

Seven Propositions Regarding Auxiliary Power

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January 2002

revised 3 September 2002

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One of the first books I read for my professional development as an officer was by Colonel Phillip Meilinger, "Ten Propositions Regarding Airpower".¹ That paper inspired "Seven Propositions Regarding Auxiliary Power".

The U.S. Air Force Auxiliary, Civil Air Patrol as it is better known, is a group of volunteers who give their time to serve in an Auxiliary capacity to the U.S. Air Force. Civil Air Patrol has three primary missions: Emergency Services, Cadet Programs and Aerospace Education.

The purpose for this paper is to illustrate the U.S. Air Force Auxiliary, Civil Air Patrol, is the fourth pillar of the Air Force and an important part of the Air Force Total Force concept. I intend to do this by introducing to the reader Seven Propositions of Auxiliary Power. I will further supplement this main purpose by making suggestions to enhance the professionalism of the Civil Air Patrol officer corps (located in the Appendix). I believe professionalism is an important element for the Auxiliary to serve as the fourth pillar and will assist in the further integration of the Auxiliary into the Air Force family. Before the National Guard and Reserve could be integrated they had to "raise the bar" so too shall the Auxiliary.

This paper is not based on any Basic Auxiliary Doctrine of the U.S. Air Force Auxiliary, there is no such document. Hopefully, the ideas expressed herein will lead to the creation of a doctrine regarding Auxiliary Power. Perhaps the creation of an Auxiliary Doctrine Center to advance the ideas of Auxiliary Power (or an Auxiliary section at Headquarters Air Force Doctrine Center at Maxwell Air Force Base under the Doctrine Development Directorate). I developed seven propositions keeping in mind the basic definition of doctrine. That definition being:

*Doctrine is the compilation of officially sanctioned beliefs about warfighting principles. Doctrine is the collective body of thought on the best way to employ a given system or perform a given task. Doctrine is a guide to action; it should not be applied arbitrarily but should be viewed as the collective wisdom of our predecessors. Doctrine is derived, for the most part, from experience, but it can also be derived from theory, simulation, and gaming. It is authoritative but not directive. Think of Doctrine as good advice.*²

Aerospace history shows us that in the initial years of air power there were contrary views about the best use of air power (we could argue this is still the case today). The debate was mainly between the concepts of strategic and tactical application. It was believed that in order for air power to stake its claim among the other services as an independent service it needed something grand to contribute to warfare other than just being a support unit (more tactical than strategic in nature). Thus, we have strategic bombing at the forefront of air power application and being championed by people such as Henry Arnold, James Doolittle, and George Kenney.³

The Civil Air Patrol (CAP) was founded on 1 December 1941 as part of the Office of Civil Defense with assistance from the Army Air Forces. The first commander of Civil Air Patrol was Major General John F. Curry. Civil Air Patrol began its days much like the Air Force with individuals who championed viewpoints despite opposition.

Oddly enough there was an incident much like Brig. General Billy Mitchell's air bombing of the Ostfriesland German battleship to prove the value of the aircraft as a weapon. Earle Johnson, a founding member and future Commander of Civil Air Patrol, also advocated the use of the aircraft as a weapon, but for use by saboteurs. To prove his point, Johnson set out in his light aircraft one evening and dropped three sandbags onto a war factory near Cleveland, Ohio. In

response the Civil Aeronautics Administration (CAA) halted all civilian flying until proper security measures could be taken to prevent such an attack by a saboteur in an aircraft. ⁴

The events of September 11th, 2001 bring home this example made by Earle Johnson. Terrorists have used civil aviation to act out upon our centers of gravity: military forces (Pentagon); country's population; our infrastructure (communications, adversely affecting our airports and airways); system essentials (mainly in the form of the financial markets not any real energy supply); our leadership from the fourth plane that crashed in Pennsylvania that was suppose to hit the White House (as confirmed by Abu Zubaydah of the Al Qaeda in a press release 23 May 2002). Further discussion on these centers of gravity can be found in Proposition Seven of this paper.

Billy Mitchell was trying to show to the world – that naval power was vulnerable to air power. Likewise, Earle Johnson was showing how our infrastructure (factories) and country in general was vulnerable to attack not from a military aggressor but a party that could take our civil air power and turn it against us. His example made in 1941 has been proven 60 years later (we could argue it has been proven much earlier but for the limits of this discussion I'll use September 11th as my example). We see here a parallel in beginnings of the U.S. Air Force and the Civil Air Patrol. We also see that Civil Air Patrol exists for homeland defense and security – exactly what is needed in light of the events of September 11th.

Civil Air Patrol during World War Two took care of many tasks that the Army Air Forces could not handle due to the need to place resources in the front lines with the global war with the Axis Powers. Civil Air Patrol effectively acted as the liaison of the Army Air Forces providing for needed services. Civil Air Patrol provided: coastal patrol, target towing, courier service, transporting cargo, training cadets, guarding airfields, forest fire patrols, search and rescue, border patrol, searchlight tracking, assisting the Red Cross, pilot training, bond drives, salvage collection drives, mock air raids for blackout procedure testing, and even had a cavalry for search and rescue in Nevada made up of mounts transferred from Cavalry at Ft. Riley, Kansas. ⁵

From the sinking of German U-boats to towing targets for live artillery fire - Civil Air Patrol did whatever it could to assist with the war effort. As Civil Air Patrol grew in scope it became apparent to the War Department that Civil Air Patrol needed to be officially part of the Army Air Forces. On 29 April 1943 Civil Air Patrol was transferred from the Office of Civil Defense to the War Department. By the end of the war Civil Air Patrol had flown 500,000 hours in support of the war effort ⁶, sunk at least two German U-boats, saved countless lives thru its search and rescue efforts (mostly military training aircraft crashes), built their own airfields, and spent thousands of hours training cadets.

After the war ended the value of Civil Air Patrol was apparent but its future in question. After a conference with CAP wing commanders and General Arnold a decision was made on having the first CAP congressional dinner. This dinner was held on 1 March 1946 with President Truman, Congress and General Arnold. From that dinner the seeds were planted for Public Law 476 establishing Civil Air Patrol as a benevolent non-profit organization. This means that before this law was passed the Civil Air Patrol was not a private corporation but an auxiliary military unit.

PL 476 stated the following purposes for Civil Air Patrol:

1. To provide an organization to encourage and aid American citizens in the contribution of their efforts, services, and resources in the development of aviation and in the maintenance of air supremacy, and to encourage and develop by example the voluntary contribution of private citizens to the public welfare.

2. To provide aviation education and training especially to its senior and cadet members; to encourage and foster civil aviation in local communities and to provide an organization of private citizens with adequate facilities to assist in meeting local and national emergencies.⁷

With the passing of Public Law 476, ten initial objectives were outlined for Civil Air Patrol. They were:

1. Inform the general public about aviation and its impacts.
2. Provide its seniors and cadets ground and preflight aviation education training.
3. Provide air service under emergency conditions
4. Establish a radio network covering all parts of the United States for both training and emergency use.
5. Encourage the establishment of flying clubs for its membership.
6. Provide selected cadets a two-week encampment at air bases.
7. Provide selected cadets flight scholarships.
8. Encourage model airplane building and flying.
9. Assist veterans to find employment.
10. Contribute services to special projects such as airport development, the survey and marking of emergency landing areas, and the survey of dangerous flying areas in mountainous regions.⁸

Also of special note but not included in the first ten objectives was assisting the Army Air Forces with an address list of former AAF personnel, help generate public support for a separate Air Force, assist in the air marking program (marking old aircraft debris to avoid it being mistaken for new wreckage), and conducting joint AAF-CAP air shows.⁹

With the Army Air Forces and Civil Air Patrol working together on so many tasks and having many of the same objectives it was decided that they should be officially linked. On 28 May 1948 Public Law 557 was passed making Civil Air Patrol an Auxiliary to the newly formed United States Air Force. From May 1948 as the new Auxiliary of the Air Force, Civil Air Patrol underwent the following command changes:

1. 1 January 1959 Civil Air Patrol was transferred from HQ, U.S. Air Force to Continental Air Command (CAC) until CAC was abolished on 1 July 1968.
2. 1 July 1968 Civil Air Patrol was placed back under HQ, U.S. Air Force.
3. 1 July 1976 Civil Air Patrol was transferred from HQ, U.S. Air Force to Air University. Air University was transferred into Air Training Command 15 May 1978 until 1 July 1983 when it became a major command again. 1 July 1993 Air University became a subordinate command under Air Education Training Command where it presently remains as of the writing of this paper.¹⁰

The above, condensed history of Civil Air Patrol has been presented to the reader to hopefully give an idea as to the original principles behind the existence of CAP.

This paper uses terms that to many officers in the Air Force Auxiliary are interchangeable but in reality have different meanings. The two are Aerospace Power and Airpower.

Aerospace Power is defined as:

*Aerospace power is essentially the ability to create political and military effects using aircraft, spacecraft, and information. Aerospace power involves the effective use of the full range of the nation's resources to allow us to use the physical environments of air and space and our information resources to our national advantage. Air Force Doctrine Document 1, Air Force Basic Doctrine, defines the combination of air and space power as "the synergistic application of air, space, and information systems to project strategic military power."*¹¹

Airpower is defined as:

*Airpower is the fundamental ability to use aircraft to create military and political effects. Another way of defining it is "military power that maneuvers through the air while performing its mission." Airpower is a subset of aerospace power.*¹²

I also wanted to explain the two terms: Civil Air Patrol and the U.S. Air Force Auxiliary. As mentioned above the Civil Air Patrol was formed in 1941 and later became part of the U.S. Air Force thus the name the U.S. Air Force Auxiliary. To best explain this the analogy of a three-headed monster is best. One head is the Air Force represented by the Commander CAP-USAF; the next is the CAP military structure represented by the National Commander; the last is the CAP corporate side represented by the National Executive Director. Civil Air Patrol is a non-profit organization having paid civilian staff at Maxwell Air Force Base. It has a military command structure starting with the National Commander (Brigadier General) then down to the region, wing, squadron, and flight levels. There is also the Air Force side, which CAP is a part of as mentioned above under Air Education Training Command. CAP is part of the U.S. Air Force but not considered part of the uniformed service.

For the purpose of this paper I will use Civil Air Patrol and Air Force Auxiliary interchangeably. I will also use the term Auxiliary officers. The reader should be aware that all officer in the Air Force Auxiliary are Civil Air Patrol officers and are appointed as such. Because this is the "Seven Propositions Regarding Auxiliary Power" I will mainly use the term Auxiliary.

Seven Propositions Regarding Auxiliary Power

- 1. Auxiliary Power is a Liaison Power.**
- 2. Auxiliary Power supports the development and maintenance of Airpower.**
- 3. Auxiliary Power mobilizes private citizens to assist Airpower.**
- 4. Auxiliary Power can conduct parallel operations for multiple agencies, simultaneously.**
- 5. Auxiliary Power characteristics necessitate that it be controlled by representatives or advocates for which it supports.**
- 6. Auxiliary Power is volunteerism, volunteerism is duty before self, duty before self is a foundation for military professionalism.**
- 7. Auxiliary Power is a necessary component in the U.S. Air Force mission.**

1. Auxiliary Power is a Liaison Power.

*"It was because of those damned little red and yellow planes!"*¹³

In World War Two there was the Liaison pilots who were all enlisted men trained in low altitude navigation, first aid, reconnaissance, photography, aircraft maintenance, short field takeoffs and landings. These enlisted pilots were chosen from those that didn't quite make the grade for fighter or bomber service (much like the selection of the glider pilots). These pilots flew unarmed except for maybe a .45 by their side in a wide assortment of missions. These missions included: medical evacuation, delivering munitions, transporting blood plasma, hauling mail and supplies, ferrying personnel, performing photo intelligence, flying as air observers for fighter/bomber missions, and forest fire patrols. In World War Two there were 1150 enlisted liaison pilots and 60 of those were killed during their liaison activities.¹⁴

Although the terms of auxiliary¹⁵ and liaison¹⁶ have different meanings their application is very similar. The Liaison pilots would perform necessary missions such as hauling mail or supplies; CAP would provide courier services, and hauling cargo for the Army Air Forces. Liaison pilots would fly as air observers for fighter or bomber missions; CAP would fly coastal patrols looking for German U-boats. Liaison pilots would perform forest fire patrols; CAP would perform forest fire patrols, border patrols, and search and rescue. 60 of the Liaison pilots were killed during the war, 64 members of the Civil Air Patrol were killed¹⁷ during the war. Here we see the similarities in the missions of the Auxiliary and the Liaison sections of the Army Air Forces.

Despite having different names the Auxiliary and Liaison services during the war served a similar purpose. It could be said that auxiliary and liaison are one in the same. Both provided a service that cannot and should not be done by other resources. During World War Two the German High Command realized the importance of liaison aircraft when they issued the policy to all Luftwaffe pilots that any pilot shooting down a liaison aircraft would be given double

credit for the kill. ¹⁸ This order by the German High Command clearly shows the importance of Liaison and Auxiliary services.

Today, the role of the Auxiliary has not changed much in definition. The Auxiliary still performs the role of providing services that other resources cannot or should not do. As an example, in House Resolution 5408, Floyd D. Spence National Defense Authorization Act for 2001 under Section 1090 Organization and Management of Civil Air Patrol; Chapter 909; Section 9442, paragraph (b):

“Use By Air Force – (1) The Secretary of the Air Force may use the services of the Civil Air Patrol to fulfill the noncombat programs and missions of the Department of the Air Force.”

If we go back and look at the missions performed by the Auxiliary and the Liaison services we see several examples of noncombat missions such as courier services, forest fire patrols, blood plasma shipments, and hauling personnel. Clearly from the correlation of missions performed by the Liaison pilots and members of CAP we see that the Auxiliary is a Liaison arm of the United States Air Force and by act of Congress performs noncombat programs and missions for the Air Force.

2. Auxiliary Power supports the development and maintenance of Airpower.

“Whereas, the United States has an urgent and compelling need for an organization of public spirited volunteers, knowledgeable about the importance of aerospace, and enthusiastic and skilled in the support and development of civil aviation and the maintenance of aerospace supremacy...” ¹⁹

The statement above is a key statement in the support of Proposition Number Two. This statement is the first paragraph of the Preamble of the Civil Air Patrol Constitution and Bylaws. Basically it is the first thing an interested party would read if they were to pick up a copy of the Civil Air Patrol Constitution with the intent of gaining a better understanding of the organization.

The Constitution of Civil Air Patrol makes further statements in regards to aerospace by stating that the members of CAP will encourage and foster a continued development of civil aviation and raise public awareness of the impact of aerospace exploration and achievements. To better understand how Civil Air Patrol as an Auxiliary Power supports the development and maintenance of Airpower we must look at one of the three missions of Civil Air Patrol: Aerospace Education.

Aerospace Education in Civil Air Patrol is divided into two categories. The first category is Internal, which covers aerospace education for the members of CAP. The second category is External, which covers aerospace education for the general public. These two categories provide for the education necessary to ensure the continuing development of aerospace and aerospace supremacy.

To cover adequately the area of Aerospace Education one could spend an entire book on the subject. For the purpose of this paper I will just touch on the highlights of Aerospace Education but be aware it is a vast program that even those that make it a focus always find new and refreshing material and activities to involve themselves in.

In Internal Aerospace Education our focus is the member. The most visible method of this is with the cadet program which in its program of training from new cadet to cadet colonel has aerospace tied into each advancement (called achievements). There are currently 16 achievements in the program divided up by enlisted and officer cadet grades. They each have an in depth study of an aspect of aerospace from basic flight, weather, space exploration, aviation history, aircraft types, navigation, and aviation careers. This material is covered by textbooks in which the cadets take exams to advance in their program. They also participate in a monthly (sometimes more) class on some aspect of aerospace. Classes have been performed covering how an airplane works, physics of flight, navigation, radio communication, weather, and space. The cadets also have the opportunity to listen to guest speakers, attend model rocketry schools, and attend special activities revolving around aviation. The cadets can attend special activities such as:

Air Force Weather Agency Familiarization Course that promotes interest with the cadets in meteorology, careers in the Air Force Weather Agency and they get to tour U.S. Strategic Command.

Air Force Space Command Familiarization Course provides cadets with a look at Air Force Space Command. Cadets will learn about orbital mechanics and launch capabilities. They also receive flight simulator training and T-43 and helicopter orientation flights.

Jackson University/Comair Academy Airline Training Track provides cadets with a headstart on an aviation career. Graduates from the program are eligible for six credit hours at Jackson University and a \$2,500 scholarship from Comair Academy. The cadet will also earn 60 hours of FAA Private Pilot Ground School, 25 hours of Pre/Post Flight Ground Training, 15 hours of instruction in a Cessna 172.

Air Education Training Command Familiarization Course gives cadets the opportunity to observe, attend class with, and learn side-by-side with Air Force student pilots at Columbus Air Force Base and Laughlin Air Force Base.

National Flight Academy – Power Track/Glider Track provide cadets with the opportunity to earn their solo wings in either a Cessna 172 Skyhawk or a glider.²⁰

For our officers we have the Aerospace Education Program for Senior Members which results in the award of the Charles E. 'Chuck' Yeager Aerospace Award. There is also the Aerospace Education specialty track which has the officer perform a wide variety of aerospace tasks over several years of training. Including such choices as teaching aerospace education classes with cadets, attending the National Congress on Aviation and Space Education, various Region Aerospace Education Conferences and even writing an aerospace manuscript for publication in a professional journal.

The External Aerospace Education program is geared toward the community at large. One main component in the external program was the creation of the Aerospace Education Member category in Civil Air Patrol. This created a category for teachers from kindergarten to twelfth grade to receive the resources to promote aerospace education in their schools. The National

Congress on Aviation and Space Education is also heavily promoted with teachers and attending this conference provides the teacher with three continuing education units that teachers use to keep their teaching license current. Civil Air Patrol also provides orientation flights to Air Force ROTC cadets to allow them to experience flight and encourage their continued involvement and hopeful career in the Air Force.

Auxiliary Power demonstrates its support for airpower in the sheer size of its fleet of 530 aircraft. ²¹ These aircraft perform missions from search and rescue, counterdrug operations, military route surveys, to transporting blood plasma.

Auxiliary Power supports the development and maintenance of Airpower through its internal and external education programs providing knowledge of air and space power to Civil Air Patrol members, Air Force ROTC cadets, the public schools and the community at large. The Auxiliary encourages youth to learn about and develop their interest in airpower, starts youth into their flight training and directs them to aviation careers in the Air Force and the civilian aviation community.

3. Auxiliary Power mobilizes private citizens to assist airpower.

"Air power is the total aviation activity – civilian and military, commercial and private, potential as well as existing." - Hap Arnold

The U.S. Air Force Auxiliary is comprised of an all volunteer force. The members are also considered civilians and only take the role of Air Force personnel when performing an Air Force mission.

Auxiliary members come from all walks of life and are everyday private citizens filling roles as accountants, police officers, lawyers, teachers, sales representatives, pilots, and veterans of other branches of our military not dissimilar from the Reserve and Guard components. Below are three examples of Auxiliary members to give the reader an understanding of a private citizen's day to day life and their involvement and contributions to Airpower through their roles as a member of the Auxiliary.

Lt. Colonel Mark Ashcraft is with the Shelbyville Composite Squadron, GLR-IN-184th, in Shelbyville, Indiana. Mark Ashcraft joined the Auxiliary as a cadet in 1972 at the age of 14 – the same year the squadron was formed. Mark finished his cadet career as a Cadet Lt. Colonel and was promoted to 1st Lieutenant on his 21st birthday in light of his cadet experience.

Mark Ashcraft has held the positions of Deputy Commander of Cadets, Aerospace Education Officer, Leadership Officer, Communications Officer, Safety Officer and Emergency Services Officer. He has spent over 14 years as the Squadron Commander and served as the Assistant Wing Director of Emergency Services, Wing Director of Emergency Services, and Wing Chief of Staff.

Mark Ashcraft has completed the Level V officer track, and is enrolled in Squadron Officer School. He has participated in 3 Region SARCOMP's (Search and Rescue Competition)- winning the 1990 Great Lakes Region SARCOMP. Mark has been a Ground Team Leader for over twenty years and has or had qualifications as a Radio Operator, Flight Line Officer, Ground Branch Director, Mission Observer, Mission Pilot, Aerial Radiological Monitor, and Ground Team Member. Mark has logged 1,090 hours with 231 sorties and 60 actual finds on actual

search and rescue missions. He has also logged 675 hours with 161 sorties and 20 practice finds on training missions. This record is even more impressive when you factor in that he has 5 more years of missions to catalog.

Lt. Colonel Mark Ashcraft as a volunteer in the Air Force Auxiliary as served by helping to fulfill the three missions of the Auxiliary.

Captain Jason McNully is with the 115th Composite Squadron northwest Arkansas. Captain McNully serves as the squadron's Emergency Services Officer and is a mission observer serving on counterdrug missions. He is a graduate of the DOJ Domestic Preparedness Campus completing two terrorism and one Haz-mat courses. He is chairman of the of the multi-county "Critical Incident Capacity Initiative" working on local terrorism preparations.

Captain McNully has been a volunteer with the Red Cross for over 15 years and serves as a rated Training Specialist, Damage Assessment Technician, and Mass Care Technician. He has been a Red Cross job director on two Level 1 disasters.

Captain Jason McNully brings is outside disaster and terrorism training to service as a volunteer in the Air Force Auxiliary.

2nd Lieutenant Steve Bass is a new officer with the 119th Headquarters Squadron, Group Two, Georgia Wing. In his short time with the unit 2nd Lieutenant Bass has taken over as the squadron Aerospace Officer and teaching aerospace knowledge to others resulting in 15 squadron members receiving the Yeager Aerospace Award.

2nd Lieutenant Bass has taken on the role of Homeland Security Officer for his group working to educate on the possible roles and capabilities of the Auxiliary in future Homeland Security missions for the Air Force. He is has also spent is initial time training as a mission observer, radio operator, and communications unit leader.

2nd Lieutenant Steve Bass has contributed to the development and maintenance of aerospace power while preparing to be of service to future missions in the Air Force Auxiliary.

The three examples above show how ordinary citizens are mobilized to assist airpower and in what ways they provide service. The Auxiliary provides an avenue for citizens to be trained and perform jobs that assist airpower – citizens who otherwise might never have been utilized for the missions of the Air Force and the development of airpower.

4. Auxiliary Power can conduct parallel operations for multiple agencies, simultaneously.

"In the air all directions lead everywhere." - H.G. Wells

According to a position paper ²² from the Operations Department at National Headquarters Civil Air Patrol at Maxwell Air Force Base - the Auxiliary currently can fly 110,000 hours for operations annually. Operations also stated that the Auxiliary has over 5,000 fixed-land radio stations and over 10,000 mobile radios to provide one of the largest communications networks in the United States. The U.S. Air Force Auxiliary uses these and other resources to provide service to the U.S. Air Force, FEMA, FAA, NTSB, DEA, NOAA, U.S. Customs, U.S. Forestry Service, U.S. Coast Guard, Red Cross, other branches of the military, other organizations, and local communities.

The Auxiliary provides 85% (based on all the federal inland search missions initiated by Air Force Rescue Coordination Center) of all inland search and rescue which is directed by the Air Force Rescue Coordination Center at Langley Air Force Base. Outside the continental U.S. CAP is tasked through the Joint Rescue Coordination Centers in Alaska, Hawaii, and Puerto Rico.

In Disaster Relief the Auxiliary provides air and ground transport and an extensive communications network. The Auxiliary has formal agreements with the American Red Cross, FEMA, FAA, NTSB, and the U.S. Coast Guard for disaster relief missions. These agreements have the Auxiliary providing transportation of state officials, photographic surveys of damage, monitoring of evacuation routes, flood stage observations, damage assessment, and aircraft photo platform for the National Weather Service. Further examples of disaster relief are listed below in regards to the terrorist attack on September 11th, 2001.

For the U.S. Air Force the main contribution is providing search and rescue but CAP also conducts transport, communications support, and perform military training route surveys. The Auxiliary also has a program with Air Force ROTC to give orientation flights to ROTC cadets. This program is designed to encourage an interest in aviation and encourage these cadets to pursue an Air Force career.

The Auxiliary's Drug Demand Reduction (DDR) program is designed to help youth choose a drug-free lifestyle. The Auxiliary provides transportation for family members attending the Armed Services YMCA summer camp at the Summerfield Housing Complex in Washington, D.C. Other examples is a partnership with the South Carolina National Guard DDR Program, and the South Carolina Wing resulting in the construction of a leadership reaction course being built at the Leesburg Weekend Training Site. The Arizona Wing with the Arizona National Guard DDR Program has utilized our cadets to act as junior counselors at the National Guard's Drug Education for Youth camps.²³

The Civil Air Patrol Chaplain Service is a valuable resource that the Auxiliary provides. The nearly 700 chaplains follow the same guidelines as the Air Force chaplain program following the requirements set forth by the Armed Forces Chaplain Board. The chaplains not only provide ministry to CAP cadets and officers but also to Air Force personnel when USAF chaplains are not available. This is an excellent service the Auxiliary provides by providing a skilled work force in a high demand position for the Air Force. This has effectively doubled the pool of available chaplains to the Air Force (based on figures of 675 CAP chaplains and 616 active duty chaplains in 1999).²⁴

I will not go into detail regarding the Counterdrug program but just express that one exists in agreements with the DEA, U.S. Customs, and the U.S. Forestry Service. The Auxiliary also works with the U.S. Coast Guard on "Sundowner Patrols" assisting with the airborne search for drug runners making a run for U.S. soil in the sunset hours on our nations coastal areas.

September 11, 2001 changed history and gave those of us who did not live in the World War Two era our own Pearl Harbor. As we enter into what has been described as the first war of the 21st century I felt it appropriate to describe the operations the U.S. Air Force Auxiliary is performing for multiple agencies in support of this national crisis below:

Connecticut Wing transported blood and medical supplies to New York on September 11th.

Kentucky Wing flew rare blood platelets needed from Kentucky to New Jersey on September 11th.

Massachusetts Wing is transporting blood and other medical supplies from Hanscom AFB to JFK Airport, New York. On 12 sorties the wing moved over 3,000 pounds of cargo on September 11th.

North Carolina Wing moved 50 boxes of blood from Durham, North Carolina to Baltimore, Maryland on September 11th.

Arizona Wing is providing communications and manning support at the state Emergency Operations Center (EOC).

California Wing transported a FEMA Region Director to Burbank and provided pilot advisories at Santa Monica.

Connecticut Wing is helping to man the state EOC in Hartford.

Delaware was placed on 1 hour rapid response standby by FEMA Region III and is providing communications and manning support in the state EOC.

Florida Wing has established an area command and is providing advisories to pilots at uncontrolled fields of the FAA flight restrictions in place – 61 Florida airports are being covered by 248 Civil Air Patrol personnel; the wing also flew an Air Force official from Miami to Tyndall AFB on September 11th.

Georgia Wing transported robotic supplies for robots used by the U.S. Army DARPA personnel at the disaster site to Hanscom AFB in Massachusetts from Dobbins ARB in Georgia.

Illinois Wing assisted with commercial flights that were diverted into local airports that were not prepared to handle them.

Maryland Wing assisted North Carolina Wing by providing lodging for their personnel transporting supplies to Baltimore, and is now manning the state EOC and providing communications support.

Massachusetts Wing is providing communications and manning support to the FEMA Region I Operations Center

New Jersey Wing is providing manpower and communications support to the state EOC and is flying real-time video missions.

New York Wing flew a mission to take digital pictures of the disaster site in New York on September 12th, and is providing communications and manning support locally.

Northeast Region has personnel manning the FEMA Regions I and II ROCs to assist in forwarding taskings as appropriate as well as providing communications support.

Pennsylvania Wing is providing manpower and communications support to the Allegheny County Emergency Management Agency and the FEMA mobile EOC at Willow Grove Naval Air Station.

Tennessee Wing is flying camera equipment (the Turtle Mountain Real-Time Video System) to Trenton, New Jersey from McGhee-Tyson.

5. Auxiliary Power characteristics necessitate that it be controlled by representatives or advocates for which it supports.

"Order or disorder depends on organization." - Sun Tzu

Why is the Air Force controlled by airman, the Navy by sailors, and the Army by soldiers? If you asked this question you would probably get this answer: *"that only those that possess the professional training and desire, those that have a calling, could possibly run the Air Force, Navy or Army."* In fact, we have seen this played out in the development of airpower. From the early days of aviation in the U.S. Military where airpower was the Aeronautical Division of the Signal Corps of the U.S. Army to the day it became the Army Air Forces and finally its own independent branch. All throughout this transition we have seen parties on the "airpower independence" side versus the "airpower is a support tool" side. These two sides have gone back and forth at each other attempting to triumph over the other side's views. Today, the Air Force is an independent and equal branch of the armed services; however, discussions of the limitations and purpose of airpower will probably rage far into the future.

In "Ten Propositions Regarding Airpower" by Colonel Phillip Meilinger Proposition Eight goes into detail about the need for airpower to be controlled by airman. Since this discussion has been adequately covered I will skip over any deeper discussion about airman controlling airpower but I will discuss the importance of the Auxiliary being controlled by Auxiliary officers.

In the introduction I mentioned that the Civil Air Patrol was formed on 1 December 1941 under the Office of Civil Defense. Later it was moved to the War Department on 29 April 1943 and a couple days later was placed under the jurisdiction of the Commanding General U.S. Army Air Forces (4 May 1943). On 1 May 1945, Civil Air Patrol was transferred within the Army Air Forces to the AAF Training Command. The passing of Public Law 557 on 28 May 1948 wasn't the first time that Civil Air Patrol became an official auxiliary. On 5 August 1945, War Department Memo 95-45 established Civil Air Patrol as the Auxiliary of the Army Air Forces. On 12 February 1946, Civil Air Patrol was moved to HQ Army Air Force. On 1 August 1947 Civil Air Patrol was transferred to Air Defense Command, AAF. This was the last transfer until Civil Air Patrol was transferred on 21 May 1948 from the Department of the Army to the newly formed Department of the Air Force.²⁵

Within the Air Force, Civil Air Patrol was moved basically from HQ, U.S. Air Force to the Air University. Air University itself went through several changes from being a major command; to being placed as a subordinate command under Air Training Command; back to a major command; finally back to its present spot as a subordinate command under Air Education Training Command (formerly Air Training Command). Civil Air Patrol was back where it started back in 1945 when it was made part of AAF Training Command.

Civil Air Patrol has always enjoyed being placed under the span of an agency that mirrors its mission – Office of Civil Defense, Army Air Forces, and the Air Force. But the Civil Air Patrol didn't always enjoy command of itself by Auxiliary trained officers. Civil Air Patrol began with other military officers serving as its National Commander. This began with the first National Commander, Major General John Curry, of the U.S. Army Air Forces. He was followed by Brigadier General Earle Johnson also of the U.S. Army Air Forces. The last airman to command Civil Air Patrol who was part of the Army Air Forces was Brigadier General Frederic Smith. On 1 October 1947 with the forming of the U.S. Air Force, Major General Lucas Beau took command of Civil Air Patrol being the first commander from the Air Force branch.

This lineage continued until the last U.S. Air Force officer to command Civil Air Patrol, Brigadier General Leslie Westberg stepped down on 31 August 1975. His replacement was the

first Civil Air Patrol National Commander who was a Civil Air Patrol officer; i.e., Although some Auxiliary officers may have had military service they were promoted to brigadier general and served as the National Commander by virtue of their service as an Auxiliary officer. The first Auxiliary officer to serve as National Commander was Brigadier General William Patterson. The succession of Auxiliary officers as National Commander has continued to today. This move of Auxiliary officers into the National Commander slot ended the term of the Chairman of the National Board (where in 15 March 1968 the grade of Brigadier General was added to the CAP grade structure). The Chairman of the National Board was the highest CAP officer slot until 1975 when the Air Force stepped down from the CAP National Commander slot. Instead of appointing an Air Force officer as the CAP National Commander they created the slot of CAP Executive Director and permitted for the first time the CAP National Commander to be a Civil Air Patrol officer.

When Air Force Brigadier General Westberg stepped down as the National Commander, Air Force Brigadier General Carl Miller stepped in as his replacement as the new CAP Executive Director. This position was later changed to Senior Air Force Advisor on 8 March 1995. The Senior Air Force Advisor also goes by the title of CAP-USAF Commander.

I mention these historic details not to point out when the Auxiliary gained control away from the Air Force, but to point out that throughout the history of the Auxiliary it has always enjoyed control by airmen. What I believe this information has expressed is the Air Force guided the development of Auxiliary power in its early days by appointing Air Force leadership to its command. Then, we see a shift to Civil Air Patrol officers taking charge of their Auxiliary and the Air Force officers taking more of an advisory role.

As we see today the Auxiliary is controlled by Auxiliary officers and has in advisor positions Air Force officers. Together these officers illustrate how Auxiliary Power is controlled by airmen; advocates (Auxiliary officers) and representatives (Air Force officers) for the Auxiliary mission. One could write an entire paper on the lineage of Civil Air Patrol and argue several points as to what it really is. Civil Air Patrol has three bodies of control: the corporate staff, the National Board, and the newly formed CAP Board of Governors. It can get confusing as to what exactly is Civil Air Patrol. But regardless as to whether it is a civilian corporation or a military organization it is and has been controlled by advocates and representatives for which Auxiliary Power supports.

6. Auxiliary Power is volunteerism, volunteerism is duty before self, duty before self is a foundation for military professionalism.

"...to prepare myself to be of service to my community, state, and nation." - from the Civil Air Patrol Cadet Oath

Volunteers offer themselves to a service of their own free will. Just as Civil Air Patrol volunteers offer themselves to fill the role of the Auxiliary of the U.S. Air Force.

As mentioned earlier the officers of Civil Air Patrol serve mainly in Emergency Services, Cadet Programs or Aerospace Education – the three missions of Civil Air Patrol. The officers volunteer

their time as put in the cadet oath: "...to be of service to my community, state, and nation." Our volunteers place the mission before their personal priorities or in other words they place duty before self – a familiar term in the halls of military professionalism.

Archibald Rutledge wrote that there can be no real love without a willingness to sacrifice.²⁶ To be a volunteer in the U.S. Air Force Auxiliary serving as an officer assisting the cause of the U.S. Air Force and the advancement of airpower one must make sacrifices. These sacrifices will vary with the individual and without going into a further discourse on sacrifices let us move to the other part of Rutledge's comment of real love. Volunteers regardless of what they are doing all share a love for what they do. Whether the volunteers are part of the Auxiliary, a fire department, their church, or countless community programs. To illustrate this I give the reader the example of the Shelbyville Composite Squadron (184th). This Civil Air Patrol unit is part of the Indiana Wing in the Great Lakes Region. This squadron has a very specialized focus in the Emergency Services mission. Their members have given of their time and devoted themselves to the pursuit of this mission. From this pursuit the squadron has developed a squadron motto that pretty much says it all. "*Deidhinn A Cion*", which is a Gaelic phrase meaning, "*for the love*". For the love – the officers of Civil Air Patrol volunteer and pursue a career as a military professional because of a love of something in the Auxiliary. This love fosters a sense of duty before self.

Duty before self has been mentioned in countless texts on leadership. From "The Professional Vision" by Roger Nye²⁷ who expresses true American soldiers have always cherished themselves as a servant of the nation. Samuel Huntington's "The Soldier and the State"²⁸ says that military professionals are motivated by the technical love of craft and the sense of social obligation to use the craft for the benefit of society. Air Force Pamphlet 35-49 (AFP 35-49 1 September 1985) states under the heading of commitment that:

"complete devotion to duty. A leader must demonstrate total dedication to the United States, the Air Force, and the unit."

Many have heard of or read General Douglas MacArthur's speech "Duty, Honor, Country" given to the graduating cadets of West Point in 1962. His passionate speech echoes duty, duty, duty. In General Duane Cassidy's paper "A Leadership Perspective" he states:

"In addition to integrity, leaders must be selfless. Simply stated, this means putting your own desires second to a higher cause or to other people."

"Selfless leaders think about how to make the unit, the Air Force, or the country a better place. They put their effort into the larger problems – doing things for other people – showing others more concern than for their own careers."

Let us not forget the hallmark document – United States Air Force Core Values "Little Blue Book". Which states the three core values:

Integrity first

Service before self

Excellence in all we do

All these examples are only one small fragment of all the leadership texts²⁹ that exist that express in some way duty before self. All of these leadership texts which strive to explain leadership in the military profession say something about selfless acts, sacrifice, the mission, job first, or duty before self. They state it right along with things like character, self-discipline, integrity, self-confidence, knowledge of your job, courage, tenacity, patriotism, et cetera. All these things characterize military professionalism.

The U.S. Air Force Auxiliary as mentioned earlier is comprised of volunteers. Volunteers like those of the 184th who perform the missions of the Auxiliary because of a love that they have for this service. This volunteerism fueled by love of the mission produces a willingness to sacrifice ones personal desires and priorities for their professional duties as part of the Auxiliary. This sacrifice or placing the mission before self is an element of the foundation of military professionalism along side things like integrity and mission competency.

7. Auxiliary Power is a necessary component in the U.S. Air Force mission.

"The Air Force is a team – we train together, work together, and fight together. Wherever you find the United States Air Force, at home or abroad, you will find the active, Guard and Reserve side-by-side. You can't tell us apart. That's the way it should be." - from The Future Total Force

There is a publication that has been produced by the Air Force National Defense Review Staff entitled: "The Future Total Force: Raising The Bar For Force Integration". The jist of this publication is drawing from past, present, and future conflict to show the relationship of the active, Guard, and Reserve components of the U.S. Air Force into a unified fighting force. The publication made no mention of the fourth pillar, U.S. Air Force Auxiliary, as being a valued and important component to the total force. I believe this omission wasn't an intentional one, but one based on a lack of understanding of the Auxiliary and its role in the body of the U.S. Air Force. Granted this and other reasons prompted me to write this paper in the hopes that in the future the Auxiliary will be mentioned in the same sentence with the active, Guard, and Reserve components when air leaders are discussing the total force.

To express the value of the Auxiliary as a component of the total force I would begin with something I've discussed in some of the other propositions and in the history of the creation of Civil Air Patrol - volunteers. Volunteer implies that there is a service done without exchange of moneys - with the Auxiliary this it true. The only costs are with new equipment, maintenance of equipment, and structure of the Auxiliary (except for officers being reimbursed for fuel, oil, and communications costs on funded Air Force missions). The equipment the Auxiliary uses to perform its mission also add to the low-cost of their services. Instead of F-16's and tanks the Auxiliary uses Cessna 172's and domestic vehicles (vans and cars). This adds to the cost reducing effects of having a volunteer force. To give the reader some examples of this. The cost per hour figured for each hour a Cessna 172 is in the air with its crew (2 or 3 personnel) performing a mission is \$30 an hour (plus fuel costs which as an example might be 10 gallons an hour at \$2.50 a gallon).³⁰ The total estimated cost of operating an Auxiliary Cessna 172 would be about \$60 to \$70 an hour.

During the final revision of this paper the Defense Department made an announcement to the media in regards to its post-September 11th Air Force fighter patrols over the United States. In an Associated Press news release dated 14 January 2002 the Defense Department spokeswoman, Susan Hansen, said that:

"From September 11 to December 10, the operation flew 13,000 missions. The cost was \$324 million."

The article further mentioned that the Defense Department is looking for ways to stop the around-the-clock anti-terrorism patrols because of the wear on pilots and equipment and the overwhelming cost of the program. Another source in the news release said that the fighter patrols involved 250 aircraft comprised of F-15's, F-16's, AWACS, and tankers. Using \$60 an hour for the hourly cost to fly an Auxiliary Cessna 172 – how many hours could the Auxiliary fly for \$324 million?

If you take \$60 an hour and divide it into \$324 million you get a total of 5.4 million flight hours. There are 8,760 hours in a year (365 x 24) and dividing 8,760 hours into 5.4 million hours comes out to 616.4. That means the Auxiliary could fly one Cessna 172 around-the-clock for 616.4 years on \$324 million. Change this to 250 Cessna 172's (same as the article said was in use -250 aircraft) and the hourly cost goes up to \$15,000 (\$60 x 250). Taking \$15,000 and divide it into \$324 million and you get 21,600 flight hours. Dividing 21,600 hours by 8,760 hours and you'll get 2.46. As another example of a low cost solution the Air Force Auxiliary could fly 250 Cessna 172's around-the-clock for 2.46 years. Granted this doesn't take into account aircraft procurement, aircraft maintenance, insurance, and any aircrew reimbursements; however, it does show that the Auxiliary can provide valuable services at a reduced cost.

This example should be seen as showing the low cost nature of the Auxiliary and not a comparison between Auxiliary aircraft and Air Force fighter jets. The Cessna 172 or 182 does not offer the lethality, speed, or ceiling of an Air Force fighter jet. Likewise, the defense of the United States' five rings and the support of the U.S. Air Force's five rings by the Auxiliary cannot and should not be done strictly by the current Cessna 172 and 182. New aircraft are required to accomplish these new missions.

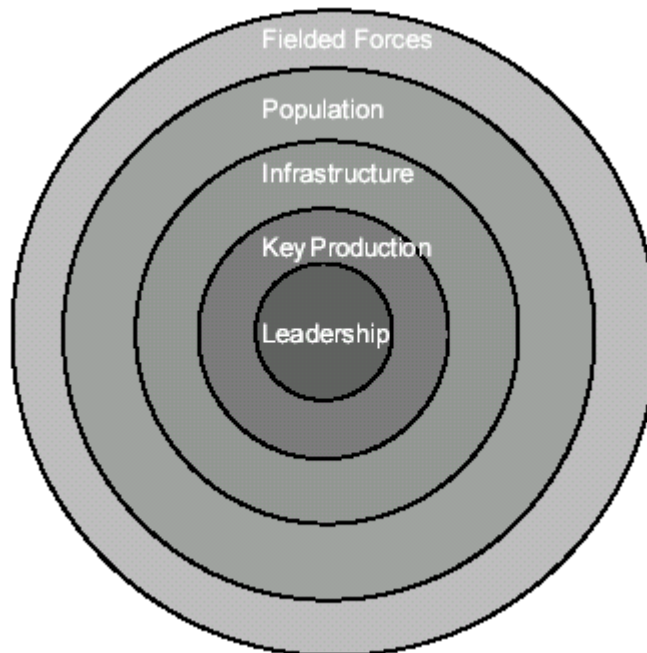
On a larger level the entire Auxiliary budget for 2000 was \$26.84 million dollars. This \$26.84 million dollar figure supported 60,000 members, 530 aircraft, 950 vehicles at over 1,700 operating locations.³¹ As a comparison one Lockheed Martin F-16 Fighting Falcon C/D model runs \$34.3 million.³² The cost of purchasing one F-16 is higher than the annual cost of the entire U.S. Air Force Auxiliary!

The Auxiliary performs 85% of all inland search and rescue in the continental United States thru its Emergency Services program. The line item cost for search and rescue in 2000 was \$5.03 million dollars. Throw in the Counterdrug Program, Drug Demand Reduction Program, liability insurance, vehicle maintenance, aircraft maintenance, and communication maintenance for the Emergency Services mission and the grand total comes to just over \$12.71 million dollars of the \$26.84 million dollar budget. This \$12.71 million dollar "investment" yielded in search and rescue 2,819 missions; 3,475 sorties; 7,304 flight hours; 77 saves (lives saved).³³ The Counterdrug Program yielded 4,183 missions; 12,493 sorties; 21,875.3 flight hours.³⁴ One example of a Counterdrug mission in Michigan which resulted in the removal of 10,800 marijuana plants with a street value estimated at \$27 million dollars. The cost of the sortie flown

that discovered these narcotics cost the taxpayer \$42.75.³⁵ Perhaps an extreme example but clearly shows that the Auxiliary is a low cost asset to the U.S. Air Force and other agencies.

We see the low-cost point of view becoming a stronger and stronger voice in how the United States wages war in its political and military actions with other nations. If the purpose of war on the most basic level is to make your opponent do something he does not willingly want to do; then it has become a U.S. Policy to do this at the lowest cost possible in financial terms and human terms. When you click on the news and the discussion turns to bombing a country in the Middle East (especially now in the wake of September 11th, 2001) it is discussed in terms of how can we get our opponent to do what we want him to do with as little human cost and financial cost as possible. We are looking for ways to fight wars without losing human life; losing military resources; adversely affecting our financial markets; the day-to-day life of the American people.

Recent air theory, championed by Colonel John A. Warden III, has emphasized using precision weapons in parallel operations to make the opponent do what we want him to do because the expense (political, economic, and military) of not doing what we want is too great; physically preventing our opponent from doing what we don't want him to do via placing strategic or operational paralysis on him. This shift has moved away from a common theme in warfighting – destroy the enemy completely. We are moving from a Clausewitz centered approach of fighting a war to destroy the enemy military; to minimizing or avoiding military conflict by making the expense of our opponent too great to even get into a conflict with the US. We've moved from a military focused strategy to what is called the five-ring model (the system model explained by Colonel Warden in "Air Theory for the Twenty-first Century").³⁶ The five-ring model is shown below:³⁷



The five-ring model is as follows from center on out: Leadership – the brain of the organization in the form of a leader, government and its communications and security; Key Production (aka

System Essentials) is the food and oxygen of the organization in the form of money, electricity, oil, and food; Infrastructure is the blood vessels, bones and muscles of an organization in the form of roads, airfields, airways, seaways, sea ports, factories, and communication centers; Population is the cells of the organization in the form of people; Fielded Forces (aka Fielded Military) are the protectors of the organization in the form of military forces, law enforcement, and emergency response teams.

How does the Auxiliary of the U.S. Air Force which performs noncombat missions fit into theories about fighting wars? In short, **the Auxiliary will not attack the five rings but support the five rings**. While the Auxiliary arm of the Air Force probably won't be striking at these five rings or centers of an enemy it will be providing services to support the United States in the protection of its five rings. The Auxiliary role in defense and security of homelands should cover all elements of the five-ring model: Leadership, Key Production, Infrastructure, Population, and Fielded Forces. How will the Auxiliary do this?

In light of the recent terrorists attacks on the soil of the United States we are taking an internal look at defense and security of the homeland. What things can the Auxiliary do to assist with this role? In the introduction I discussed missions that the Civil Air Patrol performed in World War Two. Missions like coastal patrol, target towing, courier service, transporting cargo, training cadets, guarding airfields, forest fire patrols, search and rescue, border patrol, searchlight tracking, assisting the Red Cross, pilot training, bond drives, salvage collection drives, and mock air raids for blackout procedure testing. These are some examples from CAP's past. Below are some ideas to support the elements of the five-rings model presented by Colonel Warden.

In Leadership, at the government or military level the Auxiliary can provide for communications support, and transport of military leadership.

In Key Production, the Auxiliary can help insure the security of our nations resources by making regular patrols to observe these key centers of production (places where energy such as gas, water supplies, and oil is produced, transported, or stored) for suspicious activity, possible security risks, and proactively observing activities that could release a biologic or chemical element into our food or water supply.

In Infrastructure, the Auxiliary could again make regular patrols of our airways, airports, railways, factories, and industrial centers for suspicious activities; photography and geographic pinpoint of all private airstrips; baseline photo surveys of any and all possible target of attack (dams, sport facilities,bridges, etc.), and air and ground radiological monitoring.

As an example take the Bonneville Power Administration a federal agency that markets the northwest regions power. The hydroelectric plants in the northwest run on water generated by rainfall, melting snow, flowing river, and federal stored reserves. They have announced that they have been able to store 32,000 megawatt-months of water which would power 32 million homes for a month. This large amount of water storage has prompted the Northwest Power Planning Council to estimate the chance of power interruptions over the winter months to less than one in 10.³⁸ Now with the right information an attack could be mounted on these dams to release this water and deplete the northwest reserves of needed water for energy production. One of the taskings should be regular patrols and surveillance of these dams. In addition, the Auxiliary can

perform photographic surveys to provide real time data on the dams and assist in plans to safeguard this needed resource to our nations energy supply.

I'll also mention that the Auxiliary should take a lesson from air campaigns of past. The patrols, surveillance, and other taskings should be randomized – never the same time so as not to allow the enemy (who blends into our everyday scenery) to be able to plan around our activities. Perhaps these patrols should be made around the clock on certain high-risk installations; thus taking the example of round-the-clock bombing of Germany by the American and British air forces in World War Two.

In People, the Auxiliary can assist with training exercises to prepare the population for disaster situations. Including, coordinating with other agencies such as FEMA, the National Guard, and the Red Cross to plan disaster relief and response exercises so that the population will understand what to do in case of another terrorist attack. On another level of the people ring the Auxiliary should proactively train its personnel in emergency response to terrorism, counter terrorism, and understanding of hazmat and biological agents. For outside of Air Force missions CAP personnel are civilians and will be in centers of people – centers that will likely be targets for attack. Having trained personnel on scene to respond or even prevent an attack should be a priority. As such the Auxiliary should be included in DoD plans for increased training in counter terrorism.³⁹

In Fielded Forces, in service to our military the Auxiliary can provide real time data and images of infrastructure. The imaging done by Civil Air Patrol in New York at the WTC scene can be duplicated across the country to provide the military leadership of up to date information on factories, railways, industrial centers, dams, bridges, gas pipelines, et cetera. The Auxiliary can provide personnel to serve in positions at Air Force installations and other military facilities (bases, armories, et cetera) across the country in positions that have been moved overseas or made vacant by other needs. Whether it be administrative, base security, managerial, financial, communication CAP could provide needed manpower for strained forces. The Auxiliary also shouldn't forget the existence of the OPLAN 1000 which gives guidance for the Auxiliary to assist the National Command Authority in times of national emergency and major disaster relief operations. A revision of this document would be warranted.

On December 21, 2001 the Air Force grounded its C-141 transport aircraft fleet. This was due to a structural failure of one of the C-141's and was a precaution in case it was a problem with the aircraft design and not just the single aircraft.⁴⁰ The structural failure was an isolated incident and the grounding order was lifted the following week. The Auxiliary could look at expanding its aircraft fleet to include transport aircraft. The Auxiliary transport aircraft could be used to supplement or assist with regular Air Force mobility needs and would be helpful in reducing the strain placed on Air Mobility Command with such an event as the C-141 grounding.

CAP would continue providing many of the taskings it currently perform for the Air Force and other agencies but it should work at providing more intelligence to our military of what services can be provided and CAP should be open-minded to new kinds of tasking. The Quadrennial Defense Review released 30 September 2001 states that:

"It was clear from the diverse set of agencies involved in responding to the September 11th, 2001 terror attacks on the World Trade Center and the Pentagon that the Department of Defense does not and cannot

have the sole responsibility for homeland security. DoD must institutionalize definitions of homeland security, homeland defense, and civil support and address command relationships and responsibilities within the Defense Department. This will allow the Defense Department to identify and assign homeland security roles and missions as well as examine resource implications."

There is really no limit to the kinds of tasking that the Auxiliary can perform in support of the Air Force and the national emphasis on homeland defense. The next step for the Auxiliary and the Air Force will be to find the funding to initiate several of these tasking ideas. The Auxiliary is probably the cheapest option to provide these needed services to the nation. The volunteer nature of the Auxiliary; the current role and tasks the Auxiliary performs for less than the cost of an F-16. These and other traits make the Auxiliary a very viable option for filling the needs for homeland defense of the nation.

Conclusion

These are the Seven Propositions of Auxiliary Power; pressing forward with the notion of the U.S. Air Force Auxiliary serving as the fourth pillar of the Air Force and being an integrated part of the Air Force Total Force concept.

I hope the above propositions have provided the U.S. Air Force active, Reserve, Guard, and even Auxiliary member with a better understanding of Auxiliary Power and a better appreciation for the fourth pillar of the U.S. Air Force. Further, I hope that this paper will lead to new thoughts and ideas that will bring the Auxiliary closer to integration into the Total Force concept and the Air Force family.

In light of recent events and the war on terrorism I will point out that Civil Air Patrol was founded to provide services in support of homeland defense and security. Now is the time to call into action the fourth pillar of the Air Force into the role it was created for – defense and security of the homelands of the United States of America.

Appendix

As mentioned in the introduction of this paper I would like to make suggestions to enhance the professional development of Civil Air Patrol officers. I believe these ideas will assist in the movement of the Auxiliary into the total force; will help give our officers the professional foundation they need to support the fourth pillar of the Air Force; give the foundation for Auxiliary officers to serve as officers in the Air Force family.

Civil Air Patrol's officer program mirrors that of the U.S. Air Force albeit with some distinct differences in requirements. Being an all volunteer program our officers are not required to hold a bachelor's degree for their appointment as an officer in Civil Air Patrol. Our officers also have available to them Squadron Officer School, Air Command & Staff College, and Air War College (PME courses) but these courses are not encouraged or required for promotions. To put some perspective on this I'll discuss briefly some examples of the Air Force with respects to bachelor degrees and PME courses.

There was a time when the only school available to an Air Force officer (then an Army Air Corps officer) was Air Corps Tactical School (replaced as Air Command & Staff School in 1946). One-third of the officers commissioned between 1932 and 1945 did not have a college degree and only 29% of them had attended Air Command & Staff School (mainly after the war). This changed in 1946 with the creation of Air University which comprised of Air Tactical School (Squadron Officer School today), Air Command & Staff School (replaced Air Corps Tactical School), and Air War College. It wasn't until 1962 that the Air Force Chief of Staff (General Curtis LeMay) mandated that 100% of all newly commissioned Air Force officers have bachelor's degrees.⁴¹

There will come a time when we will have to raise the baseline level of our officers and have them meet the same requirements of an active, Reserve or Guard officer. I suggest that we first make a serious move to make a bachelor's degree a requirement to being an officer with the Auxiliary. We can do this in phases by setting a date by which all new applicants to be an officer are required to have an associates degree. Later on, set another date by which all new applicants will be required to have a bachelors degree in order to be appointed an officer in the Auxiliary. For those that are already officers we would simply need to "grandfather" them into the system. As with the U.S. Air Force we will eventually have an "all degree" force after several years due to retirements in our service.

As for those wishing to join, after we institute degree requirements, that don't have a degree or don't desire to get one we can institute enlisted grades. Currently, an enlisted member of the armed forces can retain their enlisted grade in the Auxiliary but they do not have a promotion program to progress to higher enlisted grades in the Auxiliary. The Auxiliary could implement the Air Force enlisted program to allow for those who don't meet the new officer appointment requirements.

Cadets who decide to make the move to our officer program at the age of 21 can advance a grade based on their success. If they earn Cadet 2nd Lieutenant (Mitchell Award) they automatically become 2nd Lieutenant. If they earn Cadet Captain (Earhart Award) they automatically become 1st Lieutenant. If they earn Cadet Colonel (Spaatz Award) they automatically become Captain upon turning 21. In order to integrate further this advancement from cadet awards will have to be removed and all cadets that meet the entry requirements to be an officer (degree included) will start out as a 2nd Lieutenant. Civil Air Patrol cadets often go into a military academy or ROTC program and put in another 4 or 5 years into cadet training before receiving their commission as a 2nd Lieutenant, thus this would not be an unusual request.

If we institute associate and then bachelor degree requirements for our new officers. We should also look at ways to further their professional development and improve the original base of officers without degrees. Part of my recommendation is that we should ask the Air Force to open the door to additional professional development opportunities.

I mentioned above that Auxiliary officers can take Squadron Officer School, Air Command & Staff College, and Air War College but this is only at the distance learning (correspondence ECI course) level. Auxiliary officers don't have the option to enroll in a seminar course at a local base or the residency course at Maxwell Air Force Base for Air Command & Staff College or Air War College. I'd also suggest that Auxiliary officers be able to apply for one of the 25 slots available to Air Force officers or that one additional slot (like the one Army and one naval services slot)

be made available to an Auxiliary officer wishing to enroll in the 48 week School of Advanced Airpower Studies at Maxwell. This would allow Auxiliary officers to train along side active, Reserve and Guard officers allowing for universal adoption and utilization of Air Force core competencies; however, modified versions of such courses may be warranted in light of the Auxiliary's non-combat role.

Further, Civil Air Patrol could make these PME courses a requirement for future BPZ promotions (SOS for promotion to Major, ACSC for promotion to Lt. Colonel). Another option could be to take the Civil Air Patrol Region Staff College (RSC) and National Staff College (NSC) and move them down a notch – RSC a requirement for Major and NSC a requirement for Lt. Colonel (currently RSC is required for promotion to Lt. Colonel and NSC is just icing on the cake).

In addition to these suggestions we should add a "Basic Officer Course" to introduce newly commissioned officers to the Auxiliary and the Air Force. Instruct them on military customs and courtesies, drill and ceremonies, leadership and officer studies, and interacting with other officers and enlisted members of the uniformed services. The reader should note that this is part of the current officer training but I am eluding to a more drawn out and thorough residency course. Possibly, a nonresident version of the Air and Space Basic Course, which is a four week residency course at Maxwell for newly commissioned Air Force officers. Another possibility is an abbreviated version of Officer Training School.

As an organization gains acceptance and importance it usually moves to a higher status than where it began. In the early days of airpower back when the United States placed airpower under the U.S. Army Signal Corps the Chief of the Aeronautical Division of the Signal Corps was a captain from 1907 to 1912. Then it was turned over to a lieutenant (happened to be Hap Arnold) and then from 1913-1916 a colonel held the position. Later the post of Chief, Division of Military Aeronautics was held by a brigadier general in 1917 and in 1918 it went to a major general. In 1918 the first Director of the Air Service was a major general (Charles Menoher) and so was the last (Maj. Gen. Mason Patrick) when that position changed to Chief of the Air Corps and this slot was rated as a major general (the highest attainable grade in the Air Corps at that time). This changed in the early days of World War Two when the then Major General Henry Arnold found himself promoted to Lt. General and then finally General (later he was made General of the Air Force).⁴² Four stars have remained with today's position of Air Force Chief of Staff.

A recent discussion brought up by the Civil Air Patrol National Board (national staff, region and wing commanders) was a restructuring of the senior ranks of the Auxiliary. Here are the proposed changes:

Lt. General – National Commander

Maj. General – National Vice Commander

Brig. General – National Chief of Staff, National Legal Officer, National Finance Officer, National Controller, and the 8 Region Commanders

I mention the above because as we work towards further integration into total force not only should we be looking at raising the standards of the Auxiliary officer but also recognize that an organization of its importance should have grades more in line with the positions. I've illustrated

above the changes seen in the grade of those commanding our nations airpower. In regards to the seven uniformed services (Army, Navy, Air Force, Marines, Coast Guard, Commissioned Corps of the NOAA, Commissioned Corps of the Public Health Services) and the Coast Guard Auxiliary (which the Coast Guard Auxiliary and the U.S. Air Force Auxiliary are not considered an uniformed service) the National Commander of the U.S. Air Force Auxiliary is the lowest rated senior officer at O-7 or Brigadier General. For comparison the Commissioned Corps of the NOAA commander holds the grade of a Rear Admiral upper half (or an O-8 equal to a major general)⁴³; the Commissioned Corps of the Public Health Services, Surgeon General, holds the grade of a Vice Admiral (or an O-9 equal to a lieutenant general).⁴⁴ Perhaps the closest in relationship to the U.S. Air Force Auxiliary would be the Coast Guard Auxiliary. The Coast Guard Auxiliary commander is called a Commodore (the same as an O-9 vice admiral or our lieutenant general as proposed by the National Board).⁴⁵

The proposed change to the senior rank structure was tabled until 2009 partly based on the idea of allowing the Air Force to create and offer this kind of rank structure to the Auxiliary instead of the Auxiliary asking for promotions for its staff. If the Air Force considers this then it would also be advisable to return the CAP-USAF Commander, an Air Force officer, to its previous rating of a brigadier general (currently rated at the grade of colonel) in recognition of this important position as being the key link between the Air Force and the Auxiliary.

These are my suggestions to enhance the professional development of the Civil Air Patrol officer corps. A necessary ingredient, I believe, in the movement towards integration of the Auxiliary into the Air Force Total Force.

Notes

1. I'd like to thank Colonel Phillip Meilinger who's paper, *Ten Propositions Regarding Airpower*, was the foundation for the format and original idea behind this paper. Other individuals I'd like to thank for their input are: Lt. Colonel Michael Rosemark, Major Carl Jylland-Halverson, and Major Steven Stein.

2. Captain Frederick L. Baier, *50 Questions Every Airman Can Answer* (Maxwell AFB AL: Air University Press, 1999) 8. [government publication]

3. For a more thorough history of air power and those that shaped it read: Dewitt Copp, *A Few Great Captains* (Air Force Historical Foundation) and Geoffrey Perret, *Winged Victory* (NY: Random House, 1993).

4. This information and most of the content on the history of Civil Air Patrol comes from CAPM 50-1, *Introduction to Civil Air Patrol*, 1 Nov 90. [government publication]

5. *The Civil Air Patrol Story*, 2. [government publication]

6. Ibid., p2.

7. CAPM 50-1, *Introduction to Civil Air Patrol*, 1 Nov 90, 9-10. [government publication]

8. Ibid., pp10-11.

9. Ibid., p11.

10. "Lineage", *Prop & Triangle*, Sept 01, <http://www.history.nhq.cap.gov> [Internet]

11. Baier, p3.

12. Baier, p6.

13. After Germany surrendered in World War Two, one of Hitler's high ranking naval officers was asked why they withdrew the U-boats from U.S. Coastal waters in early 1943. The answer was: "It was because of those damned little red and yellow planes!". This is quoted in Robert E. Neprud, *Flying Minutemen*, which is currently out of print.

14. Wright-Patterson AFB OH:United States Air Force Museum, "Liaison Pilots". [visual display]

15. Definition of auxiliary: providing help or assistance to someone, Webster's Dictionary (Ashland, OH: Landell, Inc., 1993).

16. Definition of liaison: communication, as between different parts of an armed force or departments of a government, Webster's Dictionary (Ashland, OH: Landell, Inc., 1993).

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21. *Civil Air Patrol: The 2000 Annual Report to Congress*, 1 Jan 00, 37.

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24. Ibid., p28.

25. This information and the lineage in the next several paragraphs can be found at: "Lineage," *Prop & Triangle*, Sept 01, <http://www.history.nhq.cap.gov> [Internet]
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32. http://www.af.mil/news/factsheets/F_16_Fighting_Falcon.html [Internet]
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38. "Northwest Cuts Power-Outage Risk", *Wall Street Journal*, 3 Oct 01, B14. [periodical]
39. *Quadrennial Defense Review Report*, 20 Sept 01, 19. [government publication]
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41. Colonel Mike Worden, *Rise of the Fighter Generals* (Maxwell AFB AL: Air University Press, 1998) 2-3, 145.

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