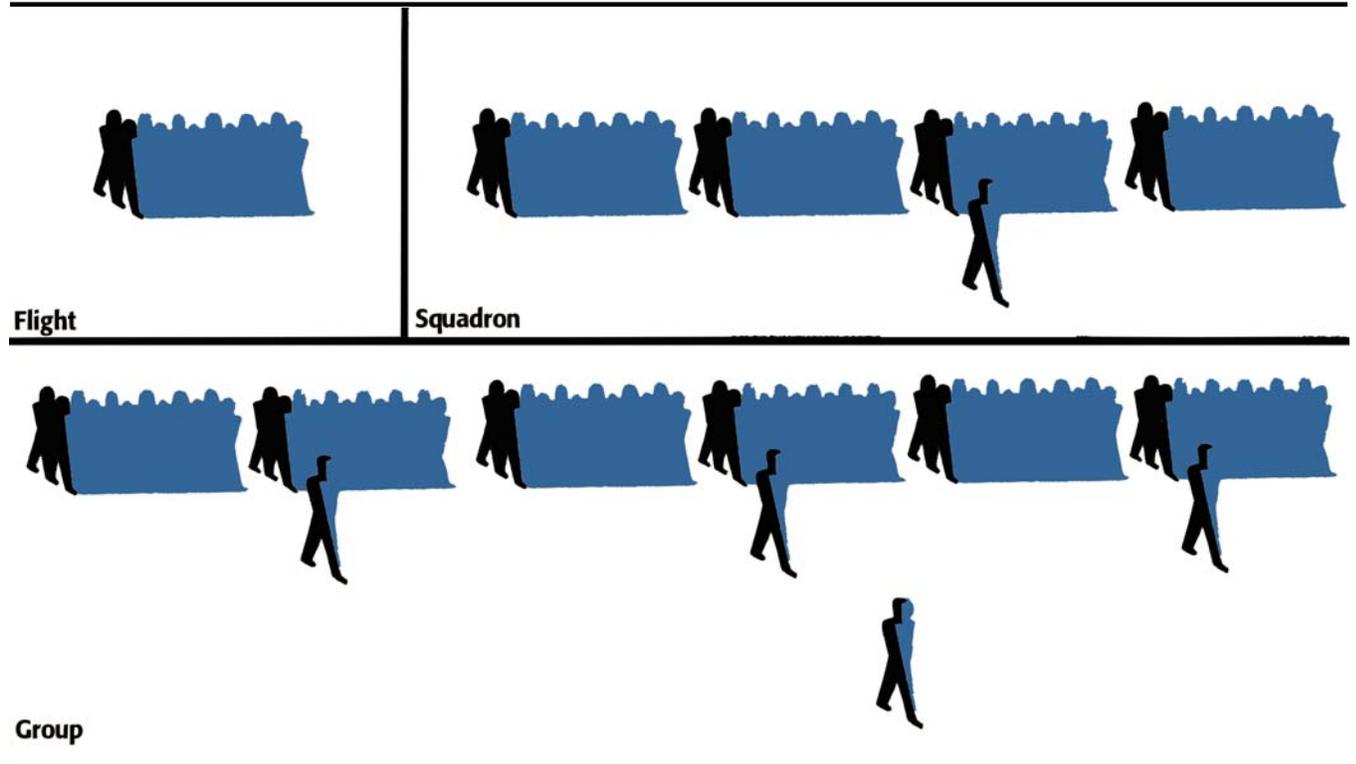


Chapter 3 ORGANIZATION



The CAP-USAF Relationship

The Civil Air Patrol and the United States Air Force maintain a civilian-military relationship which is based upon the Civil Air Patrol's status as the USAF Auxiliary. As such, CAP's services to the nation and the USAF are: (1) voluntary, (2) benevolent, and (3) noncombatant. Finally, these services are to be employed both in times of peace and war.

It is the responsibility of the U.S. Air Force to provide technical information and advice to those CAP members who organize, train and direct CAP members and who develop CAP resources. In CAP-USAF lingo, this is called **advice, liaison, and oversight**. We'll discuss these terms later.

In addition to these functions, the Air Force also makes available certain services and facilities required by CAP to carry out its mission. Such assistance, however, is restricted to specific areas by act of Congress, and cannot interfere or conflict with the performance of the Air Force mission. Finally, in part because of its relationship to the Air Force, the government provides some level of protection to CAP members and their families in the event a member is killed or injured while participating in a qualifying Air Force sponsored mission.

In return, Civil Air Patrol assists the Air Force through the performance of its three faceted missions: Emergency Services, Aerospace Education, and the Cadet Program. While we will discuss each of these missions in Chapter four, we'll briefly introduce them here as a means to show CAP's contributions to the USAF.



The CAP-USAF shield
Worn by USAF members who
oversee CAP activities

Emergency Services (ES) may be CAP's best known of the three-faceted mission; itself having several components. Since 1948, the Air Force controls the in-land search and rescue (SAR) activities within the United States. CAP's role in this mission provides the bulk of the operational SAR services, primarily through flying and ground team activities. CAP's personnel and aircraft fly thousands of hours each year flying SAR missions, as well as mercy flights and disaster relief assistance.

In addition, CAP's ES activities also include performing civil defense activities and other missions, such as: crashed aircraft spotting and marking, route surveys, counterdrug reconnaissance, courier services, light transport duty, post-attack recovery duty, and similar activities within the capabilities of CAP light aircraft and other equipment.

Civil Air Patrol also maintains a nation-wide radio network. It is used for domestic or military emergencies, CAP activities of all types, search and rescue support, and training communications personnel.

The CAP Chaplain Service provides over 700 chaplains and moral leadership officers. Serving in squadrons, they teach the moral leadership cadet curriculum while providing spiritual assistance to all unit personnel. Many chaplains are also pilots, while others are involved in search and rescue teams and emergency services. Under Title 10, CAP Chaplain Service personnel can be called upon by the Air force to perform certain USAF chaplain functions.

One other area of valuable assistance given to the Air Force and other Federal agencies is the CAP Aerospace Education Program. Through its "internal" program of aerospace education given to both cadet and officers, and the "external" aerospace education services to schools, colleges and the general public (through workshops, conferences and a variety of free materials), the knowledge, skills, and attitudes necessary for living successfully in the aerospace age are imparted, not only to CAP members, but to educators, students and, most importantly, to the general public.

To help present and carry out the aerospace education program, CAP develops lesson plans, videos, and other educational materials. CAP also encourages and helps to plan guided tours of aerospace-related facilities such as airports, Air Force bases and aerospace manufacturing facilities. All these things help to instill in the American people an appreciation of the importance of what the Air Force does, how the aerospace industry contributes to American society on a daily basis, and how everyday people can get more involved.

Finally, a most important example of CAP's reciprocal service to the Air Force is found in the number of CAP cadets and officers who have become officers and airmen in the United States Air Force. Every year, thousands of CAP cadets and former cadets enter the Air Force Academy, other service academies, Reserve Officer Training Corps programs at colleges and universities across the country, and basic training programs of all services.

The United State Air Force



U.S. Air Force emblem



Stone marker just yards away for the Civil Air Patrol National Hangar at Maxwell AFB, AL. marking the hangar of the Wright Brother's flying school. It reads, "On this site in 1910 stood the hangar of the flying school of the first men to fly. The Wright Brothers"

To better understand the relationship that the Civil Air Patrol and the U.S. Air Force enjoys, and to see how these organizations work together to serve our nation, are considered separately. First, we will review the United States Air Force history, mission, and organization.

Just as you have learned about the evolution of Civil Air Patrol, it's also important to learn about the evolution of CAP's parent service, the USAF. Before we discuss CAP's organization, we'll talk a little bit about the Air Force

Evolution of the U.S. Air Force

The U.S. Air Force has grown rapidly and changed its name several times since its unofficial beginning on 1 August 1907. Even though the Wright Brothers had made their first powered aircraft flight over three years earlier, that first 'air force' was only equipped with three balloons to be manned and flown by only one officer and two enlisted men. This organization was known as the Aeronautical Division of the Army Signal Corps. In 1909, the Aeronautical Division received one airplane, built by the Wright Brothers, and was named the "Wright Flyer." For its era, the airplane had an astounding top speed – 42.5 mph – not so fast by today's standards, but fast enough when one considers that most people were, at that time, traveling either on foot or by horse and buggy.

On 26 October 1909, after receiving about three hours of 'pilot training' from Wilbur Wright, Lt. F. E. Humphries was the first U.S. Army officer to solo fly the Army's first airplane.

The first name change occurred in 1914 when the Aeronautical Division was changed to the Aviation Section – still a part of the Army Signal Corps. Four years later, when a large portion of the world was embroiled in World War I, the name was changed again to the Army Air Service. It was also at this time that it separated from the Signal Corps and was placed under a newly created department in the Army known as the Department of Aeronautics. The name changed yet again in 1926. It then became the Army Air Corps and was headed by its chief, Major General M. M. Patrick. With each name change came increased independence and authority within the Army chain of command, though it was not a separate service and did not yet really enjoy an equal relationship with the Army's other primary branches, such as the Infantry, Cavalry, or Artillery.

Its struggle for independence and technological advancement was hampered by anti-military sentiment after WW I. Right after the close of WW I, the American people had an aversion to all that was military. An isolationist country since its inception, America as a people wanted to return to peaceful normalcy as soon as possible. Bombers, and many fighter planes which helped to win the war, were stacked into heaps and burned; the huge army was practically disbanded overnight. America was essentially demilitarizing itself.



General
William "Billy" Mitchell

From this chaos (as far as the airmen and other military men were concerned), the War and Navy Departments had to scramble for attention and monetary appropriations to carry out their programs. The Army Air Corps had excellent attention-getters in the form of men with courage and airplanes; those who bravely voiced their beliefs and plans, and possessed the skill necessary to demonstrate exceptional flying. While these efforts caused discomfort and competition among the services, and cost some airmen their careers; men like Brigadier General Billy Mitchell carried the verbal struggle from the ground and Jimmy Doolittle impressed both the American public and members of Congress with his record-shattering feats in the air.

These efforts were rewarded. By 1935 the Army Air Corps had the men, the aircraft, the installations, and the know-how to begin building air power for the United States. It was just in time.

By 1940 the United States was earnestly preparing for war, and President Roosevelt called for the production of 50,000 aircraft per year. All of the excitement of war preparation also caused thought, planning, and new approaches to organizational structures, and the Army Air Corps benefited. On 20 June 1941, the Army Air Forces (AAF) replaced the Army Air Corps, with its chief, General H.H. (Hap) Arnold reporting directly to the Army Chief of Staff. When the United States entered the war, the AAF had a total of 10,000 aircraft, 22,000 officers, and 274,000 airmen. Production continued throughout the war, and, despite losses, the AAF had over 70,000 aircraft, nearly 400,000 officers, and over 1,900,000 cadets and airmen at the war's end.

Within a year after the close of World War II, however, military forces were again deemphasized – but not as drastically as it had been after WW I. Our experiences during the war taught us many lessons. Our air war deterrent force was reduced to 30,000 aircraft capable of operation; slightly over 81,000 officers and a total of 373,782 cadets and enlisted men; of those only seven cadets! Despite the reduction of forces, the U.S. still maintained a more credible force than it had before hostilities. While the country still had isolationist tendencies, it realized it now had a leadership position in the world that it could not relinquish. If America wanted to become the leader of the free world it must also be capable of defending it.

As a result and benefit of both the war and America's new found place on the world stage, the time was now right for the Army Air Forces to become a separate service.

On 26 July 1947, President Harry S. Truman signed the National Security Act. The National Security Act formed the National Military Establishment under whose control came all military forces. It also took the Army Air Forces from Army control and named it the United States Air Force with authority in the nation's defense equal to that of the Army and Navy.

The Air Force had only three years to plan and put into effect its new organizational structure, for its first combat trial was at hand in June 1950 when the Korean Conflict began. Perform well it must, and perform well it did. It flew air combat missions, close air support



sorties, heavy bombing missions, helicopter rescue missions, air evacuation of the wounded, supply transport missions, and reconnaissance.

America, not knowing where the conflict would lead because of the threat of and eventual intervention by Communist Chinese forces as well as Soviet Block activities in Eastern Europe, again increased the strength of the U.S. Air Force. And at the cessation of hostilities, in June 1953, there was not an appreciable decrease in the Air Force's strength; the Korean War had forewarned the danger posed by Communist threats throughout the world. Also, the nation realized it would have to help and protect smaller and less fortunate countries that embraced democratic governments.

These efforts have culminated with America's winning of the Cold War, the dissolution of communist regimes all over the world, victories over tyranny such as in the Persian Gulf War, and the protection of American interests all over the world.

But as the world changes in response to these events, so must the Air Force. More and more the Air Force is becoming a humanitarian force as well as a warfighting force. Air Force members are just as likely now to respond to natural disasters as they are to military threats. Also, the nature of conflict has changed. For over 40 years the Air Force prepared for global conflict not unlike what was experienced in World War II, but with the possible addition of nuclear weapons. With the collapse of the Soviet Union and the proliferation of modern weapons and technology to smaller and less stable countries, conflicts have become more unpredictable. There are more conflicts, they are regional in nature, and affect the global balance in different ways. It is harder to intercede on the large scale that we based our plans and forces on for so long.

So, when America asks its Air Force to get involved in these smaller, less predictable conflicts, the Air Force must adapt and rise to the challenge. Many times, this means that the Air Force must be present in several areas of the world at one time -- assisting flood victims in one country, enforcing a peace agreement in another, and protecting another country against invasion in yet another while still protecting its own nation's vital interests. And yet it must do so with a smaller force than it had during the Cold War. Nonetheless, the U.S. Air Force will remain a strong force, continually improving the training of its people and quality of its materiel in order to most effectively carry out its mission -- whatever it may be.

Mission and Organization of the Air Force

The Secretary of the Air Force (SECAF), appointed by the President of the United States, has a military-civilian staff to assist with planning and advise in such areas as research and development, installations and logistics, financial management, personnel and reserve forces, administration and legal matters (nonmilitary), legislative liaison, and public information.



Air Education & Training
Major Command Shield



Air University Shield

Headquarters USAF

Directly subordinate to the Secretary of the Air Force is the Chief of Staff, USAF, who presides over the Air Staff. The Air Staff is made up of special offices headed by an Air Force general officer. The plans and recommendations formulated by the Air Staff are submitted by the Chief of Staff who reviews and sends them on to the SECAF. After the SECAF approves them, the Chief of Staff takes appropriate action. These items pertain to the training, equipping, and overall welfare of the force, while war planning rests with the Secretary of Defense (SECDEF) and the Commanders in Chief of the Unified Commands.

Major Commands and Separate Operating Agencies

The next echelon in the Air Force organization is the field organization, consisting of major commands and separate operating agencies who report to the Chief of Staff. These major commands and separate operating agencies carry out the plans formulated by the Chief of Staff and approved by the Secretary of the Air Force.

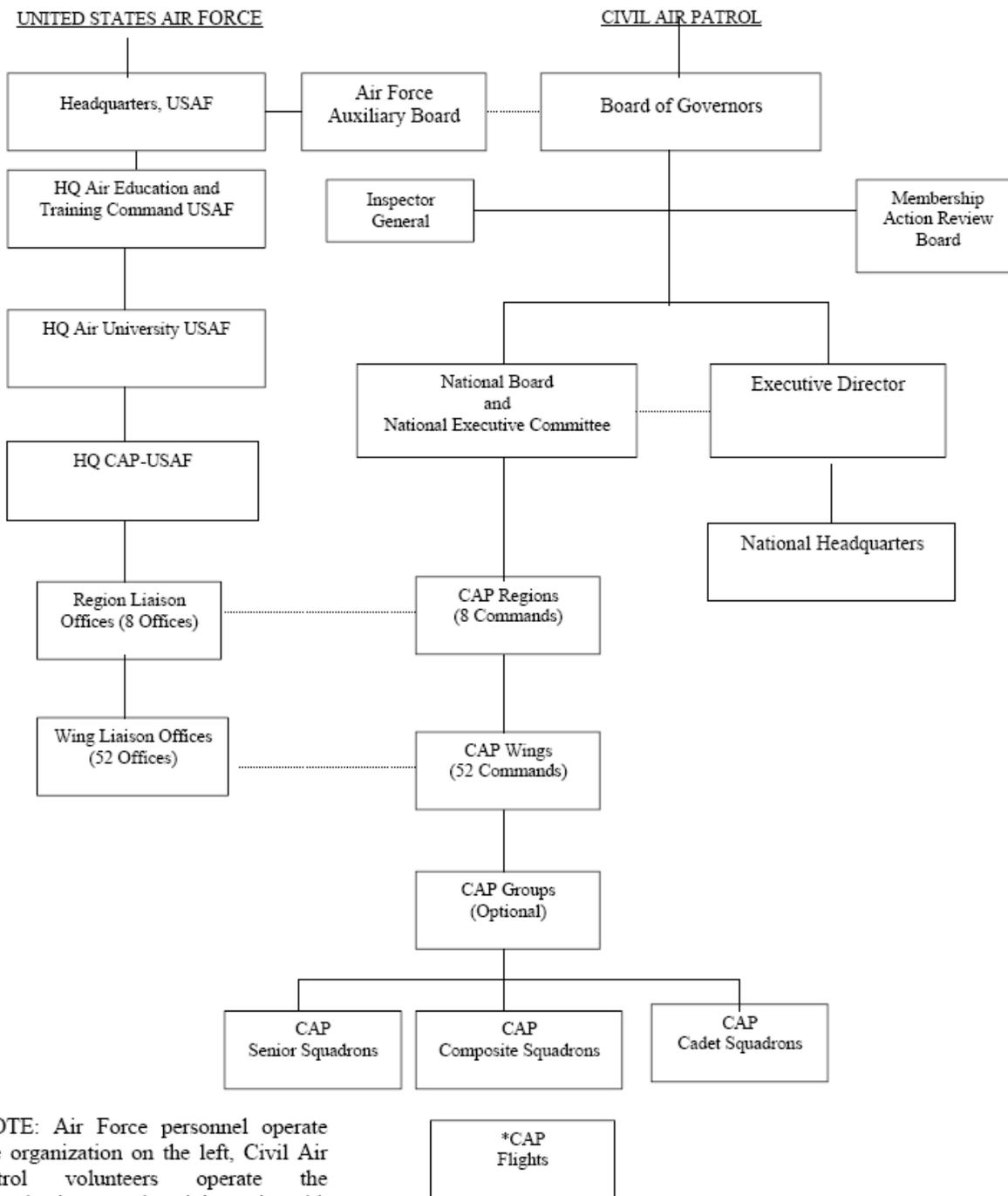
These plans are in direct proportion to the overall mission of the USAF, which is essentially to provide an Air Force that is capable, in conjunction with the other armed forces, of preserving the peace and security of the United States, providing for its defense, supporting the national policies, implementing the national objectives, and overcoming any national responsible for aggressive acts that imperil the peace and security of the United States. To support these commitments, the Air Force prepares and maintains the aerospace forces necessary for the effective prosecution of war. To meet these awesome responsibilities, the commands and separate operating agencies must be highly organized, yet flexible.

Many CAP members are probably familiar with some of the Air Force's major commands, such as the Air Force Space Command, or Air Force Materiel Command, and so on. However, the major command most associated with CAP activities is Air Education and Training Command. This major air command, with its broad educational mission in support of the Air Force, assists CAP in fulfilling its role as the official Air Force Auxiliary through its chief agent, Air University.

Organization of the Civil Air Patrol

After reviewing the organization and mission of the U.S. Air Force, we can now look into the organizational structure of Civil Air Patrol. But before we do, remember that CAP is a civilian corporation chartered by Congress and made up of volunteers who pay dues for the privilege of being a member of CAP and rendering a service to the nation as the Auxiliary of the USAF. Although CAP members wear an adaptation of the Air Force uniform, have an organization that is patterned after that of the Air Force, and perform their duties in a military manner, they are still civilians.

CAP is organized into eight geographic areas called, *regions*. These eight regions are subdivided by the states which fall within their boundaries, and each state is classified as a *wing*. Additionally, the District of Columbia – referred to in CAP terminology as the National Capital – and the Commonwealth of Puerto Rico are also designated as wings, for a total of 52 wings. Each wing is then subdivided into groups, squadrons and flights, according to the organizational need. We will discuss each of these later, but first we shall start “at the top” and understand the chain of command and the function of each structure in that chain of command.



NOTE: Air Force personnel operate the organization on the left, Civil Air Patrol volunteers operate the organization on the right. A paid, professional staff runs the National Headquarters.

*Flights may be assigned to squadrons, groups, or wings.

NOTES

National Commander: _____

Group Commander: _____

Region Commander: _____

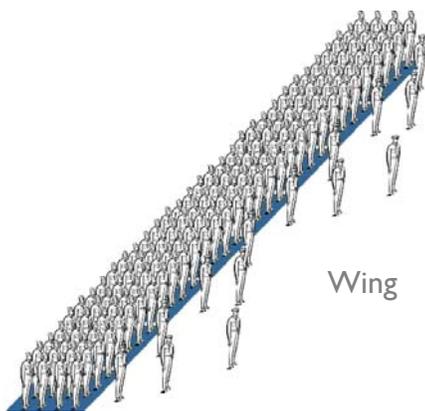
Squadron Commander: _____

Wing Commander: _____

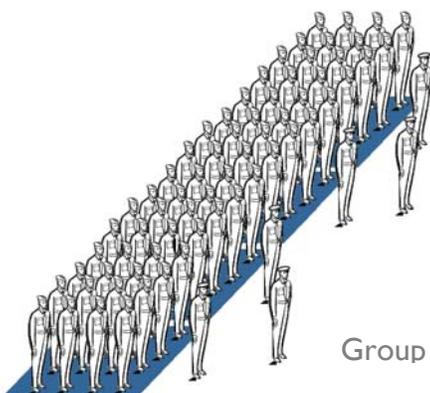
The National Board meets twice a year due to the large number of members on the board. The smaller body made of board members, the National Executive Committee (NEC) conducts most day to day decisions between the bi-annual National Board meetings.



Eight Regions:
Northeast, Middle East, Southeast, North Central, Southwest, Great Lakes, Rocky Mountains, and Pacific Region.



Wing



Group

National Headquarters

The Civil Air Patrol National Headquarters is located at Maxwell AFB, Alabama. The Civil Air Patrol is governed by the Board of Governors (BOG). The BOG consists of an 11-member body which includes:

- Four members of the Civil Air Patrol: The National Commander, National Vice-Commander, and two members-at-large selected from the field, which serve a three-year term and are selected by CAP.
- Four members appointed by the Secretary of the Air Force, who may be an active or retired officer of the Air Force, employees of the United States, or private citizens.
- Three members jointly selected by the Secretary of the Air Force and the CAP National Commander. They may represent any government agency, public corporation, nonprofit organization, or other organization with both an interest and expertise in civil aviation and CAP's missions.

The National Board who is chaired by the National Commander works closely with the Board of Governors (BOG). The National Board is comprised of a Senior U.S. Air Force Advisor, who is an active-duty Air Force Officer, various national CAP Officers, all region commanders, and all wing commanders.

Because the National Board convenes only twice a year, it needs a representative body to carry through its program. The National Executive Committee (NEC) serves this purpose. The NEC is comprised of the National Commander, National Vice-Commander, National Chief of Staff, the Senior Air Force Advisor, National Finance Officer, National Legal Officer, National Comptroller, CAP Inspector General, Chief of the CAP Chaplain Service, and the eight region commanders.

Regions

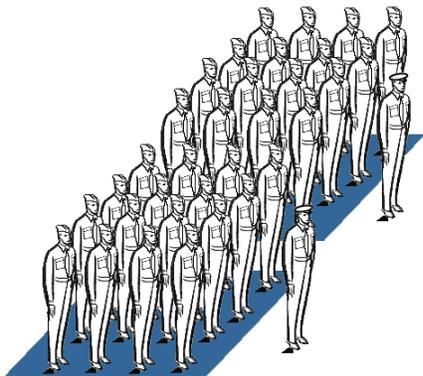
The next hierarchal level under National Headquarters are regions. Regions comprise of two or more wings. The Civil Air Patrol has eight regions.

Wings

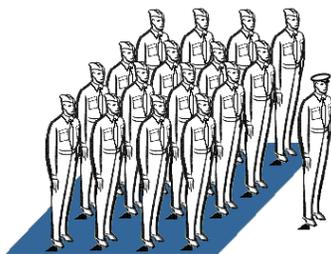
Next are wings. A wing is made of 2 or more groups. There are 52 wings in the Civil Air Patrol. They are comprised of the 50 states, Puerto Rico, and the District of Columbia. The Wing Commander is the head of the Wing. Wing Commanders are the only persons at wing level or below who are corporate officers. This means they can make certain decisions regarding the Civil Air Patrol Corporation that other officers of the Civil Air Patrol can not. An example would be the selling of a CAP vehicle.

Groups

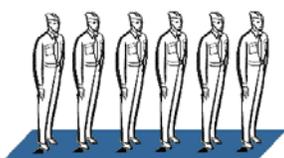
A Group is 2 or more squadrons. Groups are not used in every wing. Typically, larger wings utilize groups as a means to ensure proper communications with all units and to administer proper oversight and management of squadrons.



Squadron



Flight



Element



Individual

Squadrons

A squadron is where you will most likely begin. It is the heart of the Civil Air Patrol. Squadrons are the operational units that perform the majority of Civil Air Patrol's congressionally mandated missions. Squadrons meet regularly (usually weekly) to conduct training, planning or support tasks. Depending on the squadron, there may be a higher focus on one CAP mission versus another. This may be due to the type of squadron it is.

There are three types of squadrons. Senior Squadrons which are staffed by Officers only, Cadet Squadrons which are may be minimally staffed by Officers with a focus on the cadet program and the cadets, and Composite Squadrons which are a combination of a Senior Squadron and Cadet Squadron.

Flights

At least two, but not more than four, elements. Flights are a step down from a squadron and are not common outside of a cadet oriented program. Usually flights are organized as part of a squadron's weekly meeting, however in some cases a flight may meet separately from a squadron as a means to grow the unit so it can become its own squadron in the future.

Elements

Primarily for drill purposes, this is the smallest drill unit comprised of at least 3, but usually 8 to 12 individuals, one of whom is designated the element leader.

Individual - Your Role

Your role within the Civil Air Patrol depends on your personal, professional, and CAP experiences. If you are new to the Civil Air Patrol, at some point you will most likely sit down with you unit commander to discuss what the unit needs, what you can provide, and what you are interested in so s/he can determine a suitable specialty track for you. A specialty track is a specialty field (or job field) that is specific in function that you will learn how to do in three levels. These levels start at technician, then senior, and finally master.

If you do not have a duty assignment in your unit, you should schedule some time to speak with your unit's professional development officer or unit commander. They will assist in the decision making process to see which specialty track is best for you.

Civil Air Patrol Charters

The regions and wings have permanent charters, as established in the Civil Air Patrol Constitution and Bylaws. But, below wing level each organizational unit must be individually chartered. If there is a new unit established within the wing – be it a group, squadron, or flight – the wing commander requests a charter from Headquarters Civil Air Patrol. These charters are current so long as the unit maintains the minimum staffing levels required for the type of unit it is chartered to be (senior, composite, cadet). Unit charter numbers start with the three letter region identifier, then the two letter wing identifier, then the unit number. For example Unit 123 in Florida Wing which is part of the Southeast region would be SER-FL-123.

SUMMARY EXERCISE

1. The Civil Air Patrol is an auxiliary to which branch of the military?

a. Army	c. Navy
b. Air Force	d. Homeland Security

2. What Major Command is Civil Air Patrol most associated with?

a. Strategic Command	c. Air Mobility Command
b. Special Operations	d. Air Education and Training Command

3. How many regions is the Civil Air Patrol divided into and what region are you in?

4. What is the name of your wing?

5. What unit of organization is smaller than a wing, yet larger than a squadron?

6. From the highest level to the lowest level, name each unit of organization (the first one is given).

a. National Headquarters CAP	b. _____
c. _____	d. _____
e. _____	f. _____
g. _____	h. _____

7. The smallest unit comprised of at least three persons and typically used for drill purposes is a

a. Flight	c. Squadron
b. Individual	d. Element

8. The Civil Air Patrol is governed by a board of governors (BOG).

a. True	b. False
---------	----------

9. Name three types of squadrons.

10. There are _____ wings in the Civil Air Patrol.

NOTES
