

National Emergency Services Curriculum Project Report on Homeland Security Initiatives



10 November 2001

TABLE OF CONTENTS

<u>DESCRIPTION</u>	<u>PAGE NUMBER</u>
MEETING PARTICIPANTS.....	2
POTENTIAL HOMELAND SECURITY MISSIONS	3
HOMELAD SECURITY MISSIONS THAT CAP SHOULD AVOID OR LIMIT.....	7
RESOURCES NEEDED	9
RESOURCES WE DON'T NEED.....	14
TOOLS AVAILABLE.....	15
TRAINING WE COULD MAKE AVAILABLE WITHIN 6 MONTHS TO 1 YEAR	16
WHAT TRAINING COULD BE FIELDDED IF WE HAD LONGER?	18
PRIORITIZED MECHANISMS FOR TRAINING	19
HOW LONG WILL IT TAKE TO GET PERSONNEL PREPARED?	21
POLICY OR REGULATORY CHANGES THAT NEED TO BE MADE BY CAP	22
LEGAL OR OTHER CHANGES THAT WILL NEED TO BE MADE FOR CAP	23

MEETING PARTICIPANTS

The following personnel participated in the Emergency Services Curriculum Project (ESCP) working group meeting on the 10th of November 2001 concerning Homeland Security:

<u>Name, Grade</u>	<u>Title</u>
Gary Brockman, Major	Great Lakes Region Representative to the ESCP
John Desmarais, Major	Emergency Services Plans Officer, National Headquarters
Jean Desmarais, Colonel	Northeast Region Representative to the ESCP
Mike DuBois, Lt Col	Southwest Region Representative to the ESCP
Thommie Herndon, Colonel	National Rapid Response Coordinator
Morris Hoodye, 1Lt	Northeast Region Representative to the ESCP
Gene Kellogg, Colonel	North Central Region Representative to the ESCP
Ed Lewis, Colonel	Pacific Region Representative to the ESCP
Jim Mackey, Lt Col	Northeast Region Representative to the ESCP
Mike McDonald, Lt Col	Rocky Mountain Region Representative to the ESCP
Pete Norris, Lt Col	Southeast Region Representative to the ESCP
Larry Sidle, Lt Col	Great Lakes Region Representative to the ESCP
Rich Simerson, Major	Southwest Region Representative to the ESCP
Pete Wharton, Lt Col CAP	National Technology Center

POTENTIAL HOMELAND SECURITY MISSIONS

As part of the working groups discussions, the following missions were considered feasible or appropriate for CAP as a whole to take on in support of homeland security operations:

Critical Infrastructure Protection

CAP has personnel and units all over the country that could easily support the monitoring or security of critical facilities. Though the group felt it appropriate for us to maintain our non-combatant status, we could still provide valuable support or warning services to many facilities within our communities. Specific facilities that we might be able to provide assistance to are listed, and any details the group felt appropriate to mention are listed below that.

- Airfields (Controlled or Uncontrolled)
 - Identification of Aircraft that shouldn't be flying (SARDA)
 - Pilot briefings and advisories
 - Navigation Aid Reactivation after SCATANA
 - Airspace Control
- Pipelines
- Reservoirs, Locks, Harbors & Dams
- Highways
- Power Plants
- High Tension Transmission Lines
- Railroads
- Government Facility Surveillance
 - DoD Facilities Primarily
 - Other Federal Facilities Secondary
 - State & Local Government Facilities

Note: An inventory or survey of potential sites that may not be listed presently should be conducted with agencies at all levels to determine their needs and where capabilities can be best matched to their needs.

Coastal & Border Patrol

Intercept Training like WADS and SEEDS currently being conducted by the Counterdrug personnel in the field could be expanded to test other critical areas both at a federal level and local level.

Additionally, the group felt that we could also fly more than just the southwestern and northern borders on the limited basis that we are currently in support of the Counterdrug program. We could take this on as relief or replacement to some military crews with proper planning so that the military watches could be shifted to other theatres of operation.

Transportation

In addition to our normal transportation of government officials via air, the group felt that there were many things that we could do to transport other items on a larger scale.

The group felt that CAP could augment many of the distribution chains within the US to deliver things like the following in a timely manner so that military units could stay focused on their efforts:

- Vaccines
- Blood
- Food
- Other Medical Supplies
- Shelter Supplies
- Technological Equipment (example: DARPA Robot Parts)

Additionally, the group thought that we could also take on more important roles in transporting secure materials if personnel were cleared to do so, but this would take greater tracking of personnel cleared through DoD and other agencies to determine our potential to complete this mission effectively.

Reconnaissance

Many CAP personnel on a regular basis provide damage assessment reports to their local agencies, and the following missions could easily be expanded to support not only disaster agencies but other elements of the government as needed:

- Aerial photography
- Fire patrols
- Remote damage assessment after
- Evacuation route surveys

The group also thought that we could train members to operate and support Remote Operated Vehicles (ROVs). Many military units use these for training in the CONUS, never mind in the combat theatres. The information is now provided globally with this equipment to personnel in the US quickly, and our personnel's reconnaissance experience could make them valuable resources for interpreting data from this equipment as well as supporting local training operations. Additionally, this equipment could be utilized in the CONUS for actual operations as needed, and our personnel are available to do the job.

Mass Care

Much of our work in disasters focuses on damage assessment, but we also are heavily involved in taking care of the people in our local communities. There are many things that we can do to help in this area listed below:

- Shelter management
- Food service support
- Limited health care
 - CIS
 - Medical support
- Radiological Monitoring (within logical training boundaries established by competent authorities)

Manning Support

As many agencies are beginning to determine that they don't have the personnel to address the problems of homeland security properly, our personnel can become a valuable commodity that can be used to augment agencies in need. The following are the areas that the group felt CAP could support other agencies with personnel:

- Command and Support Structure Augmentation
- Emergency Management Agency Support (FEMA and State OEMs)
 - Support of operations at Region Operations Centers (ROCs) and Disaster Field Offices (DFOs)
 - Services Management & Relief Activity
 - Security
 - Planning
 - Emergency Support Function assistance (have capabilities in virtually all ESFs)
 - Technical assistance and situation assessment
 - Intelligence gathering and interpretation
 - Support of specialized federal teams when sent to the field with management, transportation, communications, and logistics support
 - Advanced Emergency Response Teams (ERT-A Teams)
 - USAR Teams
 - NDMS Teams (DMAT, CIS, etc.)
- Military Backfill (in virtually any area)
 - Active Duty
 - Reserve
 - Guard
 - We could fly the CONUS operations so that military personnel can be focused back into their career specialties:
 - Fly the General Officers
 - Transport Agency Representatives
- Administrative Support
 - Budget
 - Clerical
 - Public Affairs
 - Computer Support
- Intelligence Analysis
 - Photo Review
 - Communications Traffic
- Maintenance, Repair & Overhaul
 - Many of our personnel are trained aircraft mechanics and could be used to augment military repair facilities to get military aircraft back flying faster
 - We could train our personnel to handle routine tasks under the supervision of qualified mechanics when there are shortfalls of qualified personnel.

Communications Support

CAP has a vast communications network that provides a working backbone for support in most areas of the country. This can be used for not only normal operations, but also contingency

work as disasters (natural or manmade) come up. And this network is not limited to CAP's use. Other federal agencies can readily share this network as it is compatible with their current equipment.

Community Awareness

CAP members and units are in virtually every community across the country, and could be used to get important messages out to the community, while also focusing volunteer efforts. Our volunteers could do things like:

- Provide Mass Care Classes
- Shelter Management Training
 - Shelter Identification & Selection
 - Shelter Upkeep
- First Aid Classes
- Terrorist Awareness Training for the Public
- Community Emergency Response Training (CERT)
- Project IMPACT

Note: The members of the working group wanted to be sure that any training we provide come from the experts. It would be advantageous for our personnel to pitch the messages as they are there in the local community, but the best information in the best forms needs to be provided by the subject matter experts like the FBI, Department of Justice, or other federal agencies. We don't want to be the clearing house for this information – let the law enforcement agencies do their job – we can't afford to slow them down.

HOMELAND SECURITY MISSIONS THAT CAP SHOULD AVOID OR LIMIT

There were only a few missions that the group thought we should avoid or limit our involvement as these missions seemed to go farther than any of the members were comfortable working.

Formal Security Operations

Security of government facilities needs to be limited to operations that are appropriate like basic threat identification (community watch programs). Realize that we take a hit in the public eye sometimes when we just give guidance or record information that any citizen could like we did in the FAA Drop-In Program – the Public affairs shop needs to be prepared to handle the aftermath.

The group also felt that enforcement of security issues is not appropriate for CAP members to work, at least at present. With changes to public law it could be, but if pursued we need to be selective as to which members are charged with these tasks. Law Enforcement Officers go through many levels of not only criminal background checks, but also psychological examinations, and we can't afford to put personnel out there who are not truly capable of performing these missions.

Military Support & Backfill

Military support needs to be carefully implemented – making sure that training is provided, and where possible limit our personnel's assignments to those in areas where threats are limited. For example, the group would recommend that our personnel work in the pass and identification office issuing base passes instead of serving as gate guards where personnel are normally armed.

Additionally, the group felt that we need to limit our focus to things that we know we can support. There are some things that we could stand up to do right away, but there are also many things that could be offered to us or we could expand out to do with additional resources, proper planning, training, and time.

Weapons of Mass Destruction Support

Radiological Monitoring, Chemical, and Biological response support needs to be limited to appropriate measures. The group recommends that CAP will provide the platform, and the agency supported provides specific equipment and trained personnel to do the job. Even then our assets are put at risk from contamination issues that may make them unusable. Is replacement an option? We did not think that replacements would be readily available so this is a definite concern. The group did feel that we should allow those trained personnel that we already have to do this on a limited basis, but we need to not only track training but also responsible availability as this is probably a small group of personnel and we don't want to get caught with an assignment but no personnel to complete the mission.

Special Notes

Everything depends on the availability of planning, training, time, and resources. We need to get the training from the experts if at all possible.

- Military training is one option. Can we get into some whole courses provided by DoD? Can we get some appropriate portions of other courses parsed out to our folks? This could save us some time.
- CAP needs to be nationally listed to send personnel to FEMA Schoolhouses (EMI & Mount Weather), and get some of our own folks up to speed to teach their courses as well. Some of this may be addressed in a change to our MOU with FEMA.
- Consider contract options where appropriate for outside vendors if we need it soon. There are some things that we will need right away, and others that can be postponed until we have our own resources to handle it. We need to identify these issues appropriately once we have potential assignments in hand to focus our planning efforts.

RESOURCES NEEDED

If CAP is going to perform these missions then it may need certain resources to get the job done. The following is a listing of such items. It is in no specific order of precedence

Compliant Communications Assets

- Encryption
 - Sensitive but unclassified
 - Upper level issues on limited basis
- Multi-system interface capabilities
- Standardized hookups and setups
- Airborne Repeaters
 - Ours
 - External Customers
- Fixed Communications Assets
- Drop Kits that can be utilized by the assets that need them
 - Operators Operate
 - Communicators Supply the Assets for Operators Operate
- Cellular Telephones
- Alphanumeric Paging Systems
- Satellite Uplink Units for transmission of voice messages and data from remote locations
- HF E-mail and Web Services
- Handheld Radios for Ground Teams
 - Talk to Each other (ISR for close distances, high end for medium distances)
 - Talk to Aircrews
- Mobile Radios for Ground Teams & Deployable relay assets
 - Talk to Mission Base
 - Talk to other teams over long distances

GPS's for both Ground and Aircrews

We can't afford for there to be mistakes, and many of our teams will be operating outside of their own hometowns. This tool would possibly give us the accuracy that we need to know where are personnel are right now and where they were if linked to other tracking tools as well.

Video Imaging Equipment

We are quickly becoming a known quantity in this mission, but we don't have the assets to adequately perform this mission nationwide. We need to look at Infrared, Night Vision, and standardized Real-Time Single Frame and Full Motion Video Systems to make sure that we have the assets to do the job.

Technology (Computers, PDAs, Video Equipment, etc.)

Portable and Fixed Assets for Operations need to be made available to the personnel with jobs soon. Computers to units is a great start, but the Incident Commanders, Planning Staff, and Training Staff for our operations also needs appropriate portable and fixed assets like:

- Laptops
- Projectors
- Printers

- Copiers
- Scanners
- Network Support
 - Fixed (Tactical)
 - Wireless
- Deployable and Assigned

The equipment will need to be updated regularly and come with the software needed to do the jobs:

- Operational Mission
 - What is happening right now?
 - Management of current mission assets
- Administrative Mission Support
 - Reimbursements
 - Training Documentation
- Day-to-Day support
 - Promotions
 - Updating the easy stuff quickly

Data Gathering Tools

A database to accurately track our resources at a national level needs to be put out as soon as possible. It needs to track at a minimum the following information:

- Personnel
 - Skills inventory of new members that can easily be updated by the membership
 - Member Pictures
 - Security Clearances
 - Contact information
 - Phone
 - E-mail
 - Emergency Contact Information
- Vehicles
 - True Capabilities
- Aircraft
- Other resources as we determine what we need

Standardized Aircraft

The layout of our aircraft needs to be hashed out and settled nationwide. As we may start moving personnel across the country on a limited basis – we can't afford for every asset to be different any longer.

- Communications Hookups
 - Wide Band VHF
 - Wide Band UHF
 - Wide Band Military
 - 800 MHz
- Panel Layout
- Platform setup to host resources

Fleet upgrade on a regular basis needs to also be considered, and based on mission needs. If we need larger high performance aircraft to do certain missions, then they need to be procured.

Standardized Vehicles

Just like our aircraft, our vehicles should be setup the same way nationwide. Personnel moving across the country need to know that the resources they will be using when they arrive will work the same way as the vehicles they use at home.

- Communications Hookups & Equipment
 - Wide Band VHF
 - Wide Band UHF
 - Wide Band Military
 - 800 MHz

Fleet upgrade on a regular basis needs to also be considered.

Mobile Command Vehicles

Mobile command vehicles to support our operations may be necessary. Though it may not be needed in all wings, these assets could be of benefit when we are rolling in with our federal counterparts in limited facilities. Geographic assignment is probably necessary as we may not be able to move them quickly from one central location. This is not solely for communications though – we need the space for the key staff. Realize though that there is probably a limited need for this, and joint operations could solve some of this problem if we are working the same issues with other agencies, but we may have exclusive problems at the same time as our counterparts that we could have to use our own assets.

National Operations Center (NOC)

The days of us being able to operate in the blind from the top must stop. If we are going to be considered a player in this world we need to have one-stop-shopping for our resources. A 24/7 operation where you can get any mission number issued would be ideal, but may not necessarily be feasible right away. At a minimum we need one point of contact to serve as a focal point for funneling issues through. This will give us not only readily available information on our current missions, but also accountability of our assets. No matter what though, the NOC needs to be capable of authorizing the support needed and be in the information loop – otherwise there is no point to providing the service – it is just an added step.

Region, State or Local Operations Centers

As justified, it may be necessary to establish regional or local operations centers to control missions. These should feed to the national office, but could operate independently.

Regional or National Training Centers

A full-time national school would set the tone for region and local school houses, and allow us to provide standardized training to our field units.

It needs to have the capability to produce, edit, and update educational materials like videos, books, and software.

It should train students to support the needs not met locally and train those in leadership positions to train others.

Quality Assurance must also be considered. We must have the ability to clean up our own house and determine if we are honestly meeting the current mission needs.

This could possibly be augmented with CAP-RAP personnel to get the program going and utilize personnel already on the payroll appropriately.

Better Simulation Tools

If our personnel are going to be expected to take on bigger roles in the world, then we need to train smarter, not harder. We need to consider things like smoke generators and other lifelike targets to simulate some of these new missions.

We need to build facilities at the schoolhouses for controlled training so that dangerous training issues can still be addressed in a more controlled fashion. Additionally, this will allow us to interact with the local communities in sharing our facilities, and upgrade our personnel effectively when implementing newer complex aircraft and high tech equipment.

Satellite Access

Our training and operational needs have to be met quickly. That means that communication is critical. We could use this not only for distance learning, and for operational missions just like other federal agencies.

Personnel

Obviously, if we take on these new missions, we need to think of several issues:

- Recruiting technically trained personnel or personnel that can be brought up to speed where we need them.

- People to operate and maintain equipment
- People to handle the administrative workload
- People to manage the programs

- Training

- Needs to be properly utilized
 - Drills
 - Exercises
- Needs to be realistic
 - Focused on the missions to get the best Return On Investment (ROI)
 - Varied
- Needs to use the best methods for getting the best ROI
 - CD-Roms
 - VHS/DVD
 - Satellite
 - WWW
- Needs to be properly evaluated on a regular basis by knowledgeable people
 - Conduct training for reserve staff so that they can do their jobs better

- Augment evaluation teams with experienced CAP personnel to augment inexperienced evaluators
- Replacement
 - People should progress to higher positions
 - People will leave or washout
 - Needs Based - Not recruiting for numbers – for jobs
- Retention
 - Target the people we need to keep them in CAP
 - Don't waste time on those that don't need to be in CAP
- Efforts need to target ALL levels of the organization. We need personnel at ALL levels working the issues.
 - Some full time
 - Some part time
 - Every unit has some administrative needs that could be shifted and in many cases accomplished faster and better by full-time personnel. We might want to consider the American Red Cross Model – there are full-time personnel in every community to allow the jobs to get done all the time

MONEY

None of what we are pushing for can be done for free. We need to look at the following issues for funding:

- Training
 - More than just flying hours
 - Per Diem
 - Travel
 - Salary if appropriate
 - At all levels
- Operational Missions
 - More than just flying hours
 - Per Diem
 - Travel
 - Salary if appropriate
 - Health and Medical Coverage if appropriate
- Full-Time Support where appropriate at any level needs to be paid for

Resource Protection & Tracking

If we take on new missions, and really even if we don't we need to have positive accountability of our resources – commanders and their staff need to know what is happening right now – not tomorrow. Additionally, we need to know that our personnel will be safe and resources secure. There are a few things that should be considered on this issue:

- Secure facilities need to be located and utilized for our aircraft at least, and preferably all of our assets to avoid issues of theft, sabotage, or worse.
- Real-time systems need to be utilized to track assets locations and usage – essentially Blue Force Tracking with links like is proposed in GPRS.
- Avoid having to start over – if the Air Force or DoD can spare or offer the space and support, use it.

RESOURCES WE DON'T NEED

The members present felt that there are many things that CAP could be offered that we may not need or simply could not recommend that CAP take responsibility for.

Helicopters

For CAP's current missions, we don't have a need for helicopters. Most helicopter support is provided by local law enforcement or military assets presently, and that seems to work. The group agreed though that we might have potential changes with this if new missions are taken on, but training and maintenance amongst many other issues would need to be considered.

Firearms

For CAP's current missions, we don't have a need for firearms. The current limitations outlined in the regulations seem entirely appropriate to the members present. Any future implementation would also need to consider personnel's feelings – not wanting to be armed – it's an option, but it needs to be carefully considered and seriously limited.

Old equipment that can no longer be repaired or does not meet current requirements

We are in many cases given equipment that someone else doesn't need anymore. Sometimes we can use it, sometimes we can't. If the operations justify it, then we should purchase or repair what we need and not be forced to scrounge through items that are worthless. We don't need what we can't support with O&M, and not just money, but personnel support as well.

Resources that don't get to the people who need them

Equipment can't just sit somewhere. Caches can and do work, but need to be properly managed. Day to day operators need to have the basic assets to conduct the initial missions, and then be augmented for additional support when their basic assets aren't enough. The users also need to be able to get timely replacements, know what backups and additional support are available to them, and how to get what they need when they need it.

TOOLS AVAILABLE

The group decided that right now we have several things that can be focused on homeland security or would require little modification to get out quickly, though there may be some issues for each that need to be addressed. The asset and the limitations noted are listed below.

WMIRS

- Not enough wings have capabilities to interact with this tool
- Limited numbers of digital cameras are available, and not in all in some wings

Aircraft

- Not necessarily assigned where needed
- Not standardized

Vehicles

- Not necessarily assigned where needed
- Not standardized

Limited Communications Capabilities

- Not necessarily assigned where needed
- Will not interact with other agencies
- Being phased out while we need more
- No standards for linked assets (communications and support vehicles)
- Standing Infrastructure that will be phased out – needs to be replaced

Limited personnel capabilities to support missions

- Not enough time off
- Not enough coverage for the long term
- Limited number of qualified personnel with security clearances if required
 - We don't know who honestly has clearances
 - We don't know who honestly has qualifications

Limited groups of personnel trained to standards

- Programs are being standardized nationwide, but are not fully implemented

TRAINING WE COULD MAKE AVAILABLE WITHIN 6 MONTHS TO 1 YEAR

When asked “What could we get out to our personnel to start training with within the next 6 months to a year to address homeland security issues?” the members present came up with the following areas:

Aircrew Training

Non-photo recon missions training materials could be easily put out to get personnel prepared in this time frame, but the agency interfaces would need to be worked for our new customers.

Photo recon missions training materials could be put out to get personnel prepared with additional support:

- Funding needed to get assets out for personnel to work with that don't have other limitations
- Customer needs to provide their requirements
- Agency interfaces need to be worked

Transportation requirements could be easily updated in this time and sent out to train personnel, but again the agency interfaces need to be worked, and our FAA exemptions may factor into this.

Ground Team Training

Non-photo recon missions training materials could be easily put out to get personnel prepared in this time frame, but the agency interfaces would need to be worked for our new customers.

Photo recon missions training materials could be put out to get personnel prepared with additional support:

- Funding needed to get assets out for personnel to work with that don't have other limitations
- Customer needs to provide their requirements
- Agency interfaces need to be worked

Training for ground personnel to monitor or provide passive security could be put out to our personnel fairly quickly, but we need to answer a few issues first:

- CAP needs to define it's own resource protection requirements
- Customer needs to define their monitoring requirements
- Agency interfaces need to be worked

Communications Training

Operator training can be easily implemented on current equipment.

Operator training for new systems would be based on when the equipment is purchased and released, and what kind of support vendors can provide.

Interoperability surveys and exercises could and should be accomplished, and need to be realistic. Again, agency interfaces need to be worked as we don't know our interoperability requirements in this new world.

Community Awareness Training

We may be a good group for getting information out to the local communities but our personnel, and probably the local community, need to hear from the responsible federal agency what needs to be passed. We can easily be a broker for their materials, but should not try to be the experts on terrorism issues. Agency interfaces will definitely need to be worked to determine what needs to be put out from the experts, and to stay current.

Management and Personnel Training

ICS training can be pumped out in the near to immediate future for our personnel, but realize that training for the upper levels may take longer depending on trained personnel to handle the issues, and natural progression through the levels.

It should be noted that some jobs will require additional training from the customer and will have a varied training time. Some training may be as short as minutes, while others may be weeks to months.

WHAT TRAINING COULD BE FIELDDED IF WE HAD LONGER?

Several things could happen if CAP had more time prepare it's personnel:

- More time would allow in depth planning needed to address the requirements outlined by our partners.
- Training through other agencies could be locked in.
- Schools could be ramped up at all levels to conduct more training in new areas and augment ones already begun with more personnel.
- We could better train personnel to do the long-haul jobs and meet requirements normally left for personnel filling a full-time duty position in active service.
- We could enhance and improve the training provided in the early months with better tools:
 - WWW
 - CD-Rom
 - Video

PRIORITIZED MECHANISMS FOR TRAINING

When asked to identify the best mechanisms for training and prioritize them the members present outlined the following:

Full-Time Schoolhouses

Full-Time Schoolhouses would be the best way to train our personnel. It provides for all of our personnel getting the core training they need in the best manner possible, and also allows for changes to be made rapidly based on the environment. These schoolhouses should be set up in the following locations in order:

- National
- Regional
- Wing level (If necessary, and more than one potentials)

On the Job Training

Personnel not able to go to a schoolhouse can be brought up to speed to do the basic job locally under supervision until they can get the full training needed.

Drills

Units need to be established that can train and focus on specific issues. Ideally these personnel would have a regular time frame for meeting to get this accomplished, like a monthly training weekend.

Exercises

Groups of units that need to come together in operations also need to periodically train together. Depending on the mission, this may be a quarterly event, an annual event, or could even be required more often.

Distance Learning & Continuing Education

Even with other training opportunities, most personnel will benefit from distance learning efforts. Through online or other multimedia sources lessons learned as well as new issues can be provided to personnel at all levels. With the potential for a rapid influx of new programs and personnel – this may be another critical link to get personnel prepared at least at basic levels until the schoolhouse has more slots available.

Notes

There were several sideline issues brought up in discussing the best training formats:

- More structure will be required for Instructor Training Programs (TTT, ITC, specific course training), and it should be in all operational areas, not just ES.
- CAP needs to take advantage of external resources for conducting training where possible. We can do a lot for instructor development, but there are other avenues for receiving this training like the strong professional educators that we already have as well as other credentialed instructors like CFIs.

- Personnel need to have time to implement changes in regulations, etc. so that they are not caught off guard – it may have to happen to meet mission requirements where the influences don't allow for it. Deliberate changes need to be made in a timely manner though – not held hostage to a political process, and limited field-testing needs easy but formal authorization so that everyone knows what their counterparts are doing.
- Training needs to be realistic and appropriate – don't waste the members time – but don't get rid of training simply because it takes time – tough missions require more time to prepare for.

HOW LONG WILL IT TAKE TO GET PERSONNEL PREPARED?

Assuming we get what we need, the members present felt that CAP could support a 20% increase in current operations within the first 90 days from the time we receive authorization nationwide – this is easy stuff we already do.

After that, within one year to 18 months resources could be fielded based on the expert's recommendations. This will take much longer if everyone has a say that is argued over and over – politics could kill the whole deal.

Within two years the organization could standup to do all of the above missions if fully supported within the command hierarchy, recruiting goals are met, legal and legislative issues are solved, and resources required are acquired at appropriate times.

POLICY OR REGULATORY CHANGES THAT NEED TO BE MADE BY CAP

There were several issues that the members present brought up:

- CAP needs to begin tracking personnel with clearances and other background checks (more than just the CD), and soon.
- Track qualified personnel nationally to allow for interoperability
- ID Cards need to be picture IDs and combine specialty requirements as appropriate – centralize control issue – possibly even issued by the military for key personnel
- Assets need to be assigned to the folks that need them – not treated like toys. Placement needs to be justified to the missions on things like geography and local weather conditions.
- Per Diem and travel rules need to be addressed for personnel going to long-term training so that they can afford to attend
- Re-visit the requirements for transport mission pilot if FAA exemption changes
- Remuneration/Salary rules need to be addressed for personnel in long-term missions
- Membership or participation at a minimum may have to be controlled or limited until further background checks are accomplished
- PKI Certificates for computer systems to authorize access to government and military sites if necessary need to be purchased
- Regulations need to address benefits issues for volunteers
 - Liability coverage passed to wing commanders needs to be expanded
 - Good Samaritan type coverage needs to be expanded to all mission personnel
 - Acts of omission and commission need to be considered
 - Include training activities as well
 - Health & Disability issues
 - Survivor Benefits
 - Job Security issues once approved by law
- Public Affairs and community outreach programs need to be developed and worked professionally, and operations needs to be kept in the approval loop on these issues

LEGAL OR OTHER CHANGES THAT WILL NEED TO BE MADE FOR CAP

There were several issues that the members present brought up:

- DD Form 2 (Red ID Card) or some other version needed to get at least key personnel into bases
- Clearances for Key Personnel to be involved in planning and other critical positions
 - Secret or Top Secret for major National Players
 - TS requirement must be validated and like all clearances are paid for by the agency (and will be much more pricey)
 - Limited others may require clearances, but probably issued sparingly because of cost and true need – most personnel can be read in on the issues that have a need to know about.
- Courier Endorsements for appropriate personnel need to be procured to conduct transports if necessary – this is an extremely limited opportunity though so not a very high priority
- Update the DoD, FEMA, agency Utilization Documents to include transport of classified materials
- FAA Waiver needs to be solidified – transport pilot restriction is unnecessarily hindering.
- Guard and Reserve Act (ESGR) to allow personnel to work long term mission support needs to be secured.
- Liability coverage, health coverage, responsibilities, etc. for employees & special volunteers needs to be worked. FEMA and other agencies are willing to pay for our support, but our personnel have to have support to keep bread on the table and protect their families.
- FEMA or DOMS Support should be to put us in the Government Emergency Telecommunications System (GETS)
- MOUs need to be established with DoD or other federal, state and local resources for regional training centers
- CAP needs exemptions to operate in some areas listed in NOTAMs – this is not likely though maybe listing CAP in critical NOTAMs like sheriff's would be helpful.
- Work for funding to pay for re-currency training
 - Pilot proficiency
 - Continuing Training for other Crew Members
 - Mission Management
 - Ground Team Training
 - Full-Blown exercises at all levels
- Funding to pay for initial training
 - All specialties

- Support personnel at all levels
- Management at all levels

- Philanthropy issues need to be worked to pay for the nice to haves in the future, and unfunded requirements.

- MOUs/Agreements with both government agencies and non-federal/non-government organizations need to be considered and worked to meet our needs for these missions.