



# Flight Line

The Official Quarterly Newsletter of  
**New Mexico Wing**



Vol. 11, No. 1 – January, 202

## NEW MEXICO WING STAFF

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**FLIGHT LINE** is published quarterly, on the first month of every quarter. Deadlines for submission are as follows:

1Q – 20 December  
2Q – 20 March  
3Q – 20 June  
4Q – 20 October

**Text** may be submitted in the body of an e-mail (preferred), or as a document attached to an e-mail

**Images** must be in JPG format, unretouched, un-cropped and at least 1200 by 900 pixels.

**Credits:** In all cases, please give full name, grade and unit assignment of:

1. The article's author;
2. Photographer, and
3. Anybody mentioned in the article.

Send submissions to the Editor at:

[jaytourtel@comcast.net](mailto:jaytourtel@comcast.net)

Message size limit: 15 MB

## New Mexico Wing Commander's Corner

ALBUQUERQUE, N.M. – Happy New Year, fellow members of New Mexico Wing! I hope that everyone had a wonderful Christmas and a Happy New Year!

Our Wing started off 2020 with a lot of excitement for the new year and quite a bit of training and activities. Our Wing Conference and encampments were being planned, and then in March, COVID-19 caused everything we were planning for to come to a screeching halt. What a year 2020 turned out to be. But in true New Mexico Wing fashion, our members quickly began to think outside of the box and came up with ways to enter the virtual world for supporting squadron meetings, virtual training and standing up a virtual incident command post for the COVID-19 mission we were asked to help with in supporting the New Mexico National Guard. The resiliency of our Wing staff, squadron commanders and every one of our members is a testimony of the courage and strength that every member of our Wing embraces.

As we move forward into 2021, even though we don't know what restrictions we may be facing this spring, summer and fall due to COVID-19, our Wing is moving forward with plans for Emergency Services training, pilot proficiency, aircrew training, sUAS (Small Unmanned Aerial System) training, Summer Encampment and Glider Academy – which, by the way, was selected to be a National Cadet Special Activity (NCSA). We are also making plans for our Wing Conference, that will more than likely be virtual. More information about that will be coming soon.

At the time that this article was written, our Wing remains in Phase Zero of the Remobilization Plan. My hope for our Wing is that our State's COVID-19 positive test numbers will have significantly dropped, and New Mexico Wing will be given permission by CAP National Headquarters to move into Phase I of the Remobilization Plan. At that point, we hope to be able to have some face-to-face meetings and



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more in person training as we closely monitor the State of New Mexico's Health Order, and the approved number of persons allowed in mass gatherings to be observed closely by all of our members.

As we look back on 2020, I believe that we can all say that it was a very difficult year, filled with much uncertainty, hardship and at times, fear, but I think that often in difficult times, it is then that we are made stronger. The perseverance and commitment of our members and to one another – especially those we love – help us to find the strength to overcome the unknown. Let us all hold one another up, and work together to make our Wing the best it can be. Remember to always embrace our Core Values: Integrity, Volunteer Service, Excellence, and Respect. These Core Values serve as the ethical framework for CAP's service to America. Looking back at the past year, I can sincerely say that our members in New Mexico Wing have truly embraced these Core Values. 🇺🇸

**Col. Annette Peters, CAP**  
**New Mexico Wing Commander**

***“New Mexico Wing – Working Together as a Team, in All of Our Missions for Our Community, State and Nation”***

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## How to Submit Articles for this Newsletter

### ***What should I write?***

- Any article of general interest to the Wing. The most common articles are about cadet and senior promotions, milestone awards, field trips and guest speakers. Typically, an article should have the following four qualities:
  - **Brevity.** Neither too short nor too long. One to one-and-a-half printed pages (approximately 750-1000 words) is ideal.
  - **Timeliness.** Anything that happened within the 90 days prior to publication.
  - **Newsworthiness.** Articles should be about what the members of the Wing are doing, when they are doing it, where they are doing it and how well they are doing it.
  - **Relevance.** Does the article have a direct bearing on CAP, the Wing, or its missions?
- Articles written by cadets, especially if they are assigned as the cadet PAO, are welcome.

### ***How do I submit articles and photos?***

- **Do not format the article.** Articles should be sent in the body of the e-mail, which is the preferred method of submitting them.
- **Please include photos.** Articles without photos are less likely to be published. Make sure all participants are in the proper uniform. Please include the grade, first and last name, and duty position of each participant in the photo, as well as the name of whoever took the picture.
- **Do not embed photos in the Word document.** Please send in the original, unretouched, full-size photo as an attachment, in JPG format.
- **Have any ideas, suggestions or questions about articles?** Feel free to contact the newsletter editor at [jaytourtel@comcast.net](mailto:jaytourtel@comcast.net). 🇺🇸



## Phase 0 (current state) Essential Missions Only

**Standard**

- Self-Identified low-risk category may perform essential missions with minimal staffing, social distancing, hygiene and wearing of cloth face coverings.
- Monitoring members health status through temperature checks and self identification of symptoms.
- Aviation – with face masks, aviation gloves and disinfection between sorties: essential missions only with minimal staffing.

**Strategy**

- Essential missions shall employ full public health protection measures such as: hygiene education, having hand sanitizer available, performing routine hand washing breaks, daily cleaning of individual workspace cleaning, wearing of cloth face coverings, social distancing, temperature checks, and asking members if they feel well before entering a mission.
- Monitoring members health status during missions through routine no-touch temperature checks and asking if members feel well.
- Place seats 6-feet apart, double arm interval distancing at all times.

**Above:** The slide announcing the Wing's return to Phase Zero. (Photo: Lt. Col. Jay T. Tourtel, CAP)

## New Mexico Wing Reverts to Phase Zero After Spike in COVID Cases

By Lt. Col. Jay T. Tourtel, CAP  
New Mexico Wing Public Affairs Officer

ALBUQUERQUE, N.M. – On November 16, 2020, New Mexico Wing reverted to Phase Zero of CAP's Remobilization Plan, following an unprecedented increase in COVID-19 cases, which prompted an emergency Public Health Order enacted by New Mexico Gov. Michelle Lujan Grisham, to relieve the dramatically increasing strain on hospitals and health care facilities across the state. The order remained in effect until November 30, 2020.

New Mexico Wing Vice Commander Lt. Col. Dean M. Klassy, Sr., head of the Wing's Remobilization task force, announced the reversion in response to the governor's public health order, and at the direction of CAP National Vice Commander Brig. Gen. Edward Phelka, who is overseeing CAP's remobilization at the National level.

The Wing had previously been approved to advance to Phase I, which meant that units could conduct in-person activities with five or fewer low-risk members, while members in high-risk categories would continue to work from home. By reverting to Phase Zero, New Mexico Wing is limited to Essential Missions Only, with members being continuously monitored with temperature checks and practicing self-identification of symptoms, sanitizing and hand-washing practices, as well as social distancing. The decision to return to Phase I is still under review, and will be implemented as circumstances permit. 🇺🇸



**Above:** CAP Capt. Tom Billstrand (left) monitors as Air National Guard Staff Sgt. Blaine Hutcherson loads COVID-19 vaccine containers and personal protective equipment into a CAP aircraft. (Photo: SM Brian Morrissey, CAP)

## **New Mexico Wing Delivers COVID-19 Vaccine to Cities Around the State**

*By Lt. Col. Dave Finley, CAP  
Mission Public Information Officer*

ALBUQUERQUE, N.M. -- The New Mexico Wing's COVID-19 relief mission entered a new chapter on December 15, 2020, with the first flights carrying vaccine to protect against the disease. Acting as the official auxiliary of the U.S. Air Force, the wing began delivering COVID-19 vaccine from the New Mexico Department of Health to several cities around the state.

The first shipment of the vaccine arrived in the state on December 14, 2020. Early the next morning, CAP aircrews, joined by members of the New Mexico National Guard, departed Albuquerque to deliver the first round of vaccines.

"Our volunteers are very happy to be bringing this life-saving cargo to our fellow New Mexicans," said Wing Commander Col. Annette Peters. "This is a proud moment for our Wing," she added.

The first flights were followed by additional flights later the same week. As more vaccine arrived in New Mexico, CAP crews have continued to fly to a number of New Mexico cities to bring the vaccine allocated to those localities.

"Making these time-critical deliveries has presented some new logistical challenges, and I'm proud of how our team quickly met these challenges with resourcefulness and admirable dedication," said Lt. Col John Grassham, the wing's Director of Operations.

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The vaccine shipments are the latest task in a long-running mission -- funded by the Federal Emergency Management Agency -- in which the wing has assisted the New Mexico National Guard, in support of the New Mexico Department of Health.

Since the mission began in April, CAP crews have transported more than 28,000 COVID-19 test samples from cities across the state to laboratories in Albuquerque for processing.

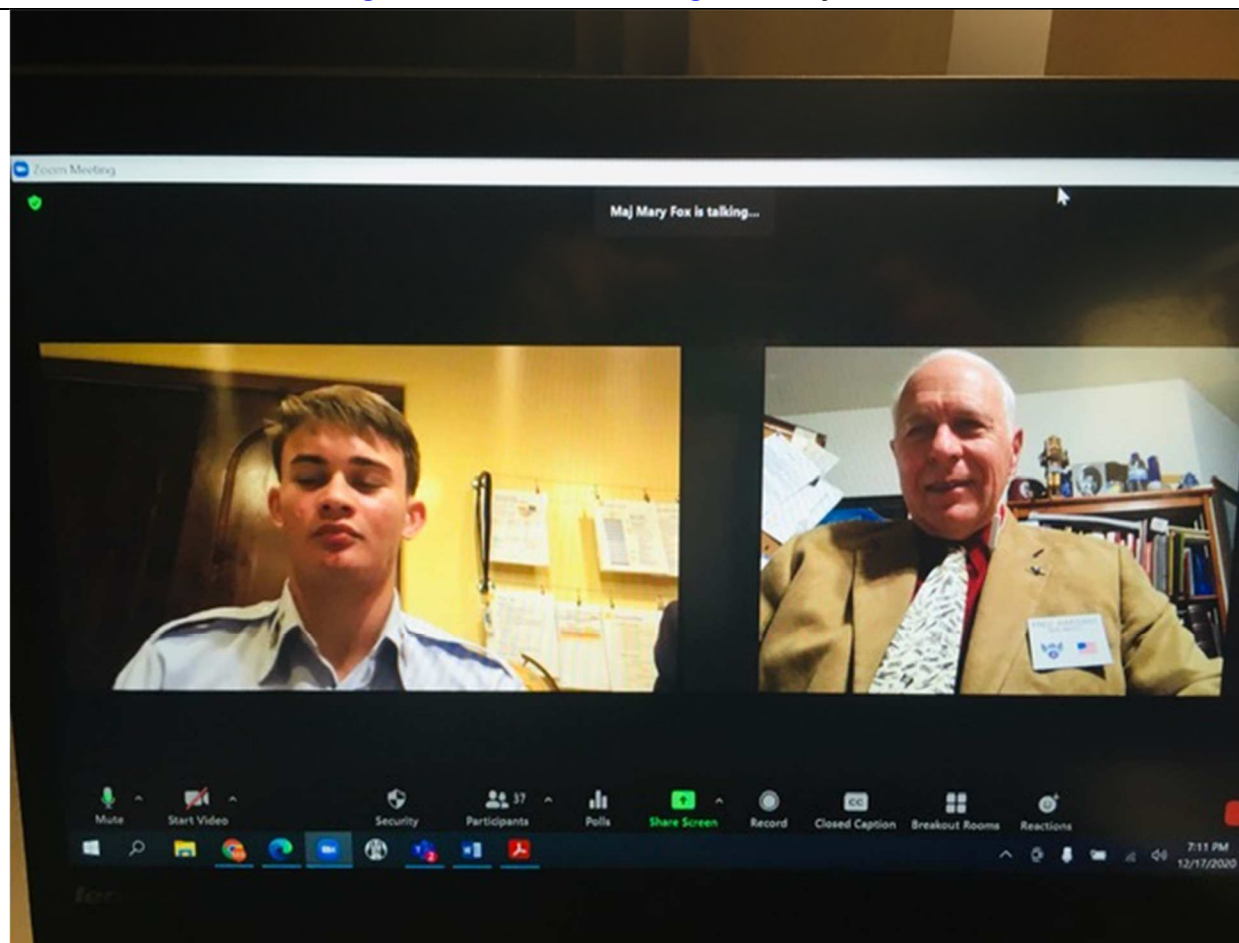
From April through late December, CAP aircrews have flown nearly 440 flight hours, and ground teams have driven more than 5,200 miles. CAP members supporting the COVID-19 mission have provided more than five years' worth of volunteer labor.

Acting as a Total Force partner and official civilian auxiliary of the Air Force, Civil Air Patrol is aligned with First Air Force to rapidly respond to non-military threats domestically when tasked in a Defense Support of Civil Authorities capacity to save lives, relieve suffering, prevent property damage and provide humanitarian assistance. 🇺🇸

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**Below:** National Guard PFC Nicole Diaz (left) confers in a CAP ready room with CAP pilot Lt. Col. Dave Gottheimer prior to the COVID-19 vaccine transport flight. *{Photo: Todd R. Berenger, Kirtland AFB 377th Public Affairs}*





**Above:** Cadet Chief Master Sgt. Hunter Mamawal (left) accepts the 2019 Air Force Association Squadron Cadet of the Year Award on behalf of Cadet Chief Master Sgt. Sean Cuellar-Hatcher, from Air Force Association State President USAF Lt. Col. (ret.) Fred Harsany. (Photo: Maj. Mary A. Fox CAP)

## Spirit Squadron Overcomes Challenges to Host Virtual Award Ceremony

By Maj. Mary A. Fox, CAP  
Albuquerque Heights "Spirit" Composite Squadron

ALBUQUERQUE, N.M. – On December 17, 2020, Albuquerque Heights "Spirit" Composite Squadron held its annual winter awards ceremony. This year, despite the challenges of the COVID-19 pandemic, the squadron held its first virtual award ceremony via Zoom.

Squadron Commander Maj. Mary A. Fox tasked Cadet Chief Master Sgt. Hunter Mamawal with planning the event. Mamawal, in turn, tasked squadron safety officer Capt. Karen Barela with inviting the dignitaries: CAP National Commander Maj. Gen. Mark E. Smith, and New Mexico Wing Commander Col. Annette Peters. Squadron Administrative Officer Lt. Col. Beverly Vito hosted the virtual social hour for senior members, with Cadet Chief Master Sgt. Trevor Anderson hosting the cadet social hour, which both ran from 6:00 to 6:25 p.m. Squadron Professional Development Officer 2nd Lt. Kurt "Randy" Roth put together a "year in review" slide show, and Cadet Sponsor Member (CSM) Michael Mamawal served as the evening's Master of Ceremonies.

Maj. Gen. Smith spoke of the challenges of conducting CAP business virtually, along with the success of CAP's COVID-19 assistance mission, which has been ongoing since April. Col. Peters encouraged the

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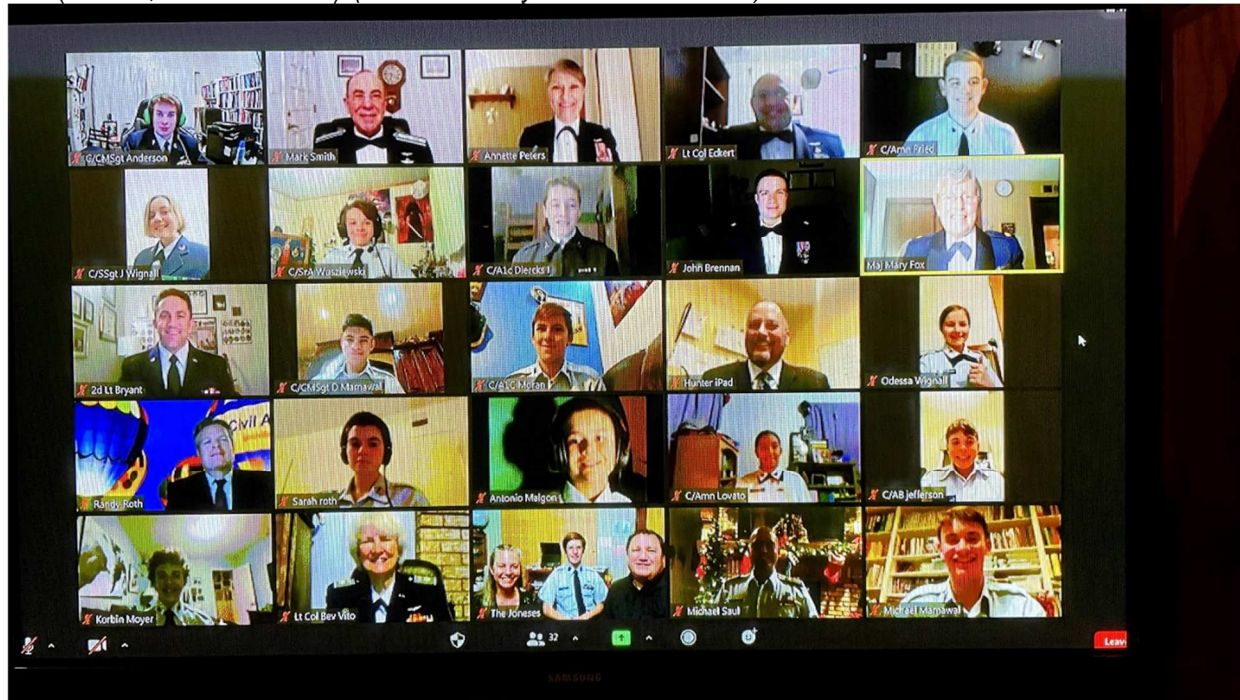
members to remain strong, despite the virtual meetings and other challenges presented by COVID. She also congratulated the squadron for the part they played in the COVID-19 assistance mission, where squadron members provided more than 800 volunteer hours, out of the 10,000 hours logged by New Mexico Wing. Additionally, Central New Mexico Group Commander Lt. Col. Michael E. Eckert and Northern New Mexico Group Commander Lt. Col. Andrew F. Selph provided encouragement to the squadron, since it began meeting virtually on March 19, 2020.

The awards ceremony began with the presentation of the 2019 Air Force Association (AFA) Squadron Cadet of the Year Award, presented to Cadet Chief Master Sgt. Sean Cuellar-Hatcher, by USAF Lt. Col. (ret.) Fred Harsany, Air Force Association State President, Albuquerque AFA Chapter President, and former New Mexico Wing State Director. (Accepting the award for Cuellar-Hatcher, who was studying for finals, was Cadet Chief Master Sgt. Hunter Mamawal, the current squadron Flight Commander.) The squadron then recognized two Wright Brothers Awards (signifying completion of Phase I of the Cadet Program), four senior members who completed Level I training, and one Grover Loening Award (signifying completion of Level III). Since the first of the year, the squadron promoted 44 cadets – 30 of which occurred during the pandemic quarantine – and qualified two mission radio operators, one mission scanner and one ground branch director. Additionally, three cadets earned their Model Rocketry Badge.

Maj. Fox congratulated all the members who helped the squadron earn CAP's Quality Cadet Unit Award for the ninth consecutive year, and CAP's Aerospace Education Excellence Award, under the direction of Squadron Aerospace Education Officer Capt. Rene Larricq, for the 12<sup>th</sup> consecutive year.

Although COVID-19 has stopped many daily activities, it has not stopped the squadron, which will continue to strive for excellence in 2021, despite the challenges of the pandemic. 🇺🇸

**Below:** A group photo of all who attended the Winter Awards Ceremony. Dignitaries included CAP National Commander Maj. Gen. Mark Smith (top row, second from left), New Mexico Wing Commander Col. Annette Peters (top row, center), and Central New Mexico Group Commander Lt. Col Michael E. Eckert (top row second from right). Helping to plan and execute the event were Squadron Commander Maj. Mary A. Fox (second row, right), CSM Michael Mamawal (third row, second from right), 2nd Lt. Randy Roth (fourth row, left), and Lt. Col. Beverly Vito (fifth row, second from left). (Photo: Courtesy of Mr. Jonathan Fox)





**Above:** Santa Fe Composite Squadron's new hangar space. (Photos: Capt. Allan Wood, CAP)

## Santa Fe Composite Squadron Gets New Hangar Space

*By Maj. C. John Graham, CAP  
Santa Fe Composite Squadron*

SANTA FE, N.M. – After moving out of a World War II-era hangar and meeting space at the Santa Fe Airport several years ago, the Santa Fe Composite Squadron came to an agreement with Signature Flight Support, whereby Signature would provide hangar and radio room space, in exchange for CAP purchasing aircraft fuel from their FBO (Fixed Base Operations). The squadron was initially provided an east-facing T-hangar (so named because of its shape), but a move to another hangar was later required, due to Signature customer needs. The latter T-hangar had some issues, but the squadron made do.

In early 2020, the New Mexico State Police moved their helicopter operation to Albuquerque, vacating a hangar and two adjacent offices. One of the Santa Fe Composite Squadron pilots, Capt. Allan Wood, arranged to keep his personal aircraft in this hangar, but there was room for more planes. Through a series of serendipitous conversations, availability of this hangar came to the attention of Wing staff and New Mexico Wing Commander Col. Annette Peters, and subsequent negotiations resulted in an agreement with Signature for CAP to use the hangar and attached offices.

Squadron Commander Lt. Col. Angie Slingluff tasked Maj. Glen Nicolet and Capt. Wood to coordinate the move of cabinets, furniture, equipment, radios, and antennas to the new location. Time was a factor, since Signature wanted to rent the T-hangar. Capt. Wood conducted a thorough risk assessment using CAPF 160, Deliberate Risk Assessment Worksheet, that addressed the physical hazards of moving and lifting heavy items, working on a ladder to install antennas, and controls to mitigate the COVID-19 risk.



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Col. Peters concurred with proceeding with the move, and the squadron commander's approval of the risk assessment.

The move began on November 19, 2020, and continued into the following week. As well as Maj. Nicolet and Capt. Wood, Maj. John Graham, Capt. Dave Staples, and Capt. Alan Eckert assisted with various phases, with Capt. Eckert leading the antenna installation. Capt. Wood installed new locks on the doors. All activities were completed safely and with appropriate health precautions.

The hangar is heated, and occasionally may be shared with Signature customers. One of the office spaces is designated as a radio room, while the other will be used for flight planning and preparation as well as storage for Aerospace Education materials. The indoor facilities (including a restroom), plus hangar and nearby ramp parking, will allow Santa Fe to again serve as a mission base.

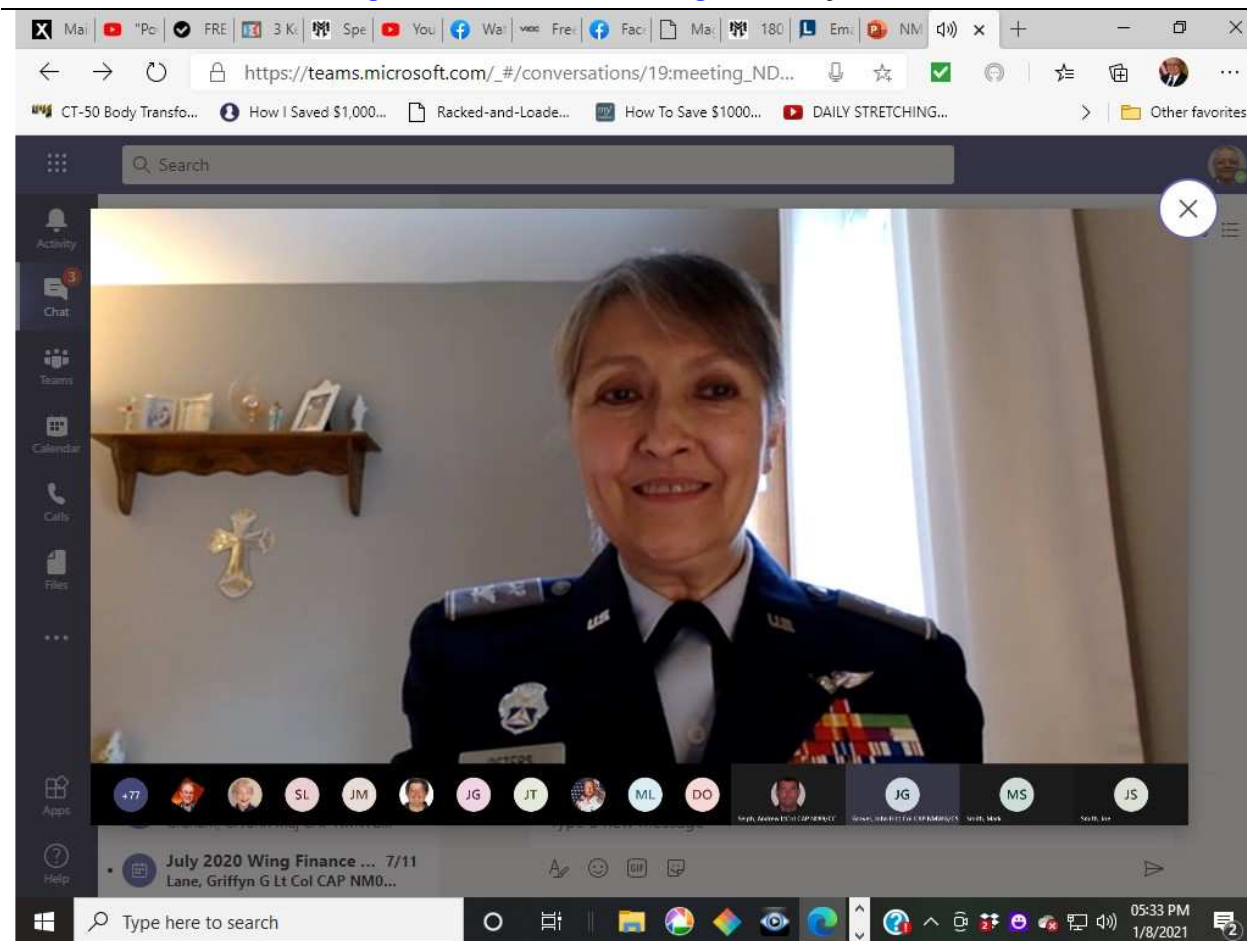
Lt. Col. Slingluff remarked, "This is an excellent facility for CAP use. It is large enough that a SAREX (Search and Rescue Exercise) team can fit comfortably when we get back to in-person exercises. It is also possible to socially distance wearing masks for small team meetings (five or fewer members) or training. Thank you, Col. Peters and Capt. Wood and team for making this move possible."

Squadron meetings are currently held virtually, via Microsoft Teams, and will resume at the New Mexico National Guard facility at Santa Fe, when safety and health conditions allow. 🇺🇸



**Above:** The squadron's new office space and radio room..

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**Above:** New Mexico Wing Commander Col. Annette Peters presides over the Wing's virtual end-of-year awards ceremony. (Photos: Lt. Col. Jay T. Tourtel, CAP)

### New Mexico Wing Hosts Long-Overdue Awards Ceremony

*By Lt. Col Jay T. Tourtel, CAP  
New Mexico Wing Public Affairs Officer*

ALBUQUERQUE, N.M. – On December 12, 2020, New Mexico Wing Commander Col. Annette Peters, along with members of her staff, hosted a long-overdue awards ceremony, to give members a break from eight months of lockdowns, social distancing and public health restrictions. Peters commented on the toll that the COVID-19 pandemic had taken on the Wing, when a public health emergency, declared on March 13, 2020, ended in-person meetings and training, and forced the Wing to start doing business virtually.

“There are times I wish I could just blink my eyes, and that this horrible pandemic would go away, and that we could go back to doing CAP the way we were before the pandemic,” Peters said. She went on to praise the members of the Wing for their resiliency in the face of this crisis.

She welcomed the honored guests for the day: CAP National Commander Maj. Gen. Mark Smith; Southwest Region Commander Col. Joe Smith; Southwest Region Chief of Staff Lt. Col. Harriet Smith; and Southwest Region Director of Personnel Maj. Roberta Himebrook, one of Col. Peters' advisors and the widow of former New Mexico Wing Commander Col. Richard F. “Ric” Himebrook, who passed away in April 2014.

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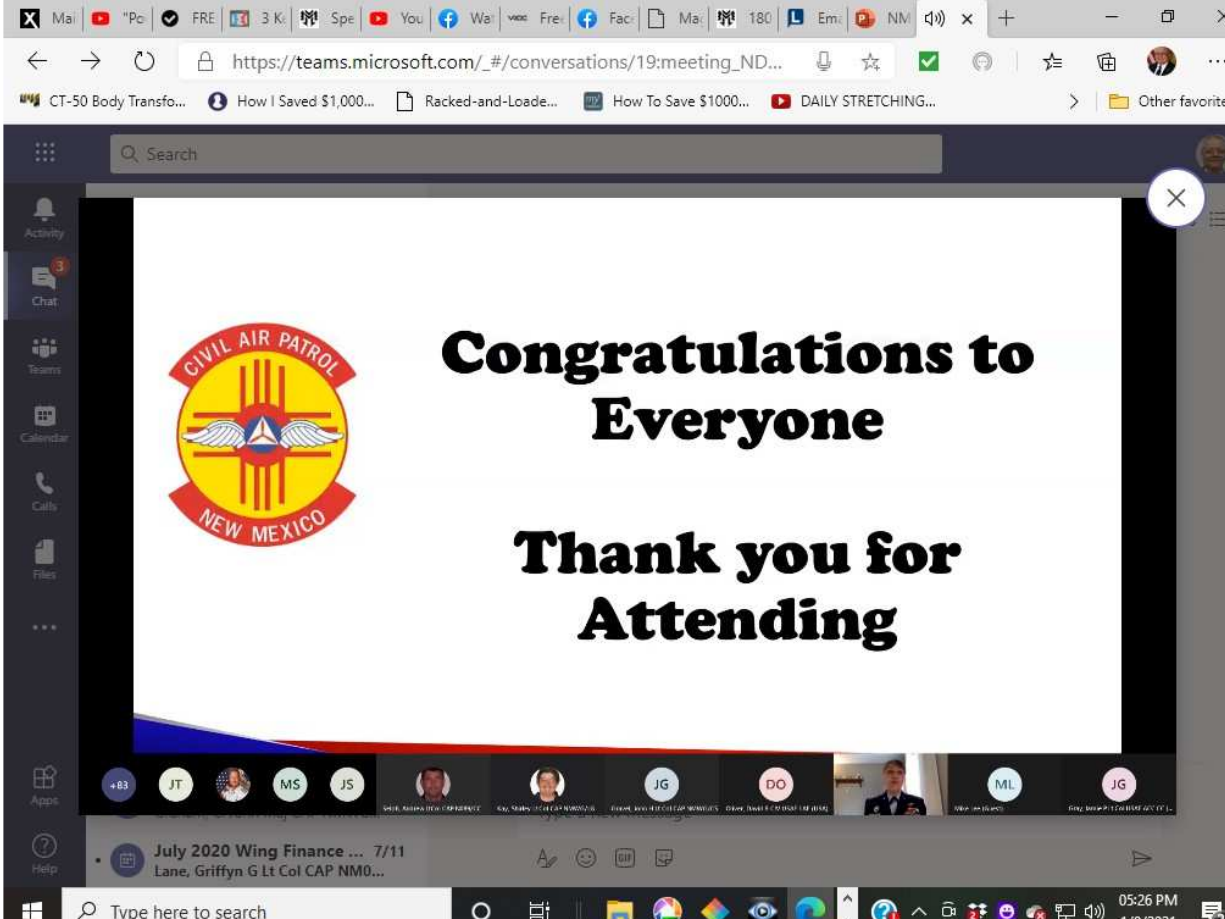
Col. Peters also welcomed, from the CAP-USAF Southwest Liaison Region, USAF Lt. Col. Jamie Gray, and Mr. Brad Oliver. Former New Mexico Wing Commander Col. Mike Lee, her immediate predecessor, was also in attendance.

New Mexico Wing Chief of Staff Lt. Col. John Gravel presented the awards that were to be presented at the 2020 New Mexico Wing Conference, which was scheduled for March, but canceled due to the pandemic. Recipients included LBJ Middle School Cadet Squadron Commander Maj. Jessica Makin as Aerospace Education Officer of the Year, Capt. Steven Lindquist of Rio Rancho Falcon Composite Squadron as Cadet Programs Officer of the Year, and New Mexico Wing Director of Emergency Services Lt. Col. John Grassham as the Wing's Emergency Services Officer of the Year.

Maj. Gregory Griffith of Albuquerque Senior Squadron II received the Richard F. Himebrook Memorial Senior Member of the Year Award, and Cadet Capt. (now 1st Lt.) Mark Chappell of Albuquerque Heights "Spirit" Composite Squadron received the 2019 Paul J. Ballmer Memorial Cadet of the Year Award. Santa Fe Composite Squadron Commander Lt. Col. Angie Slingluff was named Squadron Commander of the Year, and the 2019 Squadron of the Year Award was presented to Rio Rancho Falcon Composite Squadron. Seven squadrons earned CAP's Quality Cadet Unit Award – the greatest number of squadrons in the Wing to ever receive the award.

Col. Peters praised all the members of the Wing for their hard work during the COVID crisis. "I couldn't do this job if it weren't for my amazing staff, and all of our incredible members of the Wing," she said, her voice breaking. "Well done, my friends. You are awesome." 🥰

**Below:** Congratulations to all award recipients, and thanks to all for their hard work.



The image is a screenshot of a Microsoft Teams meeting. The main content is a slide with a white background. On the left side of the slide is the Civil Air Patrol New Mexico logo, which is a yellow circle with a red border containing a stylized eagle and the text "CIVIL AIR PATROL" at the top and "NEW MEXICO" at the bottom. To the right of the logo, the text "Congratulations to Everyone" is written in a large, bold, black font. Below that, "Thank you for Attending" is written in a slightly smaller, bold, black font. The slide is displayed within a Teams window. The top of the window shows the browser address bar with the URL "https://teams.microsoft.com/\_#/conversations/19:meeting\_ND...". The bottom of the window shows the Windows taskbar with the search bar and system tray. The Teams interface includes a search bar at the top, a sidebar on the left with icons for Activity, Chat, Teams, Calendar, Calls, and Files, and a bottom bar with a grid of participant avatars and a meeting title "July 2020 Wing Finance ... 7/11 Lane, Griffyn G Lt Col CAP NM0...".

## Wreaths Across America Goes on, in Spite of COVID Restrictions

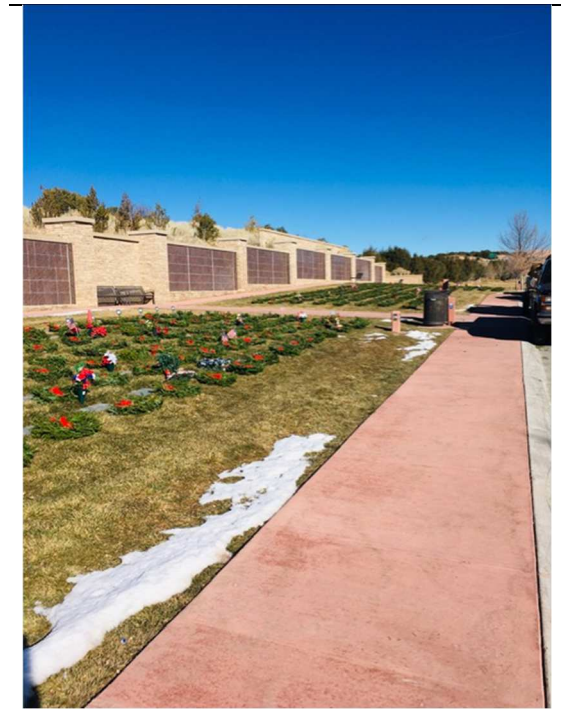
By Maj. Mary A. Fox, CAP  
Albuquerque Heights "Spirit" Composite Squadron

SANTA FE, N.M. – On December 19, 2020, at Santa Fe National Cemetery, members of Civil Air Patrol, attending as private citizens, helped place approximately 1,250 wreaths at the graves of veterans and fallen war heroes. For the past 13 years, CAP has played an active part in placing these wreaths – specifically, the grave-specific wreaths requested by families out of state or unable to make it to the cemetery on their own. This year, the request came as usual, but the New Mexico COVID-19 restrictions, alongside Civil Air Patrol's social distancing guidelines, prevented the local squadrons and members from participating as members of CAP.

Lt. Col. Angie Slingluff, Santa Fe Composite Squadron Commander, has organized this event for the past four years, working tirelessly to collect all the data necessary to ensure that all wreaths were placed exactly where they were supposed to be placed each year. In previous years, she counted on a variety of organizations, including CAP, to place the grave-specific wreaths, but once CAP was pulled from the list, she was worried that the wreaths would not be placed as they had in the past.



**Above Right:** CAP members, volunteering as private citizens, place wreaths on fallen veterans' graves at Santa Fe National Cemetery. (Photos: Maj. Mary A. Fox, CAP) **Below Left:** A lonely line of wreaths bears silent witness to the efforts of all volunteers.



But members of CAP squadrons, acting as private citizens, abiding by the COVID guidelines of masks, gloves and social distancing, came to the rescue. Over the course of three hours, they placed more than 150 wreaths, and remembered each hero and veteran by speaking that veteran's name aloud, so that veteran's name will never be forgotten. Even though they were not in CAP uniform, they modeled respect for all CAP and state COVID guidelines. Each wreath was placed with the dignity and respect earned and deserved by each veteran. Their actions were recognized by a tearful "thank you" from many of the family and relatives who had come by to watch as a wreath was placed at their loved one's grave.

The members that represented CAP as private citizens included the following families: Barela, Bryant, Fox, Gonzales, McKelvey, Neal, Newton, Sanchez, Selph and Vito. These families carried on the mission of Wreaths Across America: To Remember, to Honor, and to Teach. 🇺🇸



**"Nothing in this world can take the place of persistence. Talent will not; nothing is more common than unsuccessful people with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated failures. Persistence and determination alone are omnipotent."  
-Calvin Coolidge**

**Above:** President Calvin Coolidge's exhortation on the value of persistence. (Photo: Reddit.com)

## Editorial

### Press On

*By Lt. Col. Jay T. Tourtel, CAP  
New Mexico Wing Public Affairs Officer*

ALBUQUERQUE, N.M. – My late mother had a favorite saying: "I have never had to work so hard to [insert task here] in my entire life!" That was her way of venting against a seemingly simple task, which became more complicated by all the obstacles and roadblocks that were thrown in her path. I had that experience recently, when I had to renew my vehicle registration.

Before I could renew the registration, the car had to pass an emissions test, which it failed. The Check Engine light had come on, with evaporative emission control system errors. I was advised to get the car repaired, and then bring it back to get retested.

My regular auto repair shop did not have a diagnostic technician, but they referred me to another place that did. The diagnostic showed that the car had a damaged purge valve, which attaches to the gas tank. It was a dealer part, which they did not have in stock. The dealership did not have the part in stock either, but they could get it. Five days later, I picked the part up, and had it installed, but I still could not get the emissions retested until I had driven the car for about 50 miles, to give the sensors a chance to reset. Two days later, I took the car back to have the emissions retested, and it passed. From there I went to the Motor Vehicle Division, and got my registration renewed – two days before it was due to expire. I had never had to work so hard to renew my registration in my entire life.

While overcoming the obstacles of renewing a vehicle registration do not compare to the obstacles created by COVID-19, the strategy of overcoming them both is the same: by not giving up in the face of seeming hopelessness. Public health restrictions may be imposed, then lifted, and then reimposed. Like Alice, we are running as fast as we can just to stay in one place.

How to survive these ups and downs? Think long-term: we need to make short-term sacrifices for long-term gains. One of my favorite inspirational quotes is from Calvin Coolidge, the 30<sup>th</sup> President of the United States, who exhorts us to persevere and to never give up. In his words, persistence and determination alone are omnipotent. Press on. 🇺🇸

## Command NCO's Corner

### Officer to NCO Conversions



ALBUQUERQUE, N.M. – On December 2, 2019, Interim Change Letter (ICL) 19-08 to CAP Regulation 35-5, *CAP Officer and NCO Appointments and Promotions*, was incorporated as indicated below as a permanent part of the regulation until such time as the regulation is revised.

ICL 19-08 added the following paragraph to the regulation:

**¶ 6.5.: CAP Officer transition to NCO Grades.** Existing CAP members who hold an officer grade and previously held an Armed Forces NCO grade may choose to transition to a CAP NCO grade. At the point of choosing to transition, the member may choose (1) the current/last Armed Forces NCO grade held, or (2) the highest NCO grade they qualify for using the figure below. A CAPF 2, Request for Promotion Action, with appropriate substantiating documentation, will be submitted to reflect the desired NCO grade. Box IX (Remarks) must indicate the member has requested transition to NCO grade and which of the two approaches the member chose. Forward the CAPF 2 to CAP/DP through the appropriate approving authority as outlined in ¶ 1.5.8. This is not considered a promotion action, and so promotion board approval is not required. The member is authorized to wear the grade on the CAP uniform when the new grade is reflected in eServices.

FORMER MILITARY GRADE	18 Months		3 Years		7 Years		10+ Years		TIME IN CAP
	LEVEL I		LEVEL II		LEVEL III		LEVEL IV		PD LEVEL
	2d Lt	1st Lt	Capt	Capt	Major	Major	Lt Col	≥ Lt Col	CAP GRADE
E-4	SSgt		TSgt			MSgt			NCO CONVERSION GRADE
E-5	SSgt		TSgt	MSgt		SMSgt			
E-6	TSgt		MSgt			SMSgt			
E-7	MSgt		SMSgt						
E-8	SMSgt								

Please note that "Promotable Position" requirements are **NOT** necessary components for this Officer to NCO conversion, Again, this is **NOT** considered a *promotion*, only a *conversion*.

Any questions about this process can be addressed directly to me, CMSgt. Chuck Grosvenor, NMWG Command NCO ([cgrosvenor@cap.gov](mailto:cgrosvenor@cap.gov)).

Until Next Year,  
Semper Vigilans,

Chief  🇺🇸

**CMSgt Charles Grosvenor, CAP**  
**New Mexico Wing Command NCO**

***"The New Mexico Wing NCO Program – A Personal Choice"***

## Safety Corner

### What is Safety Culture?

ALBUQUERQUE, N.M. – Safety culture is the collection of the [beliefs](#), [perceptions](#) and [values](#) that members of an organization share in relation to risks. It’s “what happens when no one’s looking.” CAP’s Core Values of Integrity, Volunteer Service, Excellence and Respect are major influences to our overall culture.



Weaknesses in safety culture can lead to accidents and mishaps—the Chernobyl disaster and the Space Shuttle accidents are famous examples. Of course, it happens on a smaller scale too. On the other hand, [U.S. industry experience](#) shows that a mature safety culture benefits all aspects of the organization, including morale, retention, and operational success.

Leadership sets the example and tone, especially commanders. “Influential leaders” such as safety officers and program coordinators play a big role too, by advising and working with commanders and members.

The CAP Safety Management System is a template for an excellent safety culture. CAPR 160-1, paragraph 1.5, lists four components for an informed and involved safety culture:

**Reporting Culture.** Reporting mishaps, near-misses, lessons learned, hazards, and safety suggestions are emphasized at every level. *(Wait—does that mean telling on each other? No—it’s just being honest about what’s working and what’s not, which is the only way to make things better.)*

**Just Culture.** Members are treated fairly when they report. Leadership fosters an environment of trust where members are encouraged and rewarded for reporting safety issues, while realizing there is a line to be drawn between acceptable and unacceptable behavior.

**Learning Culture.** Leaders at all levels are willing to learn from errors as well as successes, inspiring members to follow their lead. The key is an inquisitive mind—constantly seeking information on what might go wrong or what did go wrong, and what could prevent it.

**Flexible Culture.** The tenets of risk management are employed at every level, in all missions and activities, and in our members’ daily lives. We fully understand and routinely apply safety Risk Management as a matter of habit.

So how does New Mexico Wing measure up? Pretty well. For example, our members do a good job of reporting mishaps and near misses. But there are still legacy beliefs and perceptions from previous versions of the CAP safety program, e.g. “I don’t want to get in trouble,” or “safety equals paperwork.”

The truth is, the Safety Management System is about protecting our people and assets and continually getting better at it. When everyone’s involved, we have an excellent safety culture. We have the roadmap—let’s get going! 🚀

**Maj. C. John Graham, CAP**  
**Director of Safety**

**New Mexico Wing Safety – “Think Before You Do”**

## Public Affairs Corner

### What a Difference a Decade Makes



ALBUQUERQUE, N.M. – If you look at the title page of this newsletter, you will notice a slight addition to the layout. Beginning in 2021, FLIGHT LINE celebrates 10 years of continuous publication.

In July 2011, I was asked by our newly appointed Wing Commander, Col. Mark Smith, to help with New Mexico Wing's Public Affairs program. Specifically, Col. Smith – now Maj. Gen. Smith and CAP's National Commander – wanted me to publish a quarterly newsletter for the Wing. He had already seen my work as public affairs officer for Albuquerque Heights "Spirit" Composite Squadron, and the monthly newsletter I produced for that unit, *High Flight*. I accepted his invitation, and joined Wing Staff as the Wing's Assistant Public Affairs Officer. The first edition of FLIGHT LINE was published in October 2011, with the lead story being Col. Smith accepting command of New Mexico Wing. Knowing that everybody builds on the success of others, the title FLIGHT LINE was my nod to Norman Reames, one of my predecessors, who produced a single issue of his newsletter under that title.

The decision to publish was daunting. While I was comfortable publishing the squadron newsletter, publishing the Wing newsletter forced me out of my comfort zone. Fortunately, I had help from my mentor, Lt. Col. Arthur Woodgate, the Southwest Region Director of Public Affairs, who guided me through the design and layout of the newsletter, and to this day, advises me on how to strive for improvement.

To produce one newsletter is a worthy accomplishment, but to continuously publish the same newsletter for 10 years is indeed noteworthy. I have often said that publishing a newsletter is like painting the Golden Gate Bridge: you no sooner finish the job, than you have to start all over again. As soon as one newsletter is ready to publish, work begins right away on the very next issue. Every quarter, I stare at a blank page, and I ask myself: Where are the articles for this issue coming from? What are the squadrons doing? What about members of Wing Staff? Can someone provide coverage of the Balloon Fiesta? Summer Encampment? Wreaths Across America? What stories are there this quarter for the Wing to tell?

When Mel Brooks was asked about the success of his movie *Blazing Saddles*, he said that he directed all his movies in self-defense, so that his artistic vision could never be compromised. To that extent, I decided to write my own articles in self-defense, since I was never sure of what, if any articles would be submitted to the newsletter in any given quarter. In this way, I knew that the newsletter would always have current, relevant content.

For the first five years of its existence, the newsletter was kept to an eight-page format. In April 2016, when I was assigned as the primary Wing Public Affairs Officer, I decided to expand the format, and take new chances with the layout. I have been pleased with the results, as I hope you have been, too.

For me, this newsletter has always been a labor of love. You can't do something for 10 years without loving it. My goal over these past 10 years has been to inform, to entertain, and to give the Wing a publication they can be proud of.

Here's to another 10 years. 🎉

**Lt. Col. Jay T. Tourtel, CAP  
Public Affairs Officer**

***New Mexico Wing Public Affairs – "Telling the CAP Story"***





# STRENGTHENING CAP READINESS THROUGH VACCINATION

*“COVID-19 has changed the way we deliver the CAP Programs, but has not weakened our resolve, effectiveness, or mission execution. As we start the transition toward COVID-19 recovery, please strongly consider vaccination for yourself, your loved ones, and CAP.”*  
— Major General Mark Smith, C.A.P. National Commander

## TOP LINE MESSAGES

PRIORITY: TAKING CARE OF PEOPLE

DATE: 14 DECEMBER 2020

- Every CAP member is a valued team member and is critical to all our mission accomplishments.
- Continue being vigilant by wearing face coverings, socially distancing, washing your hands frequently, monitoring your health, not gathering in crowds, avoiding closed spaces with poor ventilation, limiting time with others, and not participating in CAP activities if feeling sick.
- It's important for leaders to encourage each member to make an informed decision about the pros and cons of vaccination by consulting government sources like the U.S. Centers for Disease Control and Prevention (CDC) and each member's healthcare professional team. Additionally, your CAP Health Services Officer can provide additional informational resources so you are well-informed to make the best decision for you.

## SUMMARY

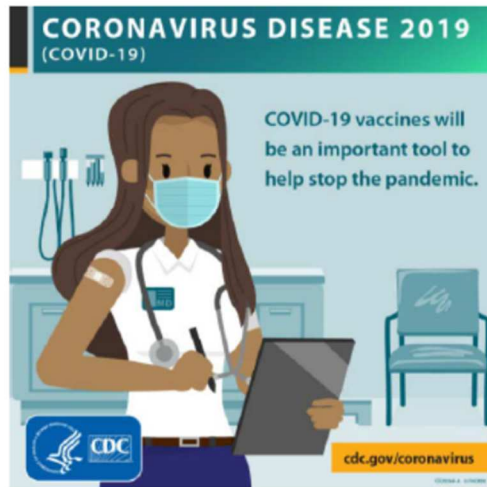
On December 11, 2020, the U.S. Food and Drug Administration approved the Pfizer / BioNtech COVID-19 vaccine as an emergency use authorization. CAP strongly recommends that for those who are able, please consider vaccination, but also wants to emphasize that the COVID-19 vaccination is completely voluntary.

On December 12, 2020, the CDC recommended that the Pfizer / BioNtech COVID-19 vaccine be administered to people 16 years of age and older. Continue to monitor for updated recommendations at the CDC website <https://www.cdc.gov/vaccines/covid-19/index.html>

## TALKING POINTS

### Key Messages for the Membership

- COVID-19 vaccines can not give you COVID-19.
- Getting vaccinated can help prevent getting sick with COVID-19.
- People who have already gotten sick with COVID-19 may still benefit from getting vaccinated.
- COVID-19 vaccines will not cause you to test positive on COVID-19 viral tests.
- Limited COVID-19 vaccine doses will be available in 2020, but it is anticipated that vaccine supply will increase substantially in 2021.
- The goal is for everyone to be able to easily get a COVID-19 vaccine as soon as large quantities are available. However, not everyone will be able to get vaccinated right away.



### DIGITAL & SOCIAL MEDIA RESOURCES:

**CDC Website**  
<https://www.cdc.gov/vaccines/covid-19/index.html>

**Instagram & Twitter:**  
Instagram  
@cdcgov  
@fda

**Twitter**  
@cdcemergency  
@cdcgov  
@us\_fda

### POCs:

Civil Air Patrol  
COVID-19 Planning Team:  
[COVID-19Plans@capnhq.gov](mailto:COVID-19Plans@capnhq.gov)

## **OPSEC WARNING! Be Careful What You Post!**

### **WHAT IS OPSEC?**

OPSEC (Operational Security) is the protection of sensitive information, that the loss or compromise thereof will pose a threat to Civil Air Patrol's operations or missions. All CAP members must complete OPSEC training and sign a Non-Disclosure Agreement to become emergency services qualified. If you have not done so, please speak to your commander.

### **HOW DO I PRACTICE OPSEC?**

- **Identify and Control Critical Information.** Critical Information is information which can potentially provide an adversary with knowledge of our intentions, capabilities or limitations. It can also cost us our technological edge, or jeopardize our people, resources and credibility. Critical Information should not be released to anyone without a valid "need to know."
- **Examples of Critical Information:** Documents or photos that include the following:
  - Deployments – Chaplain or other support of CAP
  - Technology – Capabilities of CAP equipment
  - Exercises – CAP participation in DoD exercises
  - Missions:
    - Planned intercept missions
    - Law Enforcement Support missions
    - Major event support like the Super Bowl or Olympics
  - Communications – Radio Frequencies and Access Tones
  - Documents marked FOUO (For Official Use Only)
  - Ops Plans, tail numbers of aircraft and Victor Airways
  - Location of Resources – airplanes, vehicles, repeater sites, etc.
- **Watch what you say or post.** Foreign and domestic terrorists are constantly monitoring our communications, looking for weaknesses. Don't try to impress others with your knowledge.  
**Loose Lips Sink Ships!**
- **Publicly accessible websites will NOT include:**
  - For Official Use Only (FOUO) Information, such as radio frequencies
  - Sensitive Information, such as any of the examples listed above.
  - Planned Deployments, such as movement of aircraft to or from mission base.
  - Personal Information – Social Security Numbers, Phone Numbers, etc.
  - Pictures of aircraft crashes, military aircraft (depending on technology), pictures of comm equipment with frequencies, counterdrug flights, ground targets, or any photo not cleared by the incident commander (IC) or Public Information Officer (PIO).

### **OPSEC IS EVERYONE'S RESPONSIBILITY.**

- The purpose of OPSEC is to protect against unauthorized disclosure of official information. Keep your information secure at all times
- OPSEC is mostly common sense. If we take the time to learn what information needs protecting, and how we can protect it, we can continue to execute our missions effectively. 🇺🇸

## ***Members of New Mexico Wing! Get Recognized for Your Writing!***

Beginning with the January 2020 issue of FLIGHT LINE, New Mexico Wing will recognize members who contribute articles to the newsletter as follows:

A New Mexico Wing **CAP Certificate of Appreciation** will be awarded to members who contribute articles to three different issues of FLIGHT LINE. (Issues need not be consecutive.) Multiple articles run in the same issue will count as one submission.

A New Mexico Wing **CAP Achievement Award** will be awarded to members who contribute articles to another six issues of FLIGHT LINE. (Issues need not be consecutive.) Multiple articles run in the same issue will count as one submission.

Wing will present the award certificate at the earliest opportunity. If no member is present to accept the certificate, it will be sent to the member's unit at the first available opportunity.

### ***How to Submit Articles Suitable for Publication***

All articles will be written in AP Style. For more information, go to [www.ap.org](http://www.ap.org), or see our supplement, "Associated Press Style in a Nutshell."

"Article" is defined as a narrative that:

- Is written in AP Style;
- Answers the questions Who, What, When, Where, and Why, and preferably also How;
- Has one or more quotes from participants, with attribution;
- Has two or more digital photos attached (not embedded in the text), with appropriate cutlines (photo captions). An article submitted without digital photos that is selected for publication will count as a half-credit. For full credit, it must have accompanying photos.

### ***General advice on writing a good article:***

- Get all the facts right, stick to the facts, and do not use hearsay or express opinion.
- **Take good digital photos.**
  - Do not use digital zoom, or else your photos will lack good focus and definition;
  - Take "action shots" of people doing something interesting that is material to the article; for each photo, identify the people on it by grade, name, and unit.
  - Make sure everyone is in the correct uniform and you identify all, as per above.
  - **Note: Good photos are essential to add immediacy and flavor to the story.**
  - **Get good quotes.**
  - Ask participants for their opinion.
  - Get full grade, name, position title and unit of assignment for each quote.
  - Get the individual's consent to publish the quote as recorded (read it back).
  - **Note: Getting quotes is how you get to express opinion, and get your readers to share the experience that you are writing about.**
- **Write in good, idiomatic, unadorned English**
  - Do not "pad" your sentences, such as saying "due to the fact that" when "because" will do;
  - Avoid trite expressions, such as "it goes without saying" – if it does, don't say it;
  - Avoid colloquial expressions.
  - Do not write in acronyms – always define the first instance, such as "Federal Aviation Administration" before you use FAA;
  - No nicknames – unless famous, such as "Ike" for Pres. Dwight D. Eisenhower. 🇺🇸

## Associated Press Style in a Nutshell

Below are the most important rules to keep in mind when writing in AP Style

- Write the title in normal English-language capitalization. Never all in caps.
- Add your byline below the article title
- Do not format the text in the article (only exceptions are: bullet comments and numbered paragraphs in a section that details a process or sequence).
- Do not indent the first line of a paragraph.
- Use AP Style rules for punctuation.
- Single space the article. At the end of each paragraph, execute two end-of lines (Enter key).
- Do not introduce artificial paragraphing by hitting the Enter key at the end of each line in your article. Instead, let the text wrap naturally and tap two Enter keys at the end of the paragraph.
- Use only a single space after a period.
- Insert a dateline at the beginning of the article, following AP Style rules.
- Answer the 5Ws: Who, What, Where, When, Why + the honorary W: How. In writing a CAP article, you will always know the 5Ws.
- Write all dates in AP style.
- Do not use postal codes instead of state abbreviations (not OK but Okla., not NM but N.M.) but some states have no abbreviation, such as Texas.
- Write all military grades in AP Style.
- Write the article in the third person singular.
- Express no opinion. To express opinion, use one or more quotes of qualified sources – always get the quoted person’s permission to include the quote, unless it is a matter of record (printed article or recorded audio-visual). Get the quoted person’s grade, name, job title and organization.
- Never self-quote.
- Identify all persons by grade or title, name, job title if material, and organization.
- Never refer to a young person as “kid.”
- When a young person is a CAP cadet, never use “boy,” “girl” or “child” but identify each one by grade, full name (or last name only – never first name only), and unit of assignment.
- Never use “their” for the possessive of a singular subject, such as, “the cadet took their meal.”
- Avoid the abbreviations i.e. and e.g. You may know what each one means, and the Latin words they represent, but most people confuse the two. Be clear. Write in English and leave Latin and non-English to scholars.
- Refer to CAP members by grade, name, duty position and unit of assignment. Never by first name.
- On second or subsequent references, use only the last name, except when there are two persons with the same last name, in which case the use of both first and last name is preferred (never just the first names).
- In the case of CAP or military commanders or higher-ranking senior members, on second reference use the grade and last name.
- Do not use Lt. as a grade. Lt. is a mode of address. The correct grade may be 2nd Lt. or 1st Lt., but never Lt. The Navy is the only service that has the grade of Lt.
- Do not use exclamation marks, as doing so expresses opinion.
- Use simple declarative sentences.
- Avoid the passive voice.
- Remember the good rules of English grammar and syntax, and follow them.
- *For best results*, buy the latest copy of the Associated Press Stylebook, available at a modest cost at [www.ap.org](http://www.ap.org) – read it, study it, know it, and use it. 📖

## Uniform and Photo Guidelines

- All personnel must be in the proper uniform.
- Face-to-waist is the best composition for most photos.
- Uniforms should be clean, neat, pressed and in good repair.
- T-shirts should not be visible on any of the open-collar service uniforms (USAF-Style and Corporate).
- Only regulation headgear is allowed with all uniforms (USAF-style and Corporate).
- Hair must be clean, well-groomed and neat.
- Members must meet weight and grooming standards to wear USAF-style uniforms.



**BDUs/ABUs:** For group photos, either all sleeves up or all sleeves down, to present a uniform appearance.

Tie (or collar tab) must be worn with all long-sleeved service shirts (both USAF-style and Corporate), Class A uniforms and CAP blazer combinations.

### SUNGLASSES AND EYGLASSES

- Sunglasses are not allowed in military formations.
- Sunglasses and eyeglasses will not be worn around the neck, on top/back of the head or worn hanging exposed on the uniform.
- Pens, pencils, wallets, watch chains, fobs, pins, jewelry, combs, cigars, cigarettes, pipes and sunglass cases will not be worn or carried exposed on the uniform.

