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Represents Utah Wing at National
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Command Corner

Col. Jonathan Niedfeldt • Utah Wing Commander

Don't despair, Springtime is coming! That's only a nice thing to tell someone who does not live here in Utah for the Snow and the Winter Fun. For all of you, hurry up and enjoy the snow before it is all put away for another year! To the Civil Air Patrol, Winter is one of our busy seasons.

Cadets, hopefully you signed up for your National Cadet Special Activities (NCSA's). Some have December deadlines, others through the Spring. For those that cannot sign up until later, there are plenty that take late signups until early Summer. There is always something for everyone, so find an activity that interests you and sign up!

Within the Wing itself, the 2015 Basic Encampment team has already begun (for a couple of months already) planning for this next year's encampment. If you are new in CAP, we look forward to having you attend to gain the training and knowledge you will need to be a complete CAP cadet member,

and also be able to attend events and activities outside the Wing. If you have been in CAP for a while, hopefully you are going to attend the encampment to learn about the program from a different angle, and to pass along your great knowledge to the new cadets.

Senior members, there are plenty of NCSA type activities that you can participate in to either extend your knowledge and training, or to support the activities themselves. Utah's 2015 Basic Encampment will need Senior Members to support various positions. Keep an ear out for the date when it is finalized. Hopefully this Winter has or will go without incident within the Utah Wing, but if something does occur, being ready and well trained is what is expected of our members. There will be Wing, Region, and National training available to review or extend your skills so you can be able to provide services back to your commu-

Continued on page 32 . . .

**COVER PHOTO: 2014 National Blue Beret.
See story on page 3.**

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Phoenix Cadet Squadron Cadet Represents Utah Wing at National Blue Beret 2014

By Capt. Kevin Forbes, CAP

Cadet 2nd Lt. Aaron Forbes of the Phoenix Cadet Squadron was the sole cadet from the Utah Wing to attend National Blue Beret (NBB) 2014. Cadet Forbes was chosen from an applicant pool of over 600 cadets to be one of the 145 that attended the National Cadet Special Activity (NCSA). It was held in Oshkosh, Wisconsin at the EAA AirVenture Fly-In from 21 July to 04 August 2014. The show drew a record crowd of over 500,000 people and over 10,000 aircraft. This was also the first year that the US Air Force Thunderbirds performed at the event.

Cadet Forbes' first week involved intensive daily training that included urban direction finding, communications training, flight line marshaller training and airfield and aircraft familiarization. All cadets that successfully completed the activity were qualified in Urban Direction Finding, Flight Line Marshalling and Mission Radio Operator. They also earned the coveted blue beret to wear with their BDU uniform- a rare sight in the Utah Wing. The flights also take turns doing base camp duties such as security and working in the chow hall. While a lot of training is provided during the event, there is also a lot that must be done prior to arrival. Be sure to check the qualifications needed on the capmembers.com website. Several cadets were pulled off the list only weeks before the event for not having their training completed and were replaced by cadets that had everything ready to go.

The second week is the official start of the show. Massive amounts of private aircraft and people begin to arrive. The flights rotate around to

several duty stations and get plenty of experience doing their various Emergency Services assignments. Cadet Forbes and another cadet from his flight were assigned a mission to locate an ELT that had activated just before their shift was set to end. Through teamwork and quick actions, they were able to locate the ELT and shut it down just





before their shift ended which earned them the first “find” of the airshow and a “Find” ribbon for their uniform. Cadet Forbes and another cadet were also responsible for locating an overdue aircraft later in the week which resulted in another “find” for him and his flight.

National Blue Beret is not just all work. Cadets had ample time to see all the sights and sounds of the airshow. They got front row seats to all of the action. They got to tour the museum located at the airfield and interact with aviators of all kinds. They even got a night out on the town for some great burgers and shakes and a few moments to let down what little hair they had! A few months after attending NBB, Cadet Forbes was watching an aviation related show and recognized one of the jet pilots on the show that he got to have a lengthy discussion with at NBB.

Cadet Forbes is no stranger to NCSAs. Prior to NBB, he attended Hawk Mountain Ranger School twice and plans to put in for Cadet Officer School

and another course at Hawk Mountain next summer. But despite all the things he has learned and all the experience he has gained, the thing he likes most about the activities is the people he meets and the friendships he has formed. However, he still wishes he would see more cadets from Utah attend NCSAs. The relatively small amount of cadets from Utah as compared to Texas, Florida or North Carolina doesn’t mean there are a limited number of slots for them. Utah cadets compete for slots under the same rules that all the other wings do. And several NCSAs accept all applicants as long as they apply before the deadline. But it does take planning and follow through so start early. Cadet Forbes looks forward to every opportunity he can to represent his great squadron and the Utah Wing in the few years he has left as a cadet.

In 2013, another Phoenix cadet represented the Utah Wing at NBB. Then C/CMSgt Matthew Bracken attended the event. Cadet Bracken stated that the top notch training along with



the opportunity to actually use the training was one of the reasons he enjoyed the event so much. Cadet Bracken was also able to earn his “Find” ribbon during the week. He enjoyed the opportunity to meet and work with cadets from around the country.

The Phoenix Cadet Squadron has a long history of sending cadets to various NCSAs and living up to their motto “Second to None”. ★





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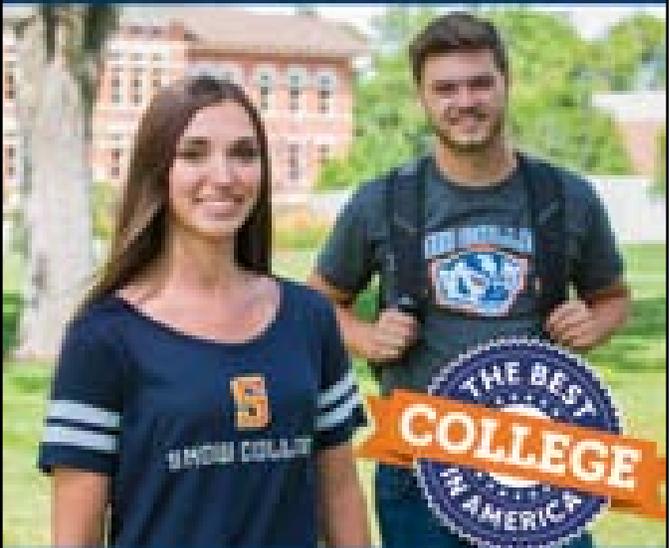
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Phoenix Cadet Squadron Holds Cadet Change of Command

By Capt. Kevin Forbes, CAP

On Thursday, December 4, 2014, the Phoenix Cadet Squadron held its annual cadet staff change of command ceremony and Civil Air Patrol birthday celebration. The evening started with an official change of command ceremony where Cadet Capt. Brandi Lindgren relinquished command and Cadet 2nd Lt. Aaron Forbes assumed command. Many parents and several members of the Weber Minuteman Squadron were on hand to witness and participate in the activities. The evening ended with a social event and cake to celebrate CAP's 73rd birthday.

Cadet Capt. Brandi Lindgren served as the cadet commander for the past 12 months. She has held several staff positions since joining CAP. She has graduated from 2 ground team schools at NESAs and recently returned there to serve on the cadet staff. She plans to help the squadron wherever the new commander needs her and continue to advance in the cadet program. She plans to attend a CAP leadership school and would like to apply for the International Air Cadet Exchange program.

Cadet 2nd Lt. Aaron Forbes assumed the position of cadet commander after having been the deputy commander for

the past year. He has been in CAP for almost 4 years. He has held numerous staff positions to include color guard commander, flight sergeant and first sergeant. He has also held staff positions at several wing encampments. Cadet Forbes has graduated from RCLS, 2 schools at Hawk Mountain Ranger School and National Blue Beret. Cadet Forbes is excited for his new role and looks forward to continuing the excellent training and activities

that Phoenix is known for.

Cadet Chief Master Sgt. Courtney Mabey will continue in her position as squadron First Sergeant. She has been serving in this position since August 2014. She is the current commander of the squadron color guard. Cadet Mabey has been on the staff at a wing encampment. She graduated from 2 ground team schools at NESAs as well as RCLS. She looks forward to the opportunity to mentor the enlisted cadets of the squadron.



(L-R) Phoenix Cadet Squadron cadet commander Cadet 2nd Lt. Aaron Forbes, squadron first sergeant Cadet Chief Master Sgt. Courtney Mabey, former cadet commander Cadet Capt. Brandi Lindgren.

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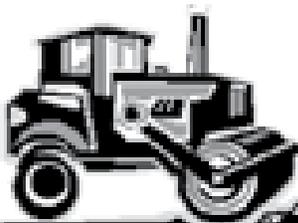
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BURNOUT: Definition and Factors

The Term “Burnout” has been applied across helping professions and refers to the cumulative psychological strain of working with many different stressors. It often manifests as a gradual wearing down over time.

Factors contributing to Burnout include:

- Professional isolation
- Emotional drain from empathizing
- Difficult client population
- Long hours with few resources
- Unclear or overly demanding job expectations
- Ambiguous success
- Unreciprocated giving and attentiveness
- Failure to live up to one’s own expectations for effecting positive change.

Physical signs and symptoms of Burnout:

- Feeling tired and drained most of the time
- Lowered immunity, feeling sick a lot
- Frequent headaches, back pain, muscle aches
- Change in appetite or sleep habits

Emotional signs and symptoms of Burnout:

- Sense of failure and self-doubt
- Feeling helpless, trapped and defeated
- Detachment, feeling alone in the world
- Loss of motivation
- Increasingly cynical and negative outlook
- Decreased satisfaction and sense of accomplishment

Behavioral signs and symptoms of Burnout:

- Withdrawing from responsibilities
- Isolating yourself from others
- Procrastinating, taking longer to get things done
- Using food, drugs or alcohol to cope
- Taking out your frustrations on others
- Skipping work or coming in late and leaving early

Organizational symptoms of Burnout:

- High absenteeism
- Constant changes in coworker relationships
- Inability for teams to work well together
- Desire among staff members to break company rules
- Outbreaks of aggressive behavior among staff
- Inability of staff to complete assignments and tasks
- Inability of staff to respect and meet deadlines
- Lack of flexibility among staff members
- Negativism towards management
- Strong reluctance towards change
- Inability of staff to believe improvement is possible
- Lack of a vision for the future

Burnout prevention tips:

- Start the day with a relaxing ritual
- Adopt healthy eating, exercising and sleeping habits
- Set boundaries
- Take a daily break from technology
- Nourish your creative side
- Learn how to manage stress

www.helpguide.org

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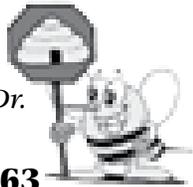


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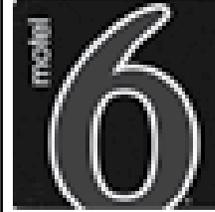
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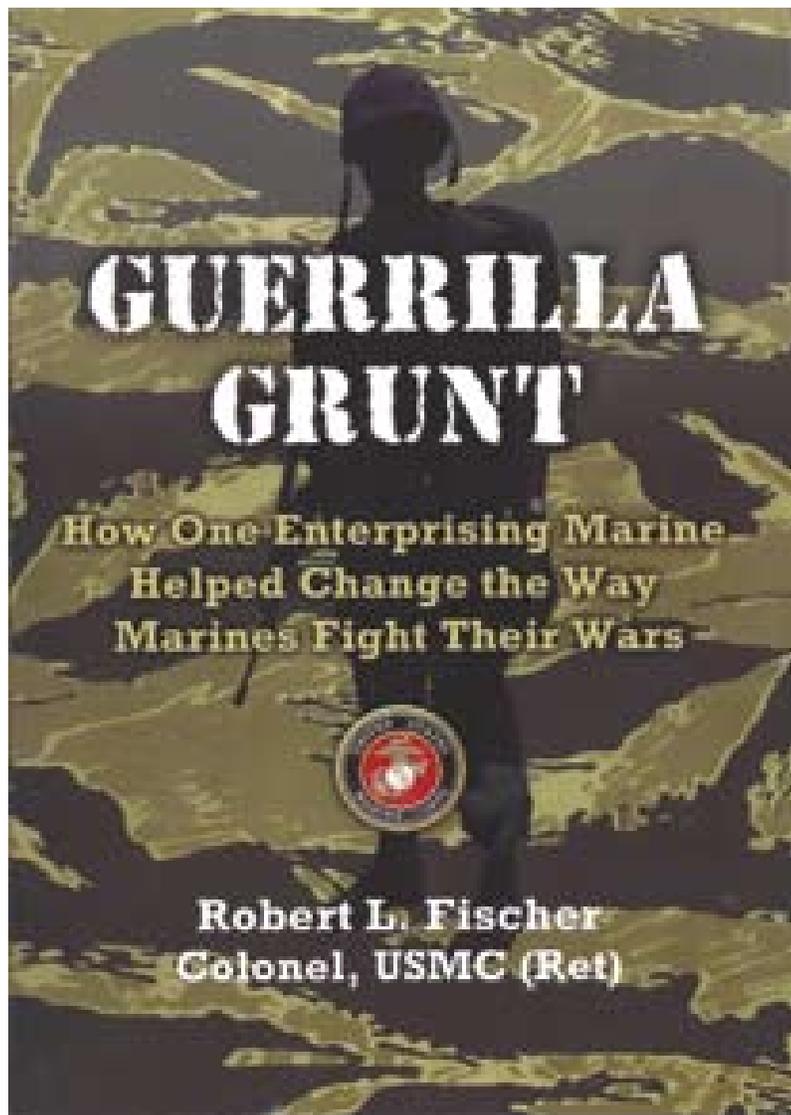
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COVER TO COVER

GUERRILLA GRUNT: How One Enterprising Marine Helped Change the Way Marines Fight Their Wars by Colonel Robert L. Fischer, USMC Ret., is an interesting read for anyone who has been in combat or may find themselves on the battlefield in the near future. According to Col Fischer,



“since World War I, America not only trained for the last war it fought, but also forgot or ignored the lessons of the past. We saw our enemy, attacked them, and then destroyed them.

However this approach did not work in Vietnam, nor would it work in Iraq and Afghanistan where we didn’t recognize our enemy, who reverted to guerrilla or insurgent tactics and techniques. While they shifted gears of war, from conventional to unconventional and back, we still fought them the hard way and the wrong way.” Colonel Fischer and a few others did not forget and helped to change rigid tactical doctrine and used what they learned to fight that different enemy.

“*GUERRILLA GRUNT* is an incisive account of one Marine officer’s pioneering efforts to develop the 2nd Marine Division Counter-guerrilla Warfare Center (CGWC), and the only authentic Vietnam combat training center in America, at Camp Lejeune, North Carolina, in 1965. It is the story of Colonel Robert L. Fischer’s foresight and determination to endure when confronted by ingrained,

institutional leaders who were unable to change how we fight our wars at a critical time in our history.” Dan Guenther, former Captain, USMC, Vietnam veteran and author.

Colonel Bob Fischer is a 1955 U.S. Naval Academy graduate who commanded units from platoons to battalions. GUERRILLA GRUNT is the personal account of his struggle and success that led to the training of 20,000 Marines, SeaBee Battalions, Navy Seals and Army Special Forces teams.

GUERRILLA GRUNT is available in the Book Store at www.virtualbookworm.com and COWG CAP squadrons can schedule a visit from Colonel Fischer to discuss his book and the training he developed by contacting Lt. Col. Mike Daniels, COWG Director of Public Affairs.



Surveyor

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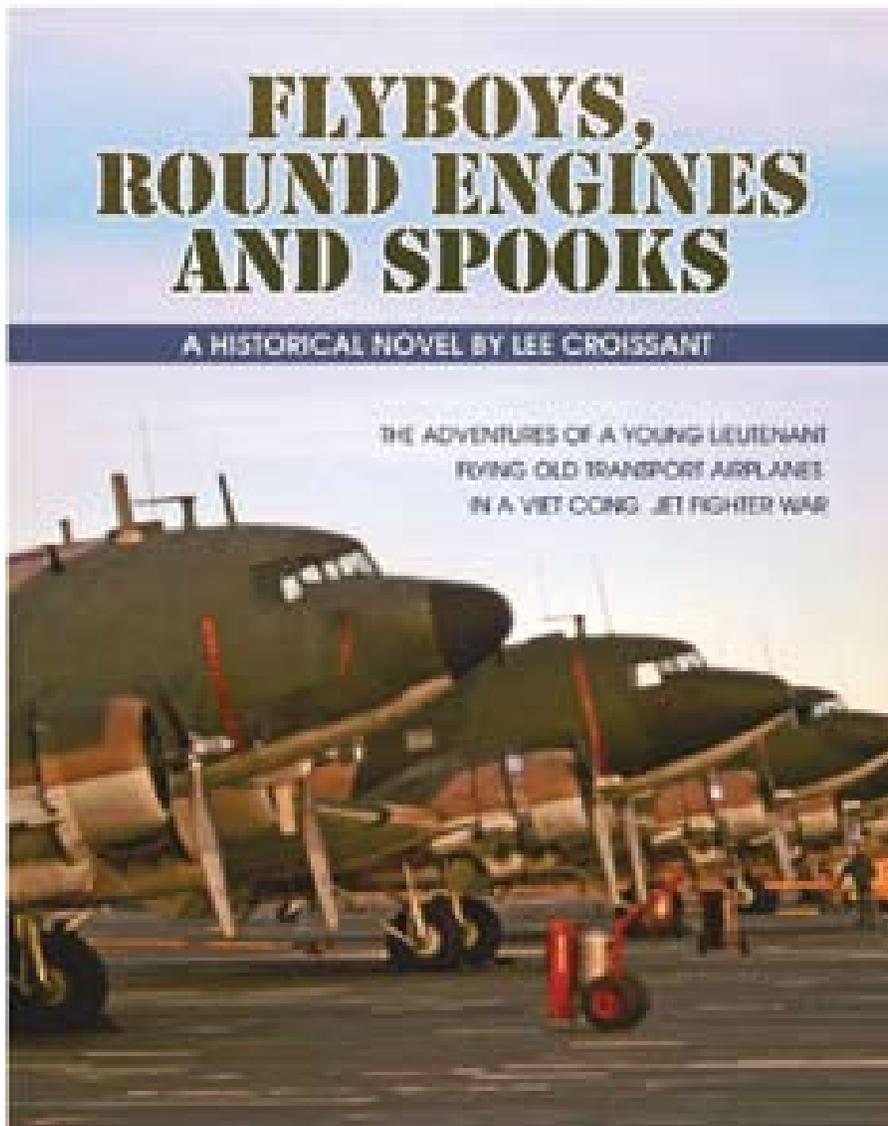
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“This is a must read for those too young to remember the Vietnamese war and for those who still don’t understand what happened. Fasten your seatbelts and join young Lieutenant Eddie Werner as he flies old World War II era transport aircraft in Southeast Asia during the Vietnam War. The mission? Fly all kinds of freight into South Vietnam. Join Eddie in the cockpit as he struggles to avoid enemy gunners and other unexpected war zone hazards. Along the way we discover international smuggling and illicit sex operations.

Eddie soon finds himself in the cockpit of Top Secret EC-47 aircraft, flying intelligence gathering missions for the CIA’s secret war. What secrets of this strange mercenary sideshow will Eddie reveal that still haven’t been admitted to the American public?

Try and keep up with Eddie’s off duty escapades and his efforts to find the legendary Asian Lady that isolated clues indicate may actually exist. Meet the handful of hardened women he encounters during his search.

The culture of the old freighter crews is authentic and the flying is depicted as it occurred. Only the names and the characters’ stories are fiction.”

To purchase a copy of FLYBOYS, ROUND ENGINES AND SPOOKS go to www.bookcrafters.net and visit their bookstore or go to www.amazon.com for the Kindle version. COWG CAP squadrons can schedule a visit with Lee Croissant to discuss his book and his experiences as a Transport pilot during the Vietnam War by contacting Lt. Col. Mike Daniels, COWG Director of Public Affairs. 

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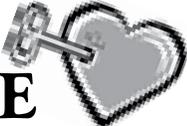
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David Asay to 1st Lt as a Squadron Commander

Barry Willden to 1st Lt as a Squadron
Commander

Alice Wadley to Captain

Gary Wadley to Captain

Paul Jensen to Captain

Steve Carver to Major

Steve Miller to Captain

Since the last posting, the following senior member Professional Development Awards have been earned:

Lt Col Rob Goodreau, Level 5/Wilson

Capt Anthony Auriemma, Level 3/Loening

Capt Cliff Rollins, Level 3/Loening

Maj Steve Carver, Level 3/Loening

Maj Roger Kehr, Level 3/Loening

1st Lt Jeremy Laporte, Level 3/Loening

Maj Steven Rogers, Level 2/Davis & Level
3/Loening

Capt Steve Miller, Level 2/Davis

Capt Alice Wadley, Level 2/Davis

Capt Gary Wadley, Level 2/Davis

Capt Doug Wilkins, Level 2/Davis

1st Lt Daniel McNeece, Level 2/Davis

Since on/around 1 Jan, the following Yeager Aerospace Awards have been earned:

Maj Steve Carver

Capt Les Joslin

SM Clark Harris

Capt Doug Wilkins

SM Ian Hardy

Since the last posting, the following Cadet Awards have been earned:

Kelsi Christensen, Ira C. Eaker Award

Brandi Lindgren, Amelia Earhart Award

Matthew Bracken, Billy Mitchell Award

Jacob Asay, Billy Mitchell Award

Bianca Gonzales, Wright Brothers Award

Emily Miner, Wright Brothers Award

Aaron Randazzo, Wright Brothers Award

Zachary Cline, Wright Brothers Award

Shandon Sheffield, Wright Brothers Award

Kellis Giauque, Wright Brothers Award

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Kaylie Fox, Wright Brothers Award

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Leadership Development



**Lt. Col. Rob Goodreau,
Utah Wing Vice Commander**

Being a leader in CAP is more difficult than being an Air Force leader, at least for me. Practicing leadership in CAP has also made me a better Air Force officer. Why is that? Well, I believe it's more challenging to get volunteers to do things than someone who is required to carry out your orders by law—you have to build consensus and get buy-in. Luckily, I believe I can count on one hand the number of times I've had to issue a direct order to a subordinate in the Air Force, despite having supervised/commanded over 1,000 Airmen over the past 10 years! That is because I've used CAP over the past 15 years as an opportunity to practice and hone my personal leadership style. When I have an opportunity to speak to cadets, I try to emphasize the amazing opportunity that CAP offers by way of practicing leadership—every now and then I hope a few Senior Members are listening, too!

But I've also found that being a “master” leader (which I don't believe I am, yet) comes from more than just practice. It also comes from education and training. Education and training can take several forms. The one I want to focus on in this short article is reading. If you're not reading about leadership on a regular basis, then you're probably not expanding your leadership repertoire efficiently. It would be difficult for me to pick out the book on leadership that has made the most impact on me because most of the knowledge I gleaned from each book got tucked into the crevices of my mind and were pulled out when needed—none of them were instruction manuals! If you're interested, to aid you in your quest for seeking out good leadership books (there are thousands to choose from!), here are a few of note that I'd like to recommend:

Alexander Hamilton's biography by McDonald

(In fact, almost any biography of any leader! I can recommend a few, if you ask me)

Lorenz on Leadership by General Stephen Lorenz

Four-Star Leadership for Leaders by Jones and Ancell

It Worked For Me by Colin Powell

Those are just a few to get you started. Additionally, the Air Force Chief of Staff releases a reading list each year containing a variety of books that help a leader grow and develop along with bettering their understanding of current events.

I'll leave you with this: I encourage you to continue to develop your leadership skills in a variety of ways, whether you're a Cadet or a Senior Member—our organization needs your leadership, and so does our country!

Castle Valley Composite Squadron Dedicates New Hangar

Maj. Lora Akers, CAP

The Castle Valley Composite Squadron began experiencing some growing pains as membership increased in the senior and cadet squadrons about four years ago. The meeting space provided by Carbon County at the local FBO could no longer accommodate the files, gear and other items necessary to conduct meetings or missions, not to mention lack of storage for an aircraft.

Historically the Carbon County Board of Commissioners has always been very supportive of Civil Air Patrol. In the early 80's the Commission signed over a deed to a Quonset hut located at the Carbon County airport for \$1.00. CAP operated out of the Quonset hut for years and there are several historical archives detailing search missions over the Bookcliffs, Green River and other surrounding areas where the local squadron was involved in locating downed aircraft. As years passed, the Quonset hut fell into disrepair and was not physically a suitable place to support the squadron.

At this point Carbon County leaders and Mark Francis of Redtail Aviation and operator of the FBO at Carbon County Airport were gracious enough to support CAP and provide a meeting area. This was a very convenient arrangement until the squadron started to outgrow the meeting space.

When it became apparent that a change needed to be made, some of the squadron members approached the Carbon County Board of Commissioners, which at that time, consisted of Commissioner Bill Kropmel, Mike Milovich, and John Jones. We asked if there was any way to find funding to build a hangar dedicated to providing a meeting space and an additional space

for storage of an aircraft. The Commissioners were very supportive of the cadet program for youth and for the search and rescue history of Civil Air Patrol. This process started in 2011 and as most government projects go there were periods of moving forward and some set-backs. Funding is sporadic, it comes at expected or unexpected intervals and there is



tremendous competition between county entities to access it when it is available. The Commission was able to earmark enough to buy the building shortly after the request from the squadron, so the metal framework of the building was purchased but at that point there was no funding to carry the project further. Elections came and went and the political atmosphere changed with the elections. There was only one of the original Commissioners –John Jones, and two new Commissioners-Jae Potter and Casey Hopes but the commitment was still in place to keep the hangar on track.

The vision was in place to make the hangar a reality, but the cogs of county government turn slowly and the squadron still faced the financial competition for the many things that need to be funded annually in a county. With persistence and frequent follow-up the hangar was up in the fall of 2013. Plumbing, electrical and other details were completed in August of 2014. The Squadron always had the support of the county, but we had to learn the valuable lesson of patience. The county released the hangar for occupation in August and the squadron quickly planned an open house to celebrate moving in and occupying this terrific space.

On October 11, 2014 Castle Valley Composite Squadron held a pancake breakfast from 0900 to 1100 for community members and CAP members which was attended by over 50 people. At 1100 a dedication of the hangar was held to confirm that the squadron officially had realized a dream come true.

The dedication was attended by members of Civil Air Patrol from Region, Wing and other squadrons who came out to support the open house ceremony. Those attending included: Col. Robert Bost, Commander, Rocky Mountain Region, Col. Jon Niedfeldt, Commander of the Utah Wing, Major Jason Hess, Lt. Col. Kent Wright, Maj. Kent Hopkins, Lt. Col. Donna Todd, Maj. Sue Shurtliff, 1st Lt. Melanie Niedfeldt, Maj. Scott Carlisi and Capt. Allison Carlisi, accompanied by three cadets. Lt. Col. Betty Moore, Commander of the Castle Valley Squadron and former Commander, Maj. Jess Hall, were both in attendance as well. Many community members came out in support of the event and Civil Air Patrol.

Maj. Tom Akers gave a short history of the process in acquiring the hangar to those present; Col. Bost and Col. Niedfeldt both addressed the group and each expressed gratitude to the squadron members for the work involved and to the Commissioners for supporting Civil Air Patrol and the Carbon County Composite Squadron. Two of the County Commissioners spoke about the process in making the hangar a reality and their support of Civil Air Patrol and the services CAP provides. Commissioner Jones joked that once the building was purchased and laying on the ground in crates, he knew it would eventually become a reality. The Castle Valley Squadron has been the beneficiaries of several areas of support from the county in addition to the hangar by providing such items as overhead projectors, office furniture, GPS units for cadet training, and full maintenance and utilities for the hangar/meeting area.

Those present were entertained by cadets performing drill exercises, and Air Med members came out in support of the event showcasing their helicopter and medical services.

In November Commander Betty Moore hosted the Local Emergency Planning Committee's monthly meeting at the squadron meeting room and in the future the squadron goals include building relationships with other organizations in the county. We have also been able to help Utah Wing by storing a CAP glider for the winter in the hangar with our assigned aircraft. We look forward to being good stewards of this marvelous gift of these facilities and utilizing them in the best way possible and sharing them with others as good hosts. ★



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LISTEN UP!

*By Lt. Col. Phil Zedonek, CAP
Former Florida Wing Vice Commander*

Can you hear me? Can You Hear Me Now?? How often have you HEARD someone say that phrase and what does it really mean? Interpersonal communication is a complex subject, one which will not be fully explored in this article. This article will not be addressing sender, receiver, median, message and countless other variables which affect the efficiency and effectiveness of how we relate to others. Communications is undoubtedly the singularly key factor which cannot be ignored if an organization is to survive and prosper.

Our physical ability to hear is just as important as our mental capacity to understand, interpret, process and comprehend the message being conveyed. Avoiding loud noises and removing our “ear-buds” occasionally from our MP3 players and other devices, can greatly help to diminish the damage we are inflicting on our auditory senses. Hearing loss is becoming a major concern among our population and will only get worse in the future if we continue these same habits.

Assuming you have the capacity to hear an incoming message, we need to examine how we respond to such a message. Have you ever found yourself trying to formulate a response to someone’s question before they even complete their train of thought? You may only hear a few key words, which sends your mind into a “search-and-retrieve-and formulate response” mode. However, after a response is presented and missed the mark because we didn’t completely receive the initial message in its entirety, it can be embarrassing, lead to confusion, miscommunication and further misunderstanding. This PR (Pre-mature Response) can and does cause harm to our relationships and within our organization.

Who we listen to is also a central factor in how we function in our leadership roles. You should have a 3-way switch which can seek out advice, suggestions or guidance from a multitude of sources. What does this mean? Whatever position you find yourself in within an organizational structure, you should listen to your superiors or anyone above you in a position of authority. This is critical because these individuals will provide you with

guidance, goals and a vision which will serve as a road map to your success. Chances are, they have already experienced or encountered similar issues you may have a question about—and can assist in helping you resolve it. Seek their wisdom and frame it in your own context.

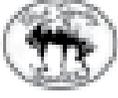
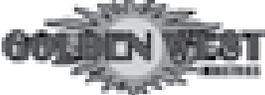
Secondly, listen to your peers and contemporaries, who are in similar leadership or staff positions. Squadron commanders should be talking and discussing items of concern with other squadron commanders. This philosophy applies at all levels of leadership and staff. Share your concerns, issues, challenges and insights so you can formulate a sense of understanding and realize you are not alone or unique in the challenges you encounter.

Lastly, we must not neglect or ignore your subordinates within the organization and need to listen to what they have to say. We must realize, at whatever level, we do not have a monopoly on all the good ideas nor solutions to all the situations we encounter.

Individuals just joining CAP often see things from a totally different perspective and can provide suggestions for improvement we have not even thought about. We must not discount what they have to offer just because they are “newbies”. Remember, you were once in their shoes and try and remember how it made you feel when a superior asked for your suggestion or ideas. Give your subordinates the same thrill of contributing and ultimately bettering the organization.

So remember these key points: 1) take care of your hearing; 2) don’t be a pre-mature responder; and 3) listen to others in 3D.....your superiors, your peers and your subordinates. The potential difference these simple steps can make on the efficiency and effectiveness of the communications process can be tremendous. CAN YOU HEAR ME NOW??

Lt. Col. Zedonek holds a BS in Public Relations from the University of Florida, a MA in Psychological Counseling from Ball State and a MS(ABD) in Communication Research and Theory from Florida State University.

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COVER TO COVER

Letters to Ann: The Korean War 1950-1951

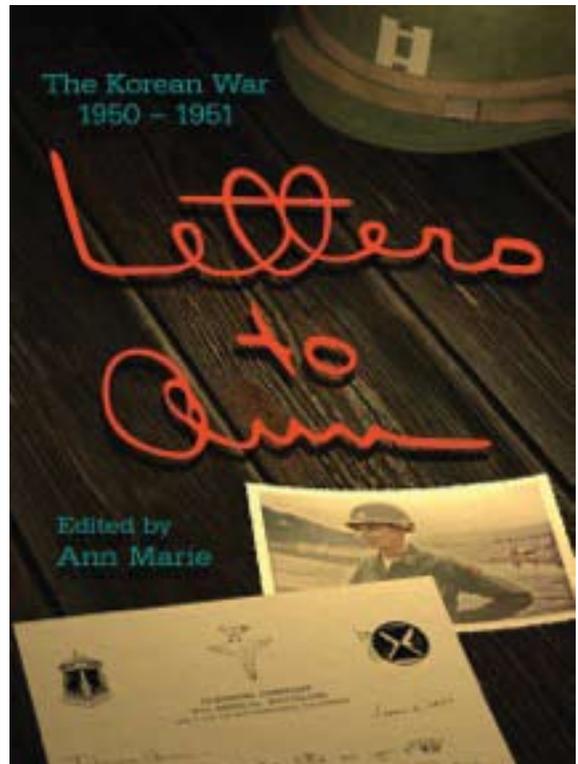
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“The great truism of war is that it makes good men do bad things, and bad men do terrible things. Letters to Ann offers an important addendum: that through the worst moments of war, the best part of humanity, our ability to love and comfort one another, survives intact. It’s impossible to read this collection of a soldier’s letters from the battlefield in Korea to his 4 year-old daughter at home without being charmed, and touched.” Glenn Garvin, columnist, Miami Herald

Letters to Ann Edited by Ann Marie (not the Ann the letters were written to) is a collection of letters and notes accompanied by wonderful drawings by a father describing and depicting his experience serving in Korea during the war that he sent to his 4 year-old daughter back home in America. Bronze Star recipient Capt. John Hughes served with a medical unit during the “Forgotten War” and one can easily conjure images of Capt. Benjamin “Hawkeye” Pierce or Capt. B.J. Hunnicutt from M*A*S*H as they read through the letters, view the often humorous drawings and learn about the Korean War through scattered historical records, facts and photographs. This is a very well done account of one man’s wartime tour of duty on the Korean Peninsula while educating the reader about the Korean War.

8.5 x 11, 184 pages, color text, Hardcover \$24.95

Letters to Ann is available at the Tattered Cover, Boulder Book Store, amazon.com, barnes&noble.com and at select independent booksellers around Colorado. Mention “Peaks and Planes” in a direct email to the author and she would be pleased to offer a signed copy and free shipping to CAP members on any book order placed before the end of 2014. Contact Ann Marie at annmarie83@mac.com.



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To feel the joy that swells within;

To leave the earth with its troubles and
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And know the warmth of a clear spring
sky;

Then back to earth at the end of a day,
Released from the tensions which melted
away.

Should my end come while I am in flight,
Whether brightest day or darkest night;

Spare me your pity and shrug off the pain,
Secure in the knowledge that I'd do it
again;

For each of us is created to die,
And within me I know,
I was born to fly.

— Gary Claud Stokor

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Seesaw: How November '42 Shaped the Future

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By late 1942, the world had been fighting World War Two for a long time with no end in sight. November of that year saw campaigns and battles which set the course of the rest of the war. Specific battles, decisions, and actions contributed to the war's outcome. Those results continue to shape lives around the world.

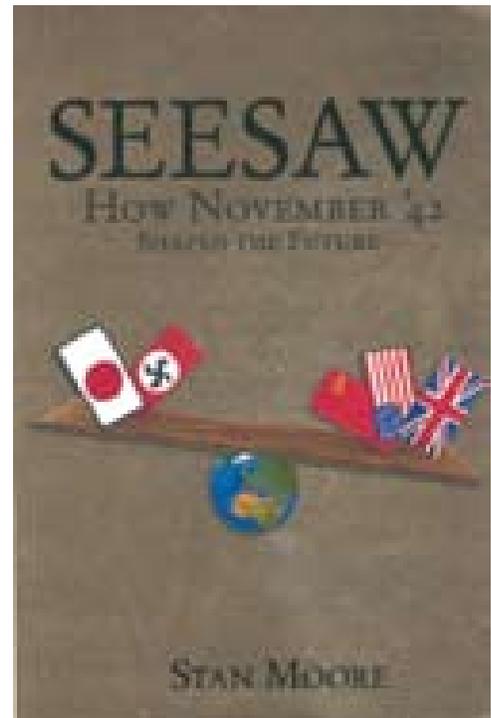
The author, Stan Moore, discusses what led up to the battles and campaigns of late 1942, and looks at how specific decisions and their effects are important to today's world. Moore draws on new and unpublished letters and personal accounts. He also taps a wide range of books, journals, and research to explore personalities known and unknown, pivotal battles and decisions, and underlying reasons and motivations.

This book is an excellent read to quickly learn and understand the facts (known and little known), key players and the overall outcome of World War II. Includes several photographs and maps of the European and Pacific Theaters.

Stan Moore is a third generation Coloradan and a Vietnam veteran.

6 x 9, 260 pages, black & white text, Paperback \$14.00.

Seesaw is available at the Tattered Cover, Wings Over the Rockies, Amazon, Kindle, and Nook and at select independent booksellers around Colorado. Mention "Peaks and Planes" in a direct email to the author and he would be pleased to offer a signed copy and free shipping to CAP members on any book order placed before the end of 2014. Stan Moore can be reached at stan338@gmail.com. 



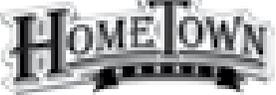
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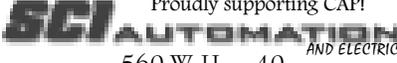
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How to Become a Public Affairs Officer In the Civil Air Patrol



*By 1st Lt. Rick Zuppelli, CAP
PAO NV-065*

Do you have an outgoing personality? Does public speaking or talking to the media come easy to you? Do you like promoting the Civil Air Patrol (CAP)? Then maybe the Public Affairs Officer (PAO) specialty track is for you.

Whether you call it PAO, Public Information Officer (PIO), or Mission Information Officer (MIO) your mission is basically the same, getting the information out to people. As a PAO you will be expected, at times, to fill the shoes of a PIO and MIO. There is a major responsibility that goes along with the PAO position. The unit commander and you are the only spoke spokespersons for your unit. You also assist and advise the commander on all relation matters dealing with the media and the community. Along with the commander, the PAO helps to develop a Public Affairs Plan along with a Crisis Communication Plan. A more detailed explanation of the PAO can be found in CAPR 20-1 (E).

Ok, with that being said, where do you start?

A good start is to review CAPP 201 (E) located on the CAP website. The pamphlet outlines the procedure in achieving your Technician, Senior, and Master ratings. These are the three levels for the PAO position. Anyone interested should review this pamphlet to see if this is the specialty tack is for you. Once you decide to continue, the member

should also refer to CAPR 190-1 located on the CAP website. It is a condensed newer version of the old CAPR 190-1 (E) Vol. 1 and 2. The older version you may find to be more informative. It doesn't matter which version you prefer, just that you should review them on a regular basis. With the growing use of social media the reviewing CAP Social Media Policy is also recommended.

Once you have reviewed the aforementioned material it is a good idea to meet with your unit commander to see what he or she expects of you. If you currently have a PAO in your unit, using him or her as a mentor is a great idea. Every so often you may run into a problem or issues you can't easily answer. Contacting your fellow PAOs in your wing can prove to be very useful. They may have solutions to your problem seeing that they may have experienced those same issues. You'll find that your Wing PAO is a wealth of information and can point you in the right direction. I know that I have relied on our Wing PAO on several occasions. Another area that can be of help is the CAP National HQ Website. There is a Public Affairs Section that has an abundant amount of information to help you.

Any courses that you can take involving Public Affairs or Crisis Communications will be very useful to you. It is a good idea to attend any of the CAP PAO seminars or Academies when they are offered in

your area. Not only can you get the information you need for your job, but you have the opportunity to meet other PAOs from your area and other Wings as well. It is a good chance to network and make connections. On line courses offered by FEMA and Ball University for the PAO/PIO and Crisis Communications are excellent courses to give you an understanding what is required of you as a PAO/PIO.

There will be a time when you will be requested to write an article or press release. To assist you in this endeavor there are a number of reference books out there. The one that is recommended is the Associated Press "Stylebook". This book sets the standard for writing and the structuring of articles. To help supplement the Stylebook the Air Force has a publication called the "Air Force Journalistic Style Guide for Public Releases". Another good reference book published by the Air Force is called "The Tongue and Quill." This can be found on line and downloaded for easy reference. I also found it useful to read articles and press releases to get a good idea of the style of writing and content required.

This article has been a brief overview of the PAO position. For more detailed information and description of the PAO position can be found on the CAP website or by contacting your Wing PAO.

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The Civil Air Patrol Alerting System

By Maj. Bruce Kipp, CAP, South Dakota Wing PAO

In the United States, from 2002-2011, the Department of Homeland Security's Advisory System was a color-coded scale intended to reflect the potential degree of threat of a terrorist attack. This scale, consisting of five color-coded threat levels, was phased out by Homeland Security in April 2011.

As a federally chartered organization the Civil Air Patrol adopted the DHS chart and expanded it to encompass disaster operations. Despite it being phased out by the Department of Homeland Security, CAP continues to use this system to ensure that its personnel, aircraft, vehicles and equipment are ready if needed.

The current CAP Alerting System scale consists of five color-coded levels that spell out actions to be taken.

● **RED (SEVERE) - SEVERE RISK OF A TERRORIST ATTACK OR DISASTER OPERATIONS**

Action: Place CAP resources on Red Alert status. CAP resources will be placed in secure locations under close control. Selected staff personnel, rapid response teams, and selected mission aircrews and ground teams will be placed on Red Alert status and should prepare for expected deployment. People will not report for duty unless directed by the National Commander, Region Commander, Wing Commander, or the National Operations center (NOC). If directed to report for duty, mission bases may be occupied with staff and Incident Command system (ICS) liaison CAP personnel. Communications nets, particularly HF-SSB nets, between Wing HQs, Region HQs and National HQ will be conducted at least once every six (6) hours during Red Level Operations. Selected aircrews and ground teams will be directed to report to designated locations to await orders to deploy. Report status as directed.

● **ORANGE (HIGH) - HIGH RISK OF A TERRORIST ATTACK OR DISASTER OPERATIONS**

Action: CAP resources will be placed on Orange Alert status. Selected staff personnel, rapid response teams, and selected mission aircrews and ground teams will be placed on Telephone Alert and should prepare for possible deployment. CAP resources including emergency operations centers, aircraft and ground vehicles will be inspected to determine operational status. Communications nets, particularly HF-SSB nets, between Wing HQs, Region HQs and National HQ will be conducted at least once daily during Orange Level Operations. Security of resources shall be checked. Report status as directed.

● **YELLOW (ELEVATED) - SIGNIFICANT RISK OF A TERRORIST ATTACK OR DISASTER OPERATIONS**

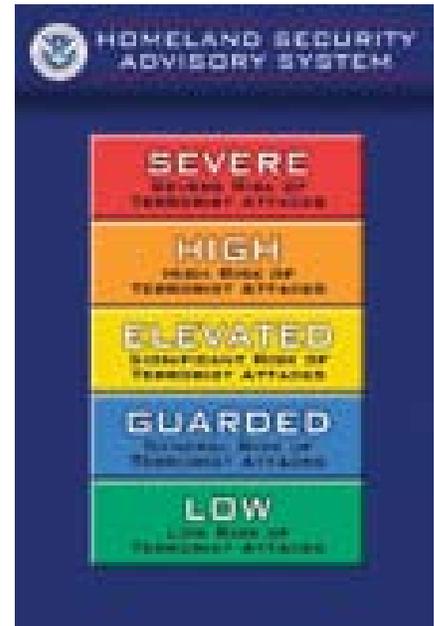
Action: Coordinate emergency plans with nearby local authorities. Put contingency plans into action if necessary. CAP emergency services personnel and resources including CAP emergency operations centers, aircraft and ground vehicles will be checked to determine operational status. Communications nets, particularly HF-SSB nets, between Wing HQs, Region HQs and National HQ will be conducted at least weekly during Yellow Level Operations. Report status as directed.

● **BLUE (GUARDED) - GENERAL RISK OF A TERRORIST ATTACK OR DISASTER OPERATIONS**

Action: Check to ensure communications links with emergency response teams work. Increase training and preparation for the staff, air and ground teams. Review and update emergency procedures. Coordinate, maintain and update current Memorandums of Understanding with partner agencies. Provide CAP personnel with whatever information is necessary.

● **GREEN (LOW) - LOW RISK OF A TERRORIST ATTACK OR DISASTER OPERATIONS**

Action: Refine plans for emergencies. Train staff on emergency plans and capabilities. Maintain resource capability. Meet with external organizations to present CAP support capabilities and to develop new Memorandums of Understanding with them.



Pre-2011 Department of Homeland Security Advisory System chart on which the CAP Alerting System is based. Photo Credit: http://en.wikipedia.org/wiki/Homeland_Security_Advisory_System, accessed 23 February 2014

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Cache Valley Squadron

Civil Air Patrol Cadet



Promoted to Lieutenant Colonel

Civil Air Patrol cadet Kelsi Christensen of Mendon was presented the Ira C. Eaker Award and promoted to the rank of Cadet Lieutenant Colonel in a ceremony on November 12th by Col. Robert Bost, Rocky Mountain Regional Commander of the Civil Air Patrol (CAP). The ceremony

was held at the USU Military Science Building where the local CAP squadron meets.

Col. Bost thanked Kelsi for her dedicated career as a CAP cadet and challenged cadets in attendance to look at her example and strive for the rich experiences she has had.

Kelsi is a member of

the Cache Valley Composite Squadron, part of the CAP Utah Wing. Seven years ago she joined the Civil Air Patrol and has rapidly advanced through 15 previous ranks and achievements before qualifying for lieutenant colonel.

Associated with this rank is the Ira C. Eaker Award, also



Civil Air Patrol Rocky Mountain Region Commander Col. Robert Bost presents the Ira C. Eaker Award to Cadet Lt. Col. Kelsi Christensen.

Christensen Awarded Eaker

Continued from page

presented to Cadet Lt. Col. Christensen. The Eaker Award is named after a World War II military aviation leader.

Each rank has specific requirements that may include a leadership training test, aerospace knowledge test, physical fitness test, participation standards, essays and presentations as well as a time prerequisite in the previous rank. Kelsi was excited about achieving her new rank, "Earning the Eaker award and being promoted to Cadet Lieutenant Colonel is a huge accomplishment for any Civil Air Patrol Cadet. It accumulates many hours of participation, learning and studying. For me it shows that I can accomplish anything I want, I just have to set the goals and go for it."

During her membership in CAP Kelsi has participated in many training and special activities, a few include: Air Force Space Command Familiarization Course, Aircraft Maintenance and Manufacturing Academy, Cadet Officer School, International Air Cadet Exchange (New Zealand). She has attended five cadet encampments, a week-long intensive training activity usually held at a military base. Four of those years she was on the cadet staff including one year as cadet commander.

When asked how her Civil Air Patrol has affected her, Kelsi stated, "When I first joined Civil Air Patrol seven years ago I

was timid and shy. CAP has given me the tools and practice to work with people of all walks of life, to lead people I may have never met before, to give lessons and presentations. It has given me confidence."

Kelsi has a goal to achieve the rank of Cadet Colonel (the Carl A. Spaatz Award) which is the highest rank achievable for CAP cadets. Carl A. Spaatz was the first chief of staff of the U.S. Air Force and first chairman of the CAP National Board. Less than 1% of CAP cadets make it to these two highest awards. On achieving this award she said, "I'd be crazy to make it this far and not go for it. The Spaatz exams are not easy but I plan to do my best to accomplish it."

Lt. Col. Christensen is a student at Utah State University.

Civil Air Patrol cadets are 12 to 21 years old. To fulfill its goal of developing young people into responsible citizens and aerospace leaders, the Cadet Program is organized around five program elements: Leadership, Aerospace, Fitness, Character and Activities. The Core Values of the Civil Air Patrol are: Integrity, Volunteer Service, Excellence and Respect. ★



Commander's Corner

Continued from page 1

nity when the need arises and it will arise.

To the parents and the spouses of our members, I want to thank you all for your support and encouragement. We all know that this is most difficult for those waiting at home while our missions, exercises and training are accomplished. You might want to think about joining to support your children and/or spouse who is already involved. That way you don't have to wait at home, you can enjoy the same involvement that your family member does.

I hope you all have a Merry Christmas and a Happy New Year, and that you are able to spend quality time and have fun with your friends and families! Be safe, and I look forward to seeing everyone over the coming year! ★



Thunderbird Squadron Takes Flight Again

Thunderbird is now a cadet squadron and completely revamped

*SM Doug Haskins
Thunder Bird PAO*

Murray, Utah, November 29, 2015 -- Forget everything you knew about the Thunderbird squadron. Thunderbird is now a cadet squadron with all new leadership, a new meeting place and an entirely new attitude. With Major Michael Fernandez and Cadet 1st Lieutenant Calvin Haskins in the cockpit, Thunderbird cadet squadron now flies by the ideal of “lead from the front.”

How do they plan on leading from the front? They will start by holding cadets and senior members to regulation standards, aiming for excellence in their actions, and promoting intra-wing

comradery. The squadron plans on quarterly field training exercises that would, more times than not, be open to all other squadrons to participate in as well. Major Fernandez said “We hope to have at least 75% of our new cadets attend encampment in 2015. I would also like to triple the size of active cadets attending weekly meetings by encouraging their ideas and constructive feedback, not only for growth within the unit, but also for retention of the more seasoned cadets as well.” When asked about his vision for the squadron he said “My main vision is to meet and exceed the requirements for the NHQ Quality Cadet Unit Award.”



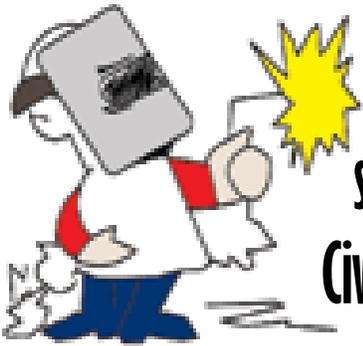
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At the first squadron meeting, there was some skepticism. When Thunderbird composite squadron cadets showed up they seemed to wonder who Cadet Lt. Haskins was and why he was the new cadet commander. Many of them all knew Cadet Lt. Haskins so that made it easier for them but they were at the edge of a cliff and were being asked by a him to jump with him into the unknown. So many of them joined arms with him and made the jump to discover that he was well prepared and eager to form a squadron that is up to everyone's expectations. When asked about his leadership, Cadet Lt. Haskins said "I lead with kindness."

When cadets attend a squadron meetings now, they notice that it is well run despite the small number of squadron meetings to date. The instruction is well prepared and the formations are sharp.

These cadets appear very excited about the new direction of the squadron. "Thunderbird believes in cadets 'earning' what they receive. We're not about participation ribbons and making individuals feel special. We're about the mission – teaching cadets followership, leadership and striving to be the best they can be." said Maj. Fernandez when asked about his expectations for the cadet experience in the squadron.

Some people thought that Thunderbird was finished but these cadets and senior members are devoted to giving it rebirth and shooting for excellence. Thunderbird is hoping to create a squadron that operates closely to regulations and being about as fun as any squadron can be. You will know them when they arrive because they shout all together in formation "Bring the Storm!" ★

Belated but Heartfelt Thanks



To our supporters like Dr. Bruce Thomas, MD From The 2013 National Color Guard Champions

We had hoped to have an article in the fall issue of Wingspan thanking Dr. Bruce Thomas for his support of the Rocky Mountain Region Color Guard. Through my own mix-up, it was not there, so this is a belated, but deeply felt thanks to Dr. Thomas.

You may have heard.....it takes a lot of money, time, and support to get a team ready for, to, and back from, a National Competition. Our National Champion Team could not have achieved what they did without the many people who supported

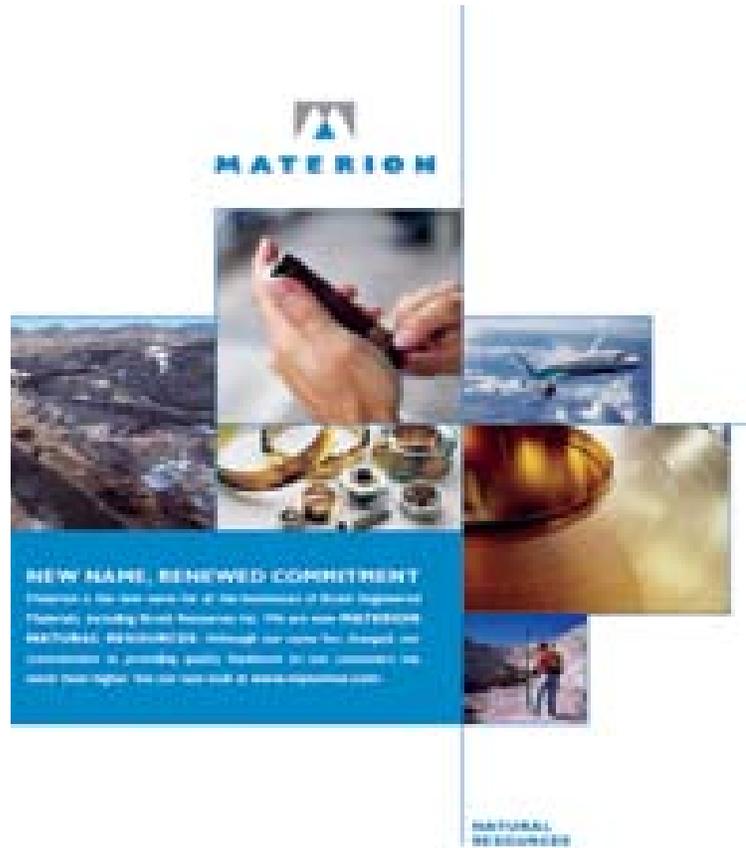


it. Dr. Bruce Thomas was especially generous to the team, and it made the difference in being able to prepare and attend this competition.

Dr. Thomas is a great support to his community and to athletes around the world. His background has focused on bringing elite athletes to higher levels. He brings that same precision care to home town athletes and active adults at Mountain View Orthopedics and Sports Medicine. Bruce is a published expert and respected teacher specializing in non-operative and advanced arthroscopic treatment of sports injuries. Recently, Dr. Thomas was honored to be selected the Medical Director to the Winter Olympic Institute of Australia.

Our team jackets have the Mountain View Orthopedics and Sports Medicine patch on the front. When I wear it the first thing I hear is... what a cool jacket! The next thing I hear is, Mountain View Orthopedics! Dr. Thomas worked on my wife, or my son, or my father, and he did such a great job! It's really neat that this outstanding group of Cadet Athletes, could be supported in their effort by Dr. Thomas whose life work is helping athletes achieve their best.

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