk” and now it was expected that we would “walk the walk.” Many older members had problems with the change. They were taken out of their comfort zone. They began to balk at coming to the base (located in the middle of the state) for training and meetings.

Back to our roots.

Missions change and an organization dedicated to mission response must adapt to meet the change. CAP is no different. Our 2005 mission was entirely different than that in 2000. In reality we had turned back to our 1941 mission roots. Our country was in a time of crisis and CAP was needed. A quick turn to CAP history revealed that we had managed to re-invent the CAP wheel. Instead of dropping flour sacks to get their attention, we stormed their bunker with facts and figures. Early CAP history also revealed a very tight relationship between the Patrol and the Army Air Corps. We had managed to do the same with the National Guard. Lastly, CAP history revealed that early CAP was founded upon a Wing operational theory. The Wing was the main operational unit for CAP...not the squadron. Squadrons were for tactical use. The solution to our internal problem was in our very own history...we had to return to our roots. A review of the Iowa Wing archives revealed that over the years, possibly due to lack of funding, the Wing had decentralized. For survival, individual squadrons became the main operational unit in Iowa, not the Wing. To be a state player you have to be a state organization. Decentralization does not and did not translate into a professional corps of responders. Squadrons were doing their own training and the quality varied widely across the state. They were doing their own recruitment which produced an unacceptable variety of member quality. If it breathed, had no criminal record and had a checkbook it could be a member of CAP. Our member retention rate was measured in single digits and months. This was not the image of the “highly trained professional officer who donates their time, talent and treasure to their community” that we were trying to foster. The Wing had to consolidate.

I’m from the Wing and I’m here to help.

The road to consolidation is long and rough. We approached the problem with a simple tactic: money and help. We promised the squadrons funding and we would lighten their burden. Unfortunately the many decades of Wing ineffectiveness (except for the constant demands for paperwork) created an atmosphere of “Hi, I’m from the Wing and I’m here to help.” It was even difficult getting them to take the money. They looked at it as “bait.” Clearly changing Wing culture would be difficult.

We sought help from our patron, the National Guard. A few years ago they had undergone a similar cultural change and they were receptive to helping us. Their suggestion was strikingly simple: (a) to instill a culture of professionalism in the new recruits they would initially have to

bond to the Wing as a unit as compared to the squadron (b) consolidate all meetings and training events into a regular, comprehensive and pre-scheduled monthly drill meeting at the Wing HQ so that the rest of the membership could begin the unit bonding process with the Wing, (c) establish a leadership institute to identify and train future unit commanders and staff officers so as to ensure organizational continuity and survivability and (d) regularly recognize and reward the members for their contributions. The genius was in its simplicity. Train as a unit, work as a unit and play as a unit.

Civil Air Patrol Officer Training School

No one would think that being a volunteer fireman is a hobby. Likewise, being an officer of the Civil Air Patrol is not a hobby. Both are a calling to public service. To effectively answer the call we must be professionally trained. Those who have experienced military basic training will quickly recognize that training produces an organizational culture. So it is with Civil Air Patrol. All new recruits must attend the six months Civil Air Patrol Officer Training School. CAP-OTS meets when the Wing drills on the fourth weekend of the month at Camp Dodge. Expenses, billeting and food are paid for by the Wing.

At CAP-OTS the new recruit progresses through Level I and Level II. Their uniforms are purchased, properly built and they are trained in their wear and care. Likewise, they are trained in USAF customs and courtesies, the history and organization of the Civil Air Patrol and what will be required of them as an officer of the Civil Air Patrol. They are given basic leadership training and training in how to be a good follower as well as a leader.

They choose a CAP speciality and begin their training which will culminate in a technician rating. To be deployable on emergency service or disaster relief missions they are given basic mission training which consists of GES, MRO, UDS, MS and other 101 specialities. Further, they are given training in the ICS and successfully complete . FEMA's ICS 100, 200 and in some cases 700. They then take and complete Air Force Distance Learning Institute 13 (ECI-13) and the CAP Squadron Learning School.

At the conclusion of CAP-OTS they attend a commissioning ceremony and banquet "dining out" where they are commissioned by the Wing Commander and a ranking officer from the National Guard. . Upon graduation the squadrons have an opportunity to bid on them for assignment and they are accordingly assigned to a squadron. Our new officers were fully trained and operational, but our cadets were suffering.

It's not just Scouts with Planes.

Congress has assigned us three tasks, Emergency Services, Cadet Programs and Aerospace Education. Comfortable that we had a formula in place to properly discharge our duty regarding Emergency Services we turned our attention to Cadet Programs. As stated earlier, our cadet program was a great interest to the National Guard. They were looking for a youth outreach program to enhance their presence in this segment of the community. But their interests ran

deeper. Unlike regular military, the National Guard is not mobile. Guardsmen stay with the same unit for decades. As a result they are deeply networked in the civilian and military community. This stability fosters deep unit and family bonding. They are proud to be Guardsmen and want to share the experience with the children and the young people they know. The Civil Air Patrol cadet program provided them with an excellent opportunity to share their experiences. We had to make it a first class program.

Unfortunately our cadet program was in shambles. It was completely squadron-centric with very little if any consolidated Wing activities. The cadet retention rate for cadets was worse than for the officers. It was a mystery why a program like ours, with the opportunities we have was only attractive to a very few. A clue was found from examining the retention problem. Almost all recruits for the cadet program were coming from referral by present cadet members. Those members however tended to be new members who were excited and enthused about the program. Their excitement translated into a positive recruitment atmosphere. However once the enthusiasm waned both the referring cadet and those who he or she recruited dropped out of the program. The problem was not in recruitment or the program itself...it was how we were administering it.

It was a squadron based problem. A review of our archives revealed that the cadet program in 2005 was being administered in the same manner as it was in 1955. But times have changed with today's parent and child motivated by different factors. In essence, our cadet program was being administered like a cub scout program. Cadets would attend a weekly 2 hour meeting. Students in today's world are heavily booked. Sports, band, church activities all compete for the student's open time. Parents, concerned about the high costs of college education encourage their children to spend their extra-curricular after school time in pursuit of activities with a high scholarship potential. CAP was not one of those activities. At best we were a social program but we were even failing at that. As a squadron operated program, cadet numbers were relatively small (usually less than 10) and the meetings occurred in isolation of other squadrons and cadets so there was no opportunity for synergy. Worse yet our cadet program operating culture was so ingrained in our leadership that any attempt to modernize it was met with great opposition. "If they want CAP they'll just have to make sacrifices;" "they'll just have to make it a priority over football or band," "that's the way it was when I was a cadet and I achieved Spaatz" were all common refrains. But refrains do not produce a quality program and the program was failing. The potential for embarrassment in the eyes of our National Guard sponsor — by placing their children in a less than optimum program — proved to be the catalyst for change.

Utilizing the on-base facilities we embarked on an experiment. Cadets from two squadrons were asked to attend a once-a-month weekend cadet meeting for a period of six months for their cadet program experience. Cadet attendance was high and the experience extremely positive. For facility, planning twelve program activities was considerably easier than fifty-two. Clearly a monthly drill type meeting was preferable.

However a consolidated cadet program would have to be marketed to squadrons and parents. To determine marketability to parents, we sought the informal advice of a public relations consultant. After learning about the cadet program they concluded that we should heavily

emphasize leadership. Leadership training, as compared to military boot camp training, is a valued concept to parents, especially mothers during this time of war. Further they advised that we promote the concept of an “academy” membership rather than “squadron” membership. The term squadron was negatively perceived by most parents while an “academy” was something all parents viewed as a positive. Thus the Iowa Civil Air Patrol Academy was born.

ICAPA

The Iowa Civil Air Patrol Academy (ICAPA) solve two pressing problems. It would provide a high quality consistent consolidated program for existing cadets that was more compatible with the demands made upon their time. Quality control was assured, program administration easier (12 versus 52) and cadet synergy increased. Additionally it allowed us to make the CAP cadet program available to all children throughout Iowa regardless of where they lived. Under the squadron-centric system, in order to participate in the cadet program a child must live within close proximity to an existing squadron. Unfortunately there are no squadrons in nearly one-half of the state. Those children simply could not participate in CAP. ICAPA solved this problem. No matter where the child lived, the cadet could come to the monthly weekend ICAPA meeting and participate in the cadet program. They, and cadets from participating squadrons could learn, train and drill together. The Wing pays for the expenses of transportation, billeting and food. But they needed a squadron home.

The “base” effect.

The creation, establishment and operation of a CAP squadron is a complicated concept. The concept is made more difficult when a squadron is viewed as a functioning tactical unit of the Wing. Previously we had adopted the rush-to-charter method of squadron creation. Gather the minimum number of officers and cadets necessary for charter and call it a squadron. This created squadrons with a very short shelf life. Squadrons would come and go. This might have been satisfactory for a hobby club, but it was self defeating for a professional organization.

When a squadron closes, it fails. It fails not only the members but the community. Worse yet it poisons the community for future squadron opportunity. We needed a new solution. We decided to follow the lead of the USAF. The Air Force is very cautious about when and where it locates an air base. Recent publicity over BRAC lead us to conclude that communities usually want an air force base in their local. It provides economic and other types of benefit to the community. We had to create a similar mentality in community leaders regarding the location of a Civil Air Patrol base. We started by changing our traditional terminology. The term “squadron” or the concept that we would locate a CAP squadron at the local airport meant nothing of value to the community. On the other hand, the concept of having a “CAP Base” located at their airport carried a great deal of favorable understanding. A “base” is where training and operations occur. It will increase airport traffic. It brings value-added to the community. But a duck by any other name is still a duck. Unless and until we could change our “rush-to-charter” culture we would still fail.

From ducks to eagles.

We needed an incubator to help us hatch new squadrons. Nearly one half of the state was without a CAP squadron. A quick review of our readiness and preparedness indicated that our mission response time would be greatly enhanced if we had strategically placed squadrons in the half of the state where we had none. We needed a system to grow and hatch them and the rush-to-charter method wasn't it.

Following the lead of the National Guard, we established what amounts to a headquarters squadron. We call it the AIS, All Iowa Squadron. Any potential member, cadet or officer would be eligible to join the AIS. We now had complete statewide coverage. However a HQ squadron does not create a local presence. As an incubator, the AIS had to be able to grow a future squadron. This implied that there was a suitable community in which to locate a future CAP base and the human resources to populate it. Taking the lead from biology, we needed a cell that could grow in a fertile environment. For our purposes the cell was a CAP Station. A CAP Station is a location, (i) with an airport, (ii) that has mission communication capabilities, (iii) in an area of tactical value (iv) where four or more CAP officers reside. If the station grows in number so as to be of sufficient strength and value to the Wing, it may be considered for squadron consideration. In essence this would allow us to have a presence without commitment and to test the potential of the membership.

An unintended consequence developed at the other end of the spectrum from squadrons that were shriveling. They could simply merge into the AIS but still keep a station presence in the community. AIS would do all of the staffing and paperwork. Change of command for the AIS will occur during the this weekend's drill.

Drill Weekend Concept.

Central to our strategy is the drill weekend concept. To create Wing unit bonding we needed to plan together, train together and work together. Obviously we had to be together. Taking advice from the National Guard we went to a once a month drill weekend. Under the squadron-centric operational theory each squadron would schedule training activities on the weekend of their choice. This created a situation where almost every weekend during the summer was consumed by some sort of CAP activity...all without coordination. But the scheduling conflicts were eclipsed by the conflicts at home. Spouses and families began to turn on members rightfully complaining that CAP required far too much of their time and energy. Faced with this looming crisis, we instituted a one weekend a month drill. All other scheduling was to be avoided and all training was to be scheduled during drill weekend. Unless one was engaged in specific training that covered all weekend, all that was expected was six hours on Saturday. Further, the Wing would pay all travel, billeting and food expense.

We drill on the fourth weekend of the month unless the fourth is a holiday in which case it is the third weekend. Drill Weekend bring us all together. Six things occur at our monthly drill.

First, drill provides an opportunity to get the entire Wing together and discuss Wing business. Previously this only occurred once a year at the Wing conference. Now it occurs twelve times a year. Each member has an opportunity to get involved.

Secondly, planning occurs at the drill weekend. We must constantly plan in order to move forward with direction and conviction.

Thirdly, preparedness occurs at the drill weekend. We must be prepared to respond to the mission. This means that we must anticipate the mission, identify our assets and ensure that they are where they are supposed to be in working order. Preparedness now occurs twelve times a year instead of once.

Fourth, we must train. Training involves a combination of classroom and clinical learning. Our two ES academies are a prime example of training. Formal ES training consumes one-third of our drill year.

Fifth, we must practice. We can be highly trained but if we fail to practice we cannot not fully capitalize on our skills. Practice is so important that we urge and make incentives for each squadron to practice on non-drill weekends. CAP must constantly practice to provide a quality response.

Sixth and last but not least, we bond at the monthly drill. We have members from all four corners of the state. The drill weekend provides an opportunity for all of us to be together twelve times a year. We get to know each other, work with each other and trust each other.

By drilling on base we attract attention of the Guard, Homeland Security and other units who are on base at the time. This in itself creates important synergy and networking potentials. And it's all for free...the Wing pays for everything. All should be well but it wasn't. Frankly by this time we were all getting a bit frustrated. We would solve one problem only to discover another. Consistently our National Guard liaisons would support and encourage us. They assured us that we were making progress and gave us hope that we were making difference. Progress, we were to learn, had to be forged on the anvil of conflict.

It's time to: Duc, Sequere vel Abi

One would think that the drill concept would be met with celebration. Unfortunately it was not. Complaints arose particularly from older (in terms of seniority) members in squadrons located in the eastern part of the state. "Too much Wing involvement"; "we have to travel to Camp Dodge, etc." "it's too much like the military", "it takes too much of my time," "I'm already trained, I shouldn't have to go to a meeting" and a barrage of like complaints even though attendance was only voluntary. However, voluntary attendance at drill was steadily increasing

each month. When analyzed, the complaints were coming from a certain group of senior field officers and did not necessarily represent the view of the membership. It was a simple drawback from those who were outside of their comfort zone. Unfortunately analysis revealed a potentially more dangerous problem. Our senior field officers were all deeply embedded in and in some cases commanding squadrons. Their presence was stifling the development of the company grade officers. We had a serious leadership void.

We needed to move our field grade officers from the squadrons to the Wing...but we also needed support and commitment from those senior officers. We adopted a simple motto: *Duc, Sequere vel Abi* or Lead, Follow or Stand Aside. We had passed the point of return. Everyone in the Wing had to either lead, follow or get out of the way. While we certainly value each member's contributions, conduct which violated CAP and USAF core values would not be tolerated. The mission, integrity and service before self is expected from everyone. Those who cannot make the commitment must stand down.

There's no free lunch.

Our tremendous support, funding, missions and maintenance does not come without cost. The National Guard has expectations. They request that the Wing meet 75% of its readiness and preparedness standards. To meet the standard we needed to set performance standards for our squadrons. An objective criteria was established against which each squadron was analyzed to determine its mission responsiveness and preparedness. Members who are not active or progressing would lower the squadron's readiness percentage. Throughout the years while operating like a club, squadrons had bloated their membership. An unrealistic membership list misleads everyone into assuming squadron strength that does exist. The time had come trim the list.

The CAP Reserve Corps.

Like all Wings, we have a 000 squadron for those who are inactive. Previously we referred to the squadron as the "ghost" squadron. This created a terrible and unfair image problem. We renamed it our "reserve" squadron and used it as a place where officers could go with honor. The contingencies of life often occur when we least expect and may be incompatible with one's duties as a CAP officer. The reserve squadron provided a method whereby they could keep their commission and membership status but without the concomitant training, drill and deployment requirements. If the situation changed, they could re-train if necessary and transfer back to active duty. But we still had leadership and guidance issues to resolve.

Everybody's a leader! Not.

There's no such thing as a follower of the year award. Everyone wants to be a leader; nobody wants to be a follower. Sometimes the discernment process leading to leadership or followership

is difficult. The key is to allow the determination to be made in a safe, damage free manner. . Once made you can begin to train the follower. Or, if you are lucky, you can identify the natural leader. Our relationship with the Guard gives us access to their Leadership Reaction Course a set of stations designed to present physical obstacles that can only be overcome through leadership and teamwork. It also gives us access to some of the best leaders and leadership trainers in the state. By combining the two we should be able to construct an actual CAP leadership learning lab and identify and train our future leaders. Further that knowledge and experience should be transportable into the workplace to further the whole being of the CAP officer. In essence we needed a CAP Command and Staff Leadership Institute. The CSLI is set to start in January. It will consist of a six month course of leadership instruction and training by community and military leaders. It will rely upon the USAF SOS and Air Command and Staff College materials albeit customized for CAP use. Company grade officers who have an interest either in command or staff positions would be educated and trained in not only in leadership but also for the command or staff position of their interest. In other words, they would be trained and ready for the job before the assignment, not afterwards. Leadership training would assure our survivability but to what end? It wouldn't ensure compliance with our Congressional mandate. We needed a watchdog.

Give us a dog...not a beast!

Dogs are marvelous creature. They give back as much as they get. Beasts, on the other hand devour and destroy. We needed a dog, not a beast. We have a Congressional duty regarding ES, CP and AE all for the benefit of the public. To operate in isolation of the public did not seem to make much sense. Our Commander was left to his or her own devices regarding how we met our duty. When criticized there was no buffer. Simply put, we needed a watchdog to ensure that we were discharging our duty to the public. Constrained by CAP regulations and the fear that a watchdog with teeth would turn into a beast, we chose the form of an advisory council composed of individuals from the sectors of our three duties. Government or legislative officials would appoint members with an interest in emergency services; the director of the department of education or the president of the state educators association would appoint members with an interest in youth programs and members from the aviation and aerospace industry would appoint the aerospace representatives. Collectively they would form a council to advise and guide the Wing Commander with respect to how well we are meeting the needs of the community. The Commander would meet semi-annually, brief the council on the workings of the Wing, take their views and present an affirmative program for the future which would be reviewed in half a years time.

The Advisory Council's advice would provide the Commander with a buffer so that matters unpopular with the membership but necessary for the public good could be instituted. It would also operate as an outreach program to those sectors of the community served by CAP. The Iowa Wing Advisory Council is presently being populated and will hold its inaugural meeting in January.

In conclusion

Our future is found in our history. CAP was created to assist the country in its time of need. Today the country needs CAP's services more than ever. Like our forefathers who patrolled the nation's east coast we must return to our professional roots to , train and perform missions for our community. Disasters and emergency services are best delivered at the local level by local responders. Our partnership with the National Guard allows us to perform at that level by assisting the Guard in its Title 32 function.

Very truly yours

Ralph F. Tomlinson, Col. CAP
Commander