Civil Air Patrol Strategic Plan: 2024 - 2026

Our Mission-Vision

Volunteers serving America's communities, saving lives, and shaping futures.

Our Core Values

Integrity
The very fiber of all core values; without it, all other core values cannot prevail. Integrity is the cornerstone for all that is moral and just in our society, embracing attributes such as courage, responsibility, accountability, justice, openness, self-respect, and humility. CAP members must practice the highest standards of self-discipline.

Volunteer Service
The very essence of Civil Air Patrol's service to humanity. This core value implies a commitment on the part of all CAP members to place the organization's purposes first and foremost. This process begins with the member's agreement to obey the rules and regulations of CAP and the U.S. Air Force.

Excellence
Striving to be the very best by constantly improving CAP's humanitarian service to America. From personal appearance to resource management, excellence must be the goal of all CAP members.

Respect
Treating everyone with fairness and dignity and working together as a team.

Our Strategic Focus

Prepare CAP for the future as a disciplined and effective nonprofit.

Shape lives, build character, and ready young people for futures in aerospace and beyond.

Innovate and explore new ways to provide relevant solutions to the dynamic nation we serve.

Civil Air Patrol Strategic Plan: 2024 - 2026

2024 - 2026 Plan

This plan represents an updated consolidation of goals, objectives, activities, and measurements reflected in Civil Air Patrol's first multiyear plan beginning in calendar year 2022 and updated in 2023. The original time horizon for the plan was by the end of calendar year 2026.

Rather than continuing to expand to a full five-year plan for 2024 and beyond, this three-year time-scope accommodates the industrious work of the Civil Air Patrol Board of Governors and its concurrent planning for a multiyear vision into the future. An update of this plan and new goals and strategic areas of focus can be expected beginning in 2025, after the Board of Governors has finished its work.

The 2024-2026 continues important work in preparing CAP as a disciplined and effective nonprofit creating important groundwork to prepare the organization for the future. In addition, the remaining plan positions CAP for relevancy in the marketplace and for the primary customer of our work, the CAP member.

Not all programs or departments within CAP are represented within the plan. This is not an oversight. The plan is focused on moving the strategies in areas that will provide the greatest amount of lift and change to prepare CAP for the future. For instance, CAP's Search and Rescue and Disaster Relief missions are not mentioned. This is because the reach and impact of the program is strong and does not necessitate strategic prioritization. However, the youth of today do not respond to curriculum and activities that worked a decade ago, so these programs are reflected for strategic changes to support relevancy and competitiveness in the future.

CAP Chiefs and Directors evaluated the plan and its current edits, with input from invited Region and Wing Commanders and with important leadership from the Command Team for final proposal and adoption by the CAP Board of Governors.

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Terms Utilized in this Plan

Strategic Focus. The main, high-level business strategies forming the basis of CAP's strategic direction. Focus areas are established by the Board of Governors in collaboration with the Chief Executive Officer and Chief Operating Officer.
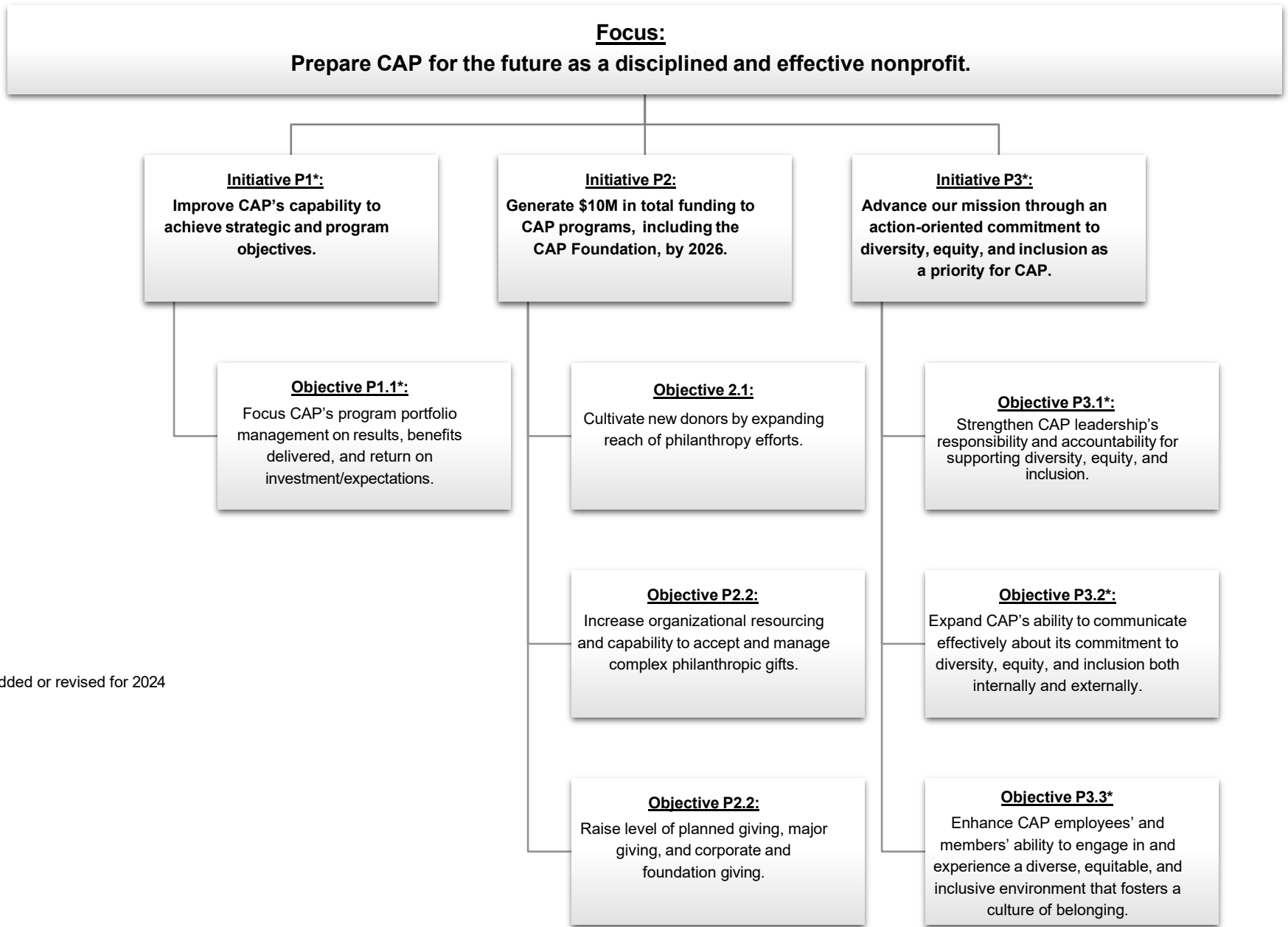
Initiative. The grouping of objectives, projects, actions, and performance outcomes that describe the intended means of accomplishing CAP's strategic outcomes.

Objective. Creates the basis for projects, actions, and intended outcomes within an Initiative. The objective describes a general state expected to exist as part of the process of acting on and accomplishing initiative outcomes.

Projects and Action. The specific activities that must be completed to achieve an objective.
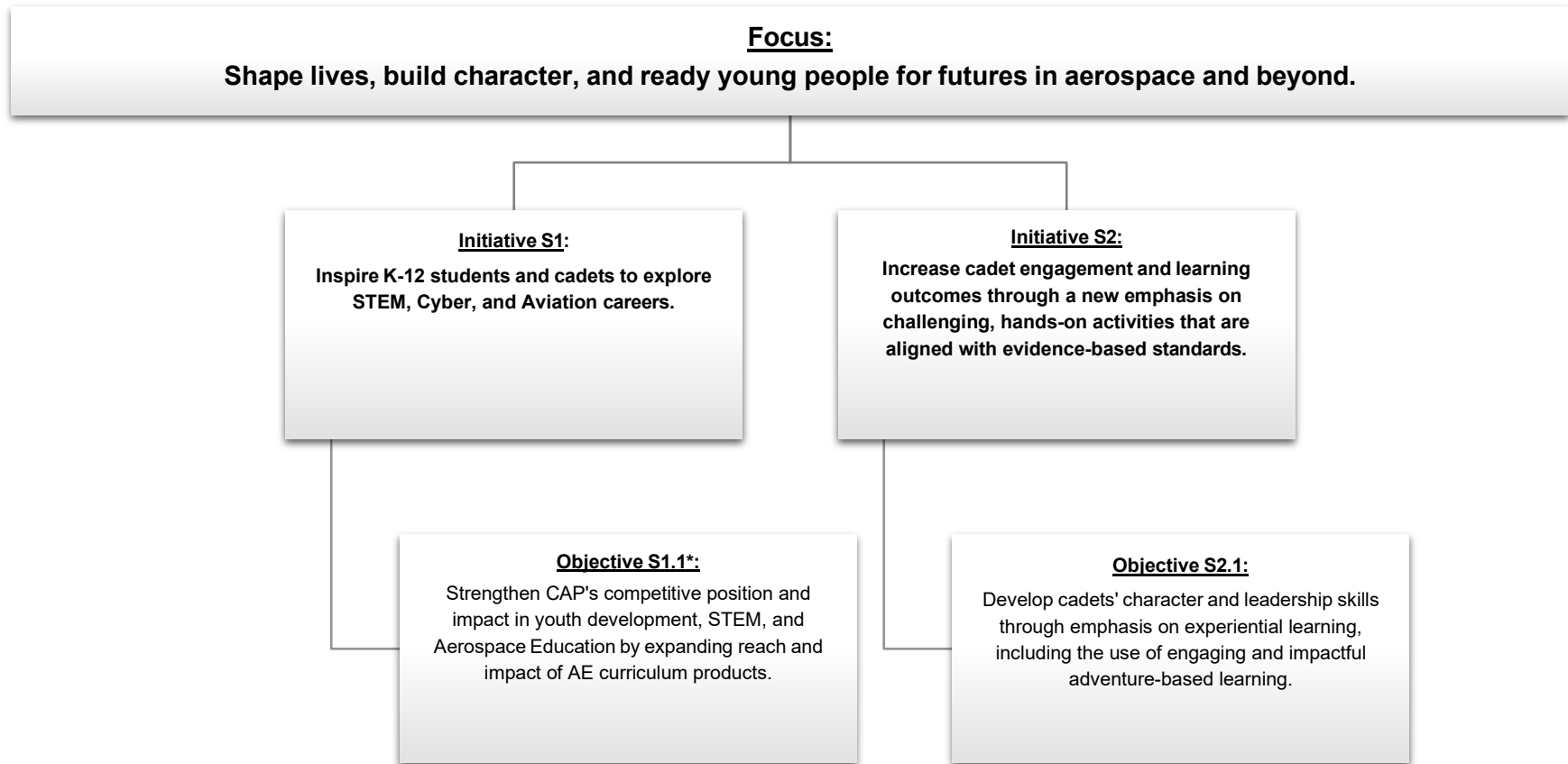
Performance Outcome. Anticipated results of the projects and actions that lead to achieving the objective over time. These outcomes also represent key achievements for keeping the initiative on track.
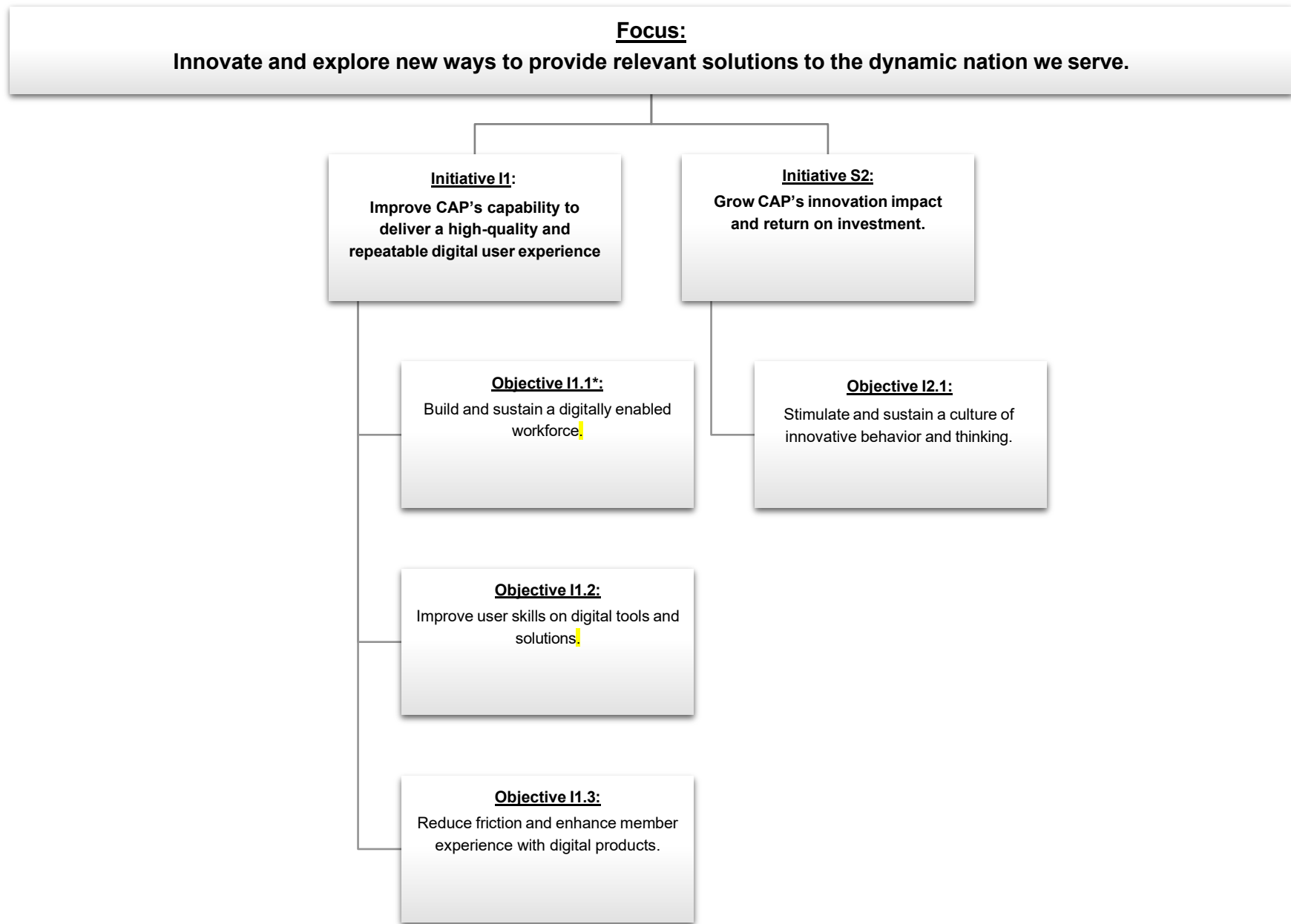
Civil Air Patrol Strategic Plan: 2024 - 2026

Focus:

Prepare CAP for the future as a disciplined and effective nonprofit.

Initiative P1*:

Improve CAP's capability to achieve strategic and program objectives.

Initiative P2:

Generate $10M in total funding to CAP programs, including the CAP Foundation, by 2026.

Initiative P3*:

Advance our mission through an action-oriented commitment to diversity, equity, and inclusion as a priority for CAP.

Objective P1.1*:

Focus CAP's program portfolio management on results, benefits delivered, and return on investment/expectations.

Objective 2.1:

Cultivate new donors by expanding reach of philanthropy efforts.

Objective P3.1*:

Strengthen CAP leadership's responsibility and accountability for supporting diversity, equity, and inclusion.

Objective P2.2:

Increase organizational resourcing and capability to accept and manage complex philanthropic gifts.

Objective P3.2*:

Expand CAP's ability to communicate effectively about its commitment to diversity, equity, and inclusion both internally and externally.

*Added or revised for 2024

Objective P2.2:

Raise level of planned giving, major giving, and corporate and foundation giving.

Objective P3.3*

Enhance CAP employees' and members' ability to engage in and experience a diverse, equitable, and inclusive environment that fosters a culture of belonging.

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Focus:

Shape lives, build character, and ready young people for futures in aerospace and beyond.

Initiative S1:

Inspire K-12 students and cadets to explore STEM, Cyber, and Aviation careers.

Initiative S2:

Increase cadet engagement and learning outcomes through a new emphasis on challenging, hands-on activities that are aligned with evidence-based standards.

Objective S1.1*:

Strengthen CAP's competitive position and impact in youth development, STEM, and Aerospace Education by expanding reach and impact of AE curriculum products.

Objective S2.1:

Develop cadets' character and leadership skills through emphasis on experiential learning, including the use of engaging and impactful adventure-based learning.

Civil Air Patrol Strategic Plan: 2024 - 2026

Focus:

Innovate and explore new ways to provide relevant solutions to the dynamic nation we serve.

Initiative I1:

Improve CAP's capability to deliver a high-quality and repeatable digital user experience

Initiative S2:

Grow CAP's innovation impact and return on investment.

Objective I1.1*:

Build and sustain a digitally enabled workforce.

Objective I2.1:

Stimulate and sustain a culture of innovative behavior and thinking.

Objective I1.2:

Improve user skills on digital tools and solutions.

Objective I1.3:

Reduce friction and enhance member experience with digital products.

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	Initiative P1: *Improve CAP's capability to achieve strategic and program objectives.*	
Objectives	**Projects and Actions**	**Performance Outcomes**
P1.1: Focus CAP's program portfolio management on results, benefits delivered, and return on investment/expectations.	**2024** **P1.1.2401:** Identify, prioritize, and fill immediate critical staffing needs to ensure program enablement is sustainable and minimizes CAP's enterprise risk. **P1.1.2402:** Utilize business planning process to rebalance CAP's program portfolio and focus on areas with the greatest impact. **P1.1.2403:** Define the framework, functions, and processes that guide program management activities (i.e., program governance) and outcomes to optimize investments and meet strategic and operational goals. **P1.1.2404:** Build a formalized sustainable, high-quality, member-focused feedback collection and action process to get buy-in from stakeholders, collect feedback on member experience and needs, analyze the data, dialog with the community about it, and develop or modify programs and services as necessary.	❑ Fill 100% of all critical programs enabling staffing roles by December 31, 2024. ❑ Program governance framework with applicable outcomes is available for implementation by September 30, 2024. ❑ Communicate program portfolio re-balancing plan by October 31, 2024. ❑ Map and analyze current surveys, feedback mechanisms, and responses by December 31, 2024.

	2025 **P1.1.2501:** Initiate a programmatic dashboard for outcomes measurement that can articulate program impact. **P1.1.2502:** Implement formalized sustainable, high-quality, client-focused feedback loops to get buy-in from stakeholders, collect feedback on member experience and needs, analyze the data, dialog with the community about it, and develop or modify programs and services as necessary.	❑ Dashboard available by December 31, 2025. ❑ Identify and prioritize actionable feedback from current collection mechanisms to be integrated into CAP's program and services portfolio and governance by April 15, 2025. ❑ Complete actionable feedback integration into application, program, or service by December 31, 2025.
	2026 **P1.1.2601:** All programs adopt formalized process for sustainable, high-quality, client-focused feedback loops.	❑ All programs have formalized feedback collection mechanisms by April 30, 2026. ❑ All programs integrate program or service changes based on feedback by December 31, 2026.

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Initiative P2: *Generate $10M in total funding to CAP programs including the CAP Foundation by 2026.*		
Objectives	**Projects and Actions**	**Performance Outcomes**
P2.1: Cultivate new donors by expanding the reach of philanthropy efforts. **P2.2:** Increase organizational resourcing and capability to accept and manage complex philanthropic gifts. **P2.3:** Raise level of planned giving, major giving, and corporate and foundation giving.	**2024** **P2.1.2401:** Continue CAP's branding and stories of impact to engage alumni, corporations, and foundations. **P2.2.2401:** Implement planned giving strategy to support the technical expertise in estate planning and complex giving vehicles.	❑ 50% of $10M goal by December 31, 2024.
	2025 **P2.3.2501:** Upgrade communications and outreach of CAP's brand promise and impact focused on potential donors, alumni, corporations, and foundations.	❑ 75% of $10M goal by December 31, 2025.
	2026 **P2.3.2601:** Sustain and evolve focused efforts in planned giving, major giving, and corporate and foundation giving.	❑ 100% of $10M goal by December 31, 2026

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Initiative P3: *Advance our mission through an action-oriented commitment to diversity, equity, and inclusion as a priority.*		
Objectives	**Projects and Actions**	**Performance Outcomes**
P3.1: Strengthen CAP leadership's responsibility to and accountability for supporting diversity, equity, and inclusion**.** **P3.2:** Expand CAP's ability to communicate effectively about its commitment to diversity, equity, and inclusion both internally and externally. **P3.3:** Enhance CAP employees' and members' ability to engage and experience a diverse, equitable, and inclusive environment that fosters a culture of belonging.	**2024** **P3.1.2401:** Ensure key CAP leaders have the ability to communicate DEI plan with other CAP leaders. **P3.2.2401:** Create a centralized process for collecting, analyzing, and reporting employee and member demographic data **P3.3.2401:** Administer a CAP climate assessment, analyze results, and report findings to leadership across CAP.	❑ DEI senior leadership communicate updates regarding DEI plan to next-level leadership by September 30, 2024 ❑ Demographic data process available and disseminated to applicable stakeholders by March 31, 2024. ❑ Comprehensive demographics dashboard available to organizational leadership by December 31, 2024 ❑ Climate assessment launched and completed by October 31, 2024 ❑ Climate assessment data analyzed and findings reported by December 31, 2024
	2025 **P3.1.2501**: Facilitate access to DEI education and training for CAP senior leadership. **P3.2.2501:** Incorporate a comprehensive DEI review into the revision of CAP internally and externally published communications that are currently being reviewed and revised.	❑ Inclusive leadership training available to CAP Command Team, Command Council, and NHQ Chiefs and Directors by September 1, 2025 ❑ CAP published communications due for review and revision reflect diversity, equity, and inclusion best practices by December 31, 2025.

	2026 **P3.3.2601:** Integrate DEI-focused content into existing CAP Volunteer University curriculum and Employee Leadership training.	❑ Information on diversity, equity, and inclusion training opportunities disseminated to all employees and members by September 30, 2026 ❑ Diversity, equity, and inclusion training components available to members and employees by December 31, 2026

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Initiative S1: *Inspire K through 12K-12 students and cadets to explore STEM, Cyber, and Aviation careers.*		
Objectives	**Projects and Actions**	**Performance Outcomes**
S1.1: Strengthen CAP's competitive position and impact in youth development, STEM, and Aerospace Education by expanding reach and impact of AE curriculum products.	**2024** **S1.1.2401:** Determine current-state experience of reach and impact of AE products on stakeholders to determine future focus on products. **S1.1.2402:** Develop a curriculum product plan that considers possible integrations with other aerospace education activities within CAP, to include a modernized look, feel, and content and to improve engagement with students and their teachers in STEM.	❑ Results of reach and impact survey available by January 31, 2024. ❑ Publish baseline results of AE surveys on STEM interest, pre-post testing, attendance, behavior, test scores, and teamwork by February 29, 2024. ❑ Curriculum product plan complete by December 31, 2024.
	2025 **S1.1.2501:** Identify relevant outcomes to measure Aerospace Education's reach and impact. **S1.1.2502:** Revise curriculum products to modernize look, feel, and content and to improve impact on student interest in STEM.	❑ Set metrics and measurement for measurement during the 2025-2026 school year by June 30, 2025. ❑ Revise and release one AE curriculum product by December 31, 2025.

	2026	**S1.1.2501:** Evaluate outcomes to measure Aerospace Education's reach and impact. **S1.1.2502:** Revise curriculum products to modernize look, feel, and content and to improve impact on student interest in STEM.	❑ Evaluate updated measurement tools by June 30, 2026, for measurement during the 2026-2027 school year. ❑ Revise and release three AE curriculum products by December 31, 2026.

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Initiative S2: *Increase cadet engagement and learning outcomes through an emphasis on challenging, hands-on activities that are aligned with evidence-based standards.*

Objectives	Projects and Actions	Performance Outcomes
S2.1: Develop cadets' character and leadership skills through emphasis on experiential learning, including the use of engaging and impactful adventure-based learning.	**2024** **S2.1.2401:** Formalize one additional partnership that provides a challenging adventure activity available to Squadron and Wing cadets. **S2.1.2402:** Integrate cadet service learning with Quality Cadet Unit Award and reform Community Service Ribbon criteria to increase participation.	❑ Growth in Cadet KPI #5 (Achievements) of 5% from 2023 metric by August 31, 2024. ❑ Integrate cadet service learning with Quality Cadet Unit Award and reform Community Service Ribbon criteria to increase participation by December 31, 2024
	2025 **S2.1.2501**: Evaluate developmental impact of ABL (Adventure Based Learning) / SL (Service Learning) portfolio and opportunities.	❑ Growth in cadet KPI #5 (Achievements) of 5% from 2024 metric baseline by August 31, 2025
	2026 **S2.1.2601:** Evaluate developmental impact of ABL (Adventure Based Learning) / SL (Service Learning) portfolio and opportunities.	❑ Growth in cadet KPI #5 (Achievements) of 5% from 2025 metric baseline by August 31, 2026

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Initiative I1: *Improve CAP's capability to deliver a high-quality and repeatable digital user experience.*		
Objectives	**Projects and Actions**	**Performance Outcomes**
	2024 **I1.1.2401:** Launch enterprise-scale D2R Member Application Development operating model/platform.	❑ Enterprise scale of D2R launched by February 29, 2024.
I1.1: Build and sustain a digitally enabled workforce. **I1.2:** Improve user skills on digital tools and solutions. **I1.3:** Reduce friction and enhance member experience with digital products.	**2025** **I1.2.2501:** Expand the current business technologist team with digital expertise to support an expanding skills development on additional digital products outside the D2R platform.	❑ Business technologists available to address skill gaps on top three high-demand digital products by August 31, 2025.
	2026 **I1.3.2601:** Map the customer journey with respect to their interactions and friction with CAP business processes. **I1.3.2602:** Prepare for a 2027 plan launch to address highest-impact opportunities to provide an outstanding user experience with CAP business products.	❑ Plan and prioritize improvement plan to address user experience gaps by July 31, 2026

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Initiative I2: *Grow CAP's innovation impact and return on investment.*		
Objectives	**Projects and Actions**	**Performance Outcomes**
I2.1: Stimulate and sustain a culture of innovative behavior and thinking.	**2024** **I2.1.2401:** Expand both external and internal innovation reach, participating in or offering participation opportunities emphasizing innovation, organizational commitments to innovation, and celebration of innovations. **I2.1.2402:** Focus on conversion and diffusion of innovations. **I2.1.2403:** Integrate innovation training as a part of the Education and Training program curriculum.	❑ Participate in a minimum of two innovation events by December 31, 2024 ❑ Capture and report the baseline number of learners participating in innovation education and training by December 31, 2024.
	2025 **I1.2.2501**: Expand both external and internal innovation reach, participating in or offering participation opportunities emphasizing innovation, organizational commitments to innovation, and celebration of innovations.	❑ Participate in a minimum of two innovation events by December 31, 2025.
	2026 **I1.3.2601:** Implement an innovation sustainment plan. **I1.3.2602:** Expand the number of learners using tools that were introduced through Education and Training.	❑ Sustainment plan implemented by December 31, 2026. ❑ Capture and report the number of learners over 2025 baseline participating in innovation education and training by December 31, 2026.