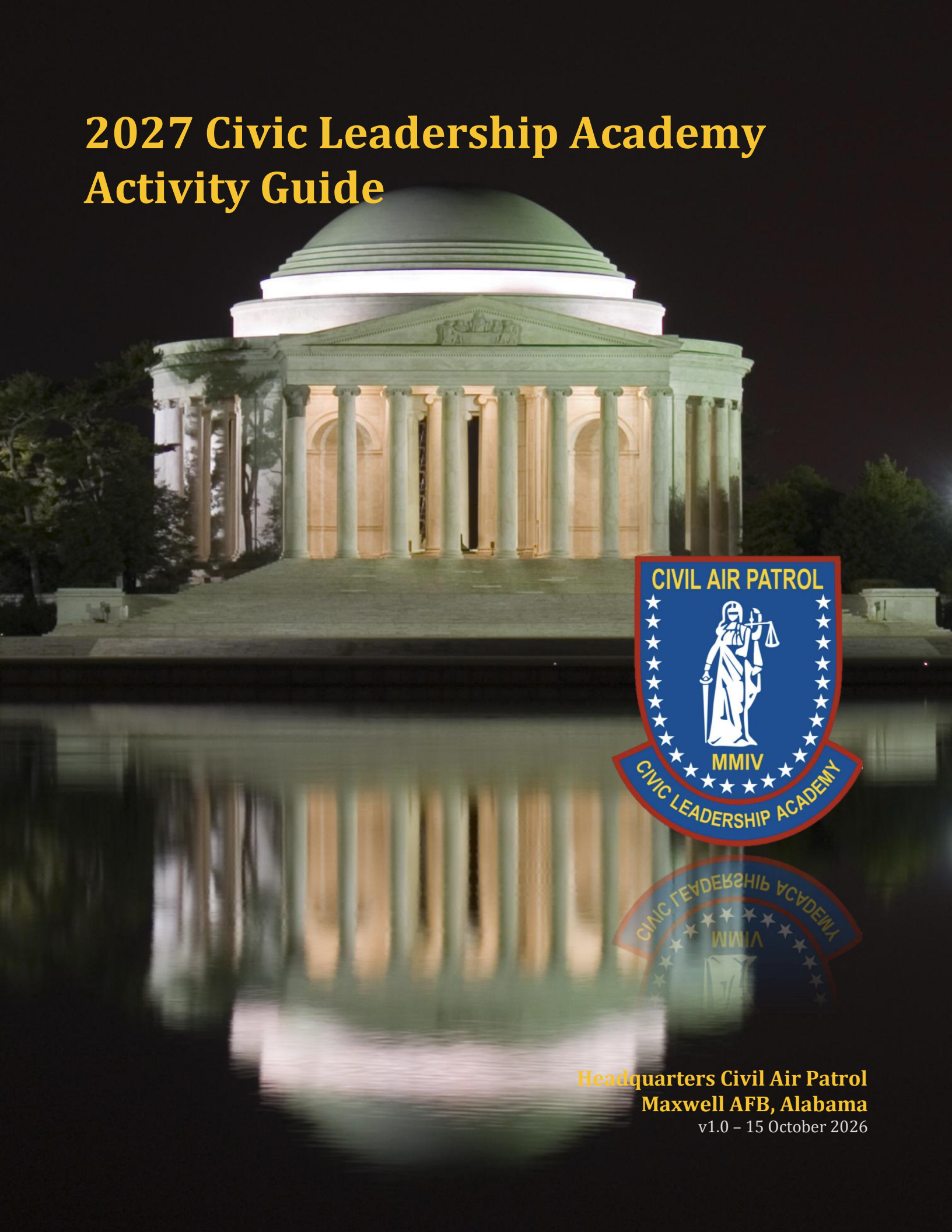
2027 Civic Leadership Academy Activity Guide



Headquarters Civil Air Patrol
Maxwell AFB, Alabama
v1.0 – 15 October 2026

Table of Contents

KEY DATES 3
ABOUT CIVIC LEADERSHIP ACADEMY 3
INSTRUCTIONS 4
HOUSE RULES & STANDARDS 5
UNIFORMS 8
COURSE CONDUCT 8
GRADUATION REQUIREMENTS 9
TRAVEL INFORMATION 10
HOTEL & DAILY LIFE 11
ATTACHMENT 1 – PACKING LIST 12
ATTACHMENT 2 – UNIFORM NOTES 13
ATTACHMENT 3 – UNIFORM REFERENCE 14
ATTACHMENT 4 – CLA HOMEWORK & ASSIGNMENTS 15
ATTACHMENT 5 – NATIONAL LEGISLATIVE DAY 17
ATTACHMENT 6 – MEET YOUR CLA STAFF 18
SUMMARY OF CHANGES 20

Welcome to the Civic Leadership Academy Class of 2027

Welcome to the Civic Leadership Academy. On behalf of the entire CLA staff and NHQ Leadership Team, I want to congratulate you on your selection and thank you for your commitment to this challenging and rewarding experience.

You were chosen from an exceptionally competitive pool of applicants from across the nation. Your selection reflects not only your accomplishments to date, but the leadership potential you bring to Civil Air Patrol and to your communities.

Over the coming weeks, you will engage in rigorous academic preparation, professional development, and immersive experiential learning in our nation's capital. You will meet senior military and civilian leaders, observe government in action, and be challenged to think critically about leadership, service, and civic responsibility. You will work closely with fellow cadets from diverse backgrounds, building relationships and networks that often last well beyond the activity itself.

Civic Leadership Academy is demanding by design. The expectations are high, the schedule is full, and the environment is professional. In return, you will leave with a deeper understanding of American governance, stronger leadership skills, and a clearer sense of your own capacity to serve and lead.

I look forward to working with each of you and to supporting your success as members of the Civic Leadership Academy Class of 2027.

JAMES KEOHANE, Lt Col, CAP
BEVERLY SCOGGINS, Lt Col, CAP
Activity Directors
Civic Leadership Academy 2027

KEY DATES

Every deadline in this guide, in one place. Assignment deadlines are 11:59 p.m. Eastern Time on the date shown.

Date	What is due / happening	Details in
Fri, 30 Oct 2026	Deadline to accept your slot (CLA Google Form)	*Instructions*
Sun, 15 Nov 2026	Full activity fee ($755) paid in eServices/RegZone	*Instructions*
Thu, 26 Nov 2026	No refunds after this date	*Instructions*
Mon, 4 Jan 2027	Assignment 1 due	*Attachment 4*
Mon, 11 Jan 2027	Assignment 2 due	*Attachment 4*
Tue, 12 Jan 2027	Travel Plans / Confirmation Form and travel itinerary due	*Instructions*
Mon, 18 Jan 2027	Assignment 3 due	*Attachment 4*
Mon, 25 Jan 2027	Assignment 4 due	*Attachment 4*
Mon, 1 Feb 2027	Assignment 5 due	*Attachment 4*
Mon, 15 Feb 2027	CAPSTONE assignment due	*Attachment 4*
Mon, 15 Feb 2027	Verify CAP Health is up to date with latest medical & medication info	*Instructions*
Sun, 21 Feb 2027	Arrive at the hotel before 5:00 p.m.	*Travel Information*
Thu, 25 Feb 2027	National Legislative Day (with your wing's delegation)	*Attachment 5*
Sun, 28 Feb 2027	Release begins NET 6:00 a.m.; depart hotel NLT 12:00 p.m.	*Travel Information*

Cadets who anticipate difficulty meeting any deadline must contact the Activity Directors at **cla@capnhq.gov** before the deadline passes. NCSA payment deadlines are managed via NHQ Cadet Programs. Failure to meet required deadlines are subject for removal from the activity / loss of your primary slot with or without prior warning.

ABOUT CIVIC LEADERSHIP ACADEMY



Program Purpose and Expectations: Civic Leadership Academy is an advanced academic and leadership program designed to develop informed, engaged, and professional future leaders. Participation in CLA carries significant responsibility. Cadets are expected to uphold the highest standards of conduct, professionalism, accountability, and respect at all times. Throughout the activity, cadets represent their squadron, their wing, Civil Air Patrol, and the United States Air Force. Conduct, appearance, communication, and decision-making must consistently reflect these responsibilities.

CLA 2027 Program Overview and Curriculum: Civic Leadership Academy is an immersive academic and leadership program focused on developing informed, engaged, and ethical civic leaders. The curriculum integrates classroom instruction, pre-activity academic preparation, experiential learning, and high-level engagement with government institutions and national leaders.

Prior to arrival, cadets complete a structured sequence of academic assignments introducing the foundations of American government, constitutional principles, the roles of the legislative, executive, and judicial branches, and the responsibilities of citizenship. These assignments establish a shared academic baseline and prepare cadets for the program's in-person engagements.



During the activity, cadets operate on a full academic schedule that combines daily site visits, professional engagements, guided seminars, and evening coursework. The program includes interactions with senior military and civilian leaders across government, national security, public service, and Civil Air Patrol. Cadets will engage directly with institutions such as Congress, the federal judiciary, the Department of Defense, intelligence and national security organizations, and other key components of American governance. Throughout the week, cadets participate in facilitated discussions, leadership exercises, and reflective seminars designed to deepen understanding, strengthen communication skills, and reinforce professional standards.

All curriculum elements culminate in the CLA Capstone Project, in which cadets identify a local community issue, develop a feasible solution, and present a structured proposal with measurable outcomes. The Capstone integrates academic learning, civic engagement, leadership development, and practical problem-solving.

The CLA curriculum emphasizes critical thinking, professional communication, collaboration, ethical leadership, and responsible citizenship throughout every phase of the program.

INSTRUCTIONS

Accepting the Position: Carefully consider school, work, and financial commitments before accepting a primary spot for CLA. Accept the slot for CLA by completing the initial Civic Leadership Academy 2027 Google Form that was emailed by the Activity Director. If you did not receive this link, contact the Activity Directors, Lt Col Scoggins and Lt Col Keohane, at **cla@capnhq.gov**. This action must be accomplished ASAP, and no later than 30 October 2026; otherwise, you will be removed from the primary list and placed in the alternate pool so another cadet can be provided an opportunity to attend from the alternate list. By accepting, you are also acknowledging that you will complete **all** pre-assignments prior to attending CLA and will adhere to CLA's Code of Conduct. All of the pre-work assignments are made available to you in advance, and may be turned in early.



Payment: The fee for this activity is $755. To secure your activity the full balance is due by 15 November 2026. Payments are **completed in eServices RegZone**.

Financial Responsibility and Funding: Participation in Civic Leadership Academy requires timely completion of all financial obligations. Failure to meet published payment deadlines may result in forfeiture of the participant's activity slot and reassignment of that slot to an alternate.

Cadets who anticipate financial hardship must communicate this to their Squadron Commander and the CLA Activity Director as early as possible. Early communication allows units and wings to explore potential funding options, including unit funds, wing finance committees, and local organizations.

Documents: The following forms need to be completed on time.

Due	Document	How to submit
30 October 2026	**Initial CLA Survey Form**	Review and Complete on Google Classroom.
12 January 2027	**Travel Plans / Confirmation Form**	Review and Submit your Confirmation Form and travel itinerary within CLA's Google Classroom.
15 February 2027	**CAP Health Updates**	Ensure all of your current medical information is up to date in CAP Health. This includes both prescription and any over the counter (OTC) medication requirements!

Cadet Protection: Cadets that are 18 years old or older (and all senior staff) **must** have completed **CPPT** prior to arriving at CLA. Please ensure that your training appears in eServices and is up to date.

Academic Recognition: The **National Association of Secondary School Principals** has historically placed the Civic Leadership Academy on their NASSP List of Approved Contests, Programs, and Activities. Although they no longer maintain this database, if you do require an official memorandum to assist with securing excused absence from school, please request one from the **CLA Activity Director**.



HOUSE RULES & STANDARDS



All CAP rules and regulations concerning proper behavior and decorum apply during CLA. The items specified in this guide are not all-inclusive. Final determinations will be made by the CLA activity director. Should behavior or disciplinary problems arise; appropriate action will be taken, including dismissal from the school and notifications to wing/unit commanders. Transportation expenses for your unscheduled return home will be the responsibility of you or your parents as agreed in the "Release by Parent/Guardian" section of the CAPF 60-81. Additionally, as representatives of Civil Air Patrol, it is imperative you act accordingly, in a professional manner, during CLA. You will be meeting with senior government officials and military leaders, and your attention to detail, engagement, and professionalism is all on display. Please do your part to maximize learning and ensure you uphold the Civic Leadership Academy brand for cadets to follow in subsequent years.

Professional Relationships: There will be no displays of affection (public or private) or dating during CLA.



Religious Accommodations: CLA is committed to making reasonable efforts to accommodate the religious practices of participants. Cadets requiring religious accommodation must submit their request in advance and as early as possible. While CLA will make every reasonable effort to support such requests, transportation limitations, security requirements, and the academic schedule may restrict available options. Cadets requesting accommodation must remain flexible and coordinate directly with their assigned faculty advisor.

Visitors and Off-Site Restrictions: Civic Leadership Academy is a closed activity. The course is academically intensive and tightly scheduled. Personal visits, sightseeing, off-site meals, or unscheduled departures with family members, guests, or other CAP members are not permitted during the activity. Family and friends are free to call at the conclusion of the day or e-mail.

Cadets will not leave the hotel or activity locations except as part of official CLA programming and under staff supervision. Parents, guardians, family members, and CAP members not assigned to CLA staff may not remove cadets from scheduled activities or take cadets off-site for meals or personal time. Home wing personnel may not request or authorize cadets to depart CLA activities outside of the scheduled National Legislative Day program.

The only authorized exception to this policy is participation in National Legislative Day (NLD), during which cadets will integrate with their home wing's delegation as part of the CLA curriculum, in accordance with guidance provided by CLA staff.

Any other exception to these restrictions must receive prior written approval from the CLA Activity Director.



Prohibited Items: For the safety, security, and professionalism of the activity, the following items are strictly prohibited at Civic Leadership Academy.

- Weapons of any kind, including firearms, knives, batons, and pepper spray
- Drones, high-powered laser pointers, or surveillance equipment
- Alcohol, tobacco, vaping devices, and nicotine products
- Illegal drugs or unauthorized medications
- Political or partisan materials, signage, slogans, banners, buttons, stickers, or apparel
- Fireworks or explosive materials
- Any item prohibited by federal facilities or local law

Possession of prohibited items may result in confiscation, disciplinary action, removal from the activity, and possible notification of unit and wing leadership.



Electronics, Photography, and Social Media: Cadets may bring a cell phone to the activity; phones must be turned off during all lectures and tours. The use of personal electronic devices is a privilege and may be restricted at any time by CLA staff. Many of the facilities visited during CLA are secure government locations where photography, recording, and the use of electronic devices are strictly prohibited. Cadets must comply immediately with all posted signage and staff instructions regarding device use.

Posting photos, videos, or commentary related to CLA activities on social media or other public platforms is subject to the following restrictions:

- Cadets will not photograph, record, or publish content inside federal facilities where such activity is restricted.
- Cadets will not post quotes, statements, or content from guest speakers, panelists, or staff without express permission.
- Cadets will not livestream, vlog, or create commercial or promotional content during the activity.
- Cadets will not post security procedures, access points, schedules, identification badges, room numbers, or other sensitive operational details.
- All social media activity must reflect the professionalism and standards expected of Civil Air Patrol members.

Failure to comply with these requirements may result in disciplinary action, including possible removal from the activity.

Medical Readiness and Fitness Expectations: Participants should expect to walk 5 to 8 or more miles daily, stand for extended periods, and operate at a sustained academic and professional tempo. Cadets must be medically and physically capable of participating in all scheduled activities. Cadets must be in Physical Category I as defined in CAPR 60-1. Any of the following conditions must be disclosed to the CLA Activity Director as early as possible and prior to arrival:

- NOT meeting Physical Category I requirements
- Any surgical procedure within 90 days of CLA
- Any injury, chronic condition, or limitation that may affect participation
- Use of prescription medication (excluding routine allergy medication and birth control)
- Special dietary requirements

All disclosures must be communicated directly to CLA leadership at cla@capnhq.gov.



Immediately PRIOR to departure for Washington, DC, you must communicate with the CLA staff if you have *any sudden* illness and/or have been exposed (examples include, but are not limited to: COVID-19, high temperature/fever, colds, FLU, pink eye, mononucleosis, chicken pox, contagious rashes, etc.). The nature of the illness, your ability to travel, and the likelihood of transmission, will be carefully evaluated on a case-by-case basis to determine if you are able to attend. **Failure to disclose relevant medical conditions, injuries, or illnesses, or arrival in an unhealthy**

condition, may result in removal from the activity and immediate return home at the cadet's expense.

UNIFORMS



Because we will be in our nation's capital, the uniform of the day is the service dress with a jacket ("Class A"). A service jacket is required for this activity. (The jacket may be borrowed.) Due to the cold weather, an **all-weather coat is required** (see Attachment 2).

Service Dress with Jacket: Service coat (new style only) with ribbons and badges, flight cap (service caps / "wheel caps" are NOT authorized due to space at all the locations we visit and bulky to store).

Casual Uniform: Khaki pants (no leggings) or nice jeans with belt, comfortable walking shoes/athletic sneakers, and the provided CLA polo. *See* Attachment 3. Shirts will be tucked in.

Uniform compliance is mandatory throughout the duration of Civic Leadership Academy. Cadets are expected to arrive with uniforms that meet all applicable CAP and Air Force standards and that will remain in compliance for the full week of the activity. Failure to meet uniform, grooming, or appearance standards may result in restricted participation in scheduled engagements, denial of access to federal facilities, or removal from the activity at the discretion of the Activity Director.

COURSE CONDUCT

Participants are required to participate in all classes, seminars, events, and activities during CLA. Each has been carefully crafted to meet the school's educational objectives.



Homework & Online Assignments: Cadets are required to complete all assigned homework *prior to* arriving at CLA. We encourage starting early to have ample time to complete the assigned course work. A CLA Google Classroom was established to submit assignments.

Academic Accountability and Communication: Cadets are expected to maintain consistent communication with CLA staff and faculty advisors and to monitor official email for updates, deadlines, and instructions.

Pre-activity assignments require an average commitment of approximately 2 to 4 hours per week. All assignments must be submitted by the published deadlines. Extensions will not be granted without prior approval from the Activity Director.

Failure to submit assignments on time, failure to maintain communication, or repeated non-responsiveness may result in disciplinary action, loss of academic credit, or removal from the activity.

CLA Engagements: A typical day will consist of site visits and engagements during the day and class work in the evenings. Most places that the team visit will require a government-issued ID to clear security. We will also have to go through metal detectors and all items will have to be x-rayed. We are also limited in what we can take with us. Some secure places will not allow cameras, cell phones, or other electronic devices. We will

typically walk to a metro stop, take the metro to the closest stop to our destination, and then walk to our destination. Stay with your faculty group when traveling.



Non-Attribution Policy: Presentations by guest speakers, panelists, and renowned public officials and scholars constitute an important part of the curriculum. In order that these guests, as well as faculty, other officials, and students may speak candidly, Civic Leadership Academy offers assurance that presentations and discussions will be held in strict confidence. This assurance derives from a policy of non-attribution, which is normally binding on all who attend and is a normal feature of higher (collegiate-level) education.

Without expressed permission of the speakers, nothing they say may be attributed to them directly or indirectly in the presence of anyone who was not present during the presentation. This policy is not intended to preclude references by faculty and students within the academic environment to opinions expressed by speakers; however, courtesy, good judgment, and the non-attribution policy preclude citing those views, even if the speaker is not identified by name when questioning subsequent guests. Specifically, the non-attribution policy provides that neither the speaker nor CLA may be identified as the originator of the information.

Public Release and Social Media: The non-attribution policy extends to all public communication platforms, including social media. Cadets will not publicly attribute statements, opinions, or content shared during CLA engagements without authorization. See *Electronics, Photography, and Social Media* under House Rules & Standards.

Seminars: Participants will be assigned to a seminar of fellow students, as well as a faculty advisor (senior member).

Academic Integrity: All Civic Leadership Academy students are expected to develop original work to fulfill requirements during their attendance at CLA. This work must contain the student's own ideas except as documented. **Plagiarism will not be tolerated.**

GRADUATION REQUIREMENTS

Cadets must fulfill the following requirements to be eligible for graduation from the Civic Leadership Academy and to receive a: CLA challenge coin, CLA patch for OCP wear, graduation certificate, and to qualify for the National Cadet Special Activities ribbon:

1. Attend/actively participate greater than **80%** of CLA activities.
2. Successfully complete **all** assignments prior to arrival at CLA as well as turn in all required forms prior to arrival.
3. Display a high degree of professionalism and positive attitude.

The activity director is the final arbiter in determining activity credit.

TRAVEL INFORMATION



Travel Dates: Plan to arrive on Sunday, 21 February 2027, before 5:00 p.m. Eastern Time. Cadets will be released from the activity starting at 6:00 a.m. and must check out no later than 12:00 p.m. Eastern Time on Sunday, 28 February 2027. Try to avoid very early flight departures since the hotel shuttle does not start until ~6:00 a.m. Travel is in civilian clothes.

Travel by Airline: CLA recommends using Reagan National Airport (Airport Code: **DCA**). The hotel has a free shuttle from the baggage claim area every 15 minutes. Regrettably, CLA is unable to provide shuttle service from/to other airports. *Any possible savings from flying into BWI would probably be negated by the cost of ground transportation into the city. The Metro does extend to IAD airport and may be an alternative option (around 60-70 minutes). The hotel is still a decent walk from the Crystal City metro stop (~10-15 min walk / lugging luggage).*



Travel by Car: Cadets are requested **not** to drive themselves to CLA because the **long-term parking at the hotel is expensive** ($55+/day) and parking elsewhere would be logistically difficult. If traveling by car, consider carpooling. CLA will not pay for parking and keys will be turned in during in-processing. For driving directions, see the hotel's website. Parents of course can drop you off/pick you up at the hotel.

Travel by Train: Amtrak provides service to Union Station in Washington, DC. From there, take the Metro to the Crystal City station, located 1-2 blocks north of the hotel. For directions to the hotel from the Crystal City Station, see the hotel's website.

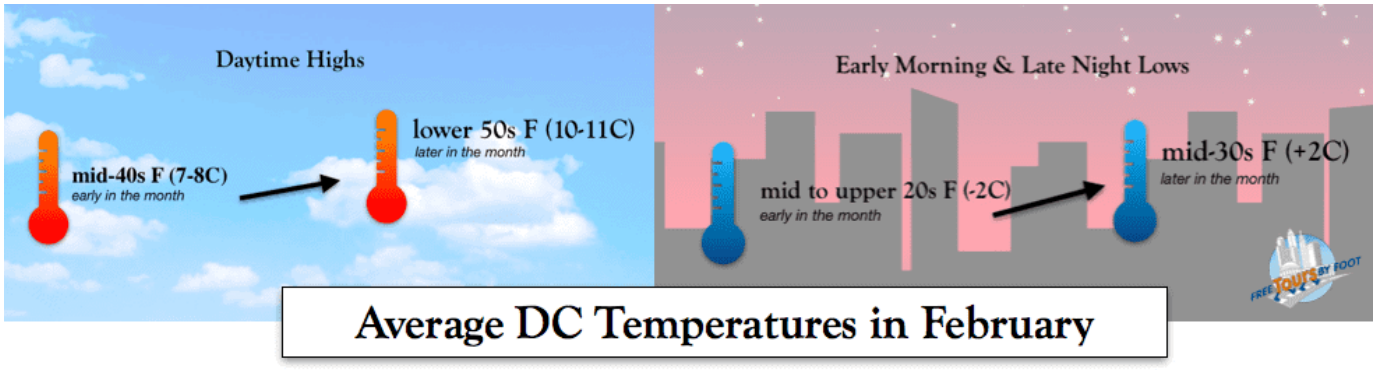
Upon Arrival at the Hotel: A room key is required to use the elevator. Contact the staff that you are in the lobby and we will bring you upstairs to the CLA Command Post ("Patrick Henry" meeting room). Do not stop at the hotel's front desk. The CLA staff will have room keys in the Command Post. Cadets will sign in and contact home at the Command Post, if they have not already informed their family of their safe arrival.

At the Airport: When flying to or from Reagan National (DCA), expect extra security. Passengers are usually not allowed to leave their seats during the 30-minutes after take-off or before landing. Be smart by following all directions to avoid potential problems. If your flight is delayed more than 1 hour, or the flight changes, text or call the Activity Director at 617-947-8947.

Telephones: A telephone calling card or cell phone is required because cadets will not be allowed to charge phone calls to their hotel room. Complimentary WiFi access will be provided by the hotel.

Group Communications: CLA will establish and utilize group communications (i.e. group text messaging) for those with cell phones to pass immediate information.

Weather: Expect very cold weather and rain / snow. Pack accordingly (see packing list in appendix).



More info

HOTEL & DAILY LIFE



CLA will be lodged at the **Hilton Arlington National Landing**, 2399 Richmond Highway, Arlington, VA 22202. The phone number for the hotel is (703) 418-6800. It is best practice to call the hotel at this number to request the shuttle upon retrieving your luggage.

Do not contact the hotel or visit the front desk to inquire about your room. The CLA staff will handle room check-in, provide you your key, and handle all other interactions with the hotel staff. Note: The hotel does NOT have a laundry facility.

There is a **CVS** located across the street from the hotel. If requested and time is available, you may be able to arrange a visit to CVS with a group of cadets accompanied by staff.

Hotel Services: The hotel provides linens, towels, a hairdryer, an iron, and an ironing board. The hotel will have a fitness center that cadets may use, however must adhere to lights out hours and the wingman concept.

Meals: A buffet is offered for breakfast in the hotel. You are required to attend breakfast **on time** each day. You will be given a small amount of cash to cover lunch, as we will normally be out in the middle of town during that time. Dinners will be at local establishments where we will go as a group. The provided meals begin with dinner on the arrival travel day and end with breakfast on the departure travel day. Cadets who arrive early or depart late will be responsible for their own meals outside of established times.

Billeting: You will share a hotel room with one other cadet. The rooms have two beds and ample space for your belongings. Each cadet is responsible for the room key they are issued. Guests are not allowed in the hotel rooms and cadets will not meet or socialize in the rooms.

Curfews: The scheduled lights out is at **10:00 p.m.** each night. You must be in your room and quiet at that time.

Inspections: There are no encampment type "inspections" during Civic Leadership Academy. However, you are expected to keep your room neat and orderly each day. Your room will be checked for damage prior to your departure from the activity.

ATTACHMENT 1 – PACKING LIST

✓	Qty	Item	✓	Item
Service Uniform			**Personal Items**	
☐	1 Each	AF Style All-Weather Coat	☐	Toiletries (Soap, Deodorant, etc.)
☐	1 Pair	Black Gloves	☐	Toothbrush and Toothpaste/Mouthwash
☐	1 Each	AF Service Jacket *(old style is NOT authorized)*	☐	Razor w/ Shaving Cream
☐	2 Each	AF Style Blue Shirts	☐	Comb/Brush
☐	2 Each	AF Style Slacks	☐	Hair Spray/Hair Gel
☐	1 Each	AF Style Belt, Blue with Silver Buckle	☐	Hairpins/Rubber Bands – Female
☐	1 Each	Black Dress Shoes, Low Quarter	☐	Makeup (minimal) – Female
☐	1 Each	AF Style Tie / Tie-Tab	☐	Feminine Hygiene Products – Female
☐	1 Pair	Shoulder Boards with Large Grade Insignia	☐	Foot Powder and/or Moleskin
☐	2 Each	Nameplates *(Service Jacket & Blues Shirt)*	☐	Sunscreen/SPF 15 or Higher
☐	1 Pair	Large Grade Insignia for All-Weather Coat	☐	Emergency Sewing Kit / Safety Pins
☐	1 Each	Flight Cap with Large Grade Insignia	☐	Regulation Haircut
☐	1 Pair	Epaulets with Miniature Insignia	☐	Pen / Small Notebook
☐	1 Set	Ribbons, Badges, Authorized Cords	☐	Personal Hand Sanitizer *(Recommended)*
☐	1 Each	Tie Tac or Tie Bar *(Optional)*	**Carry With You**	
☐	1 Each	Backpack, solid black ONLY *(Optional)*	☐	Cell Phone and Charger
CLA Polo Uniform			☐	Wallet containing:
☐	2 Pair	Khaki (Tan) Pants and/or Jeans – NO leggings	☐	– US Government-issued ID
☐	1 Each	Belt	☐	– CAP ID Card
☐	1 Pair	Tennis Shoes / Sneakers	☐	– Medical Insurance Card
☐	1 Each	Winter Jacket	☐	– Spending Money
☐	1 Each	Warm Hat / Earmuffs / Gloves	☐	– Credit / Debit Card
Misc Clothing Items			☐	– Money for Luggage Fees
☐	5 Each	White T-Shirts, V-Neck	☐	Extra Set of Clothing
☐	5 Pair	Black Socks (or Black Hose)	☐	Items to Entertain You on the Flight (if flying)
☐	6 Pair	Socks (to go with the CLA Polo Uniform)	☐	Medications in Original Bottles
☐	1 Week	Bras – Female	☐	Snacks (if flying)
☐	7 Each	Underwear	☐	Camera / Electronics *(Optional)*
☐	1 Each	Umbrella (Solid Black)	☐	Laptop Computer *(Optional)*
☐	1 Pair	Pajamas / Bathrobe		

Laundry: The hotel does NOT have laundry facilities. Pack enough clothing for the full week.

Reminder: Review Prohibited Items (House Rules & Standards) before packing. Possession of prohibited items may result in removal from the activity.

Double-check that you have packed everything on this list, and that your uniform is complete and in good condition.

ATTACHMENT 2 – UNIFORM NOTES

Service Coat: Participants will need to wear the service coat during CLA, as it is the standard uniform combination when visiting our nation's capital.

Shoes: Participants will be walking 5-8 miles daily so plan accordingly. Break in new shoes prior to coming to CLA. Female cadets are **STRONGLY** discouraged from wearing pumps. Comfortable walking shoes (athletic shoes or other casual shoes) can be worn with the CLA casual uniform.

USAF All-Weather Coat: **Example Link**. Because the weather is projected to be very cold, cadets are required to bring the USAF all-weather coat. Cadets coming from warm climates will need to plan early to purchase/borrow an all-weather coat. *TIP:* ***Used versions at a reduced rate are often found via eBay online, or at base thrift shops, etc.***

Help Obtaining Uniforms: Cadets who do not own a service coat or all-weather coat should work with their unit commander to check CAP supply channels in their area.

Weight/Grooming Standards: Cadets who do not meet the weight and/or grooming standards for the AF-style uniform must wear the CAP corporate white-grey blazer combination. See **CAPR 39-1** for details.

CLA Casual Uniform: Cadets will wear the AF-style service dress everyday Monday-Friday. In the seminar room for evening academics, cadets will wear the CLA casual uniform of khaki pants (or clean jeans) and an issued CLA polo shirt. Cadets will wear blues 5 days and the CLA polo uniform each evening and as specified.

Haircut: All cadets must arrive with a proper haircut that will stay within regulations for at least one week.

What Not to Bring: Do not bring anything expensive or irreplaceable. Be smart and use common sense. Do not bring anything cadets are not allowed to have.

Be sure uniforms are complete and in good condition. Failure to adhere to uniform, grooming, and appearance standards may result in early departure from the activity. Double-check both this list and the packing list prior to arrival.

ATTACHMENT 3 – UNIFORM REFERENCE

Service Uniform



Notes:

- Must be within height/weight standards or wear the CAP corporate blazer combination
- Haircut must meet standards for the duration of the activity
- May wear nationally-recognized cords
- No service caps / "wheel caps" are authorized at CLA
- USAF all-weather coat required

CLA Casual Uniform



Notes:

- Must wear **belt**, if belt loops are present
- Shirts must be tucked in
- Pants will not be tight (leggings)
- Clean jeans free of cuts/tears are also authorized

ATTACHMENT 4 – CLA HOMEWORK & ASSIGNMENTS



CLA Pre-Arrival Assignments: Your CLA assignments are an opportunity to learn (or review your knowledge) about the government, its foundations, and some of the places we will tour during our week in Washington, D.C. Each week, you will be assigned a variety of assignments including videos, readings, interactive research projects, and short-answer essay questions. These assignments should take approximately 2 to 4 hours a week, and all are provided to you up front so you can best-manage your own time. In addition to the 5 weekly assignments, there is also a sixth, CAPSTONE exercise, to complete prior to arriving at CLA. These assignments are broken into:

Videos (30 Minutes) - These Crash Course American Government Videos cover the basics of government as well going deeper for those who want to know more. You will have 3-4 videos to watch each week and will complete fill-in-the- blanks worksheets to highlight key concepts from each video.

Original Docs (30 Minutes) - These would be some of the documents or speeches that are foundational to the US: the Declaration of Independence, the US Constitution, Gettysburg Address. These are important to read first-hand and you should be ready to discuss these at CLA. You will also have a few short-answer questions each week on these readings.

Supporting Docs (15 Minutes) - These are documents or stories that provide more information on American government. Some of these will be to discuss principles of American government. Others will focus on various organizations the work on behalf of the American people such as the CIA, State Department, or Congress. You will also have a few short-answer questions each week on these readings.

Interactives (15-30 Minutes) - These are research projects or additional videos that will help in your understanding. These include:

- ***Who Represents Me?*** – Fill out a worksheet identifying your federal, state, and local representatives.
- ***Write Your Legislator*** – Let your voice be heard! Write your representative in Congress about an issue you care about or one of the provided topics.
- ***Memorial Research*** – Research one of the many memorials in Washington, D.C. Write a 250-400 word essay on the history and significance of the memorial. Incorporate any interesting and fun facts you found important! Be prepared for your research to be shared with the rest of CLA.
- ***Civil Discourse*** – Being able to understand (and respectfully disagree) with different perspectives and viewpoints is an important skill for an American citizens to have. Review the essay you wrote on a Supreme Court case when you applied to CLA. In 300-500 words, discuss another viewpoint other than your own.

Review (30 Minutes) - These are short answer essay questions that will review your understanding and perspective on the readings and videos. These should be about 5-7 sentences at most. This review will be the primary means of grading your assignments as well as a way for your faculty advisor to get to know you.

CLA Google Classroom: To improve accountability and accessibility of assignments, we are utilizing Google Classroom. Assignments are available via Google Classroom as well as administrative requirements. You can access the CLA Google Classroom using the Class code provide in your CLA Activity Welcome Email (contact the CLA Activity Director if you did not receive this code).

- **Google Classroom** *(Click Add Class and enter the Class code)*

Unfortunately, Google Classroom does not allow users from ".gov" emails. Additionally, some Google email group configuration (including some CAP wings) prevents users from utilizing Google Classroom. We recommend utilizing an alternate Gmail account separate from your ".gov" or ".org" CAP email.

The table below provides the due date and hyperlinks for each assignment. A PDF link is available below, and a fillable Microsoft Word version of the assignment is also available, and uploaded as part of the **CLA Google Classroom**. Once you click the link, download the file and then you can save/edit it on your local computer. Once complete**, SAVE the file with your LAST NAME, FIRST NAME – Assignment X** (replace X with the correct number for the assignment)**.** If you encounter any technical difficulties, please promptly email your assignment to CLA@capnhq.gov *prior to the due date and time*.

CLA Assignment Table and Due Dates: Submit your completed document of fill-in and short essay responses via Google Classroom by the due date and time. Some assignments also require submitting additional artifacts (i.e. letter to representative). Assignments may be completed and submitted early.

Assignment / Link	Due Date*
Assignment 1	Monday, 4 January 2027
Assignment 2	Monday, 11 January 2027
Assignment 3	Monday, 18 January 2027
Assignment 4	Monday, 25 January 2027
Assignment 5	Monday, 1 February 2027
CAPSTONE ASSIGNMENT	Monday, 15 February 2027

**Assignments are due by 11:59pm Eastern Time on the date indicated*



CAPSTONE Overview: Students will reflect on what it means to be a civic leader at the "grassroots" level and identify a local opportunity to contribute to the common good—one of the original senses of "politics" before partisanship took possession of it. Through the identification and creation of a project proposal and plan, students will research and select a proposal, define the problem, determine a solution/enhancement, and build a high-level project plan to help implement the project and see to its success.

CAPSTONE Reading: Read the following three articles in preparation for the CAPSTONE:

- Review the Arizona Center for Civic Leadership's ***Elements of Civic Leadership*** as an example primer of how one state has invested in furthering civic leadership efforts.
- Review ***The Atlantic***, where Deborah and James Fellows have authored a series on community rebirth.
- Review ***Our Towns Foundation***.

CAPSTONE Assignment Deliverables: In accordance with the ***assignment***, you will upload a written proposal and a presentation. The point scale for grading is contained within the assignment worksheet.

CAPSTONE Assignment Due Date: Submit your completed artifacts (i.e. Written Report and/or PowerPoint Presentation) to the CLA Google Classroom space by 11:59 p.m. Eastern Time on Monday, 15 February 2027.

ATTACHMENT 5 – NATIONAL LEGISLATIVE DAY



National Legislative Day: Civil Air Patrol's National Legislative Day (NLD) encompasses delegations from wings across the nation that meet and engage with federal lawmakers on Capitol Hill. These delegations deliver CAP's Annual Report to Congress and member's brief Capitol Hill on insights around CAP's primary missions. Additionally, wings often have the opportunity to talk one on one with their representatives or professional staffers about contributions made by their respective wings to the state and nationally, as well as provide updates on CAP's Fiscal Year budget proposal. Additional Information to be posted at: National Legislative Day - 2027 | Civil Air Patrol National Headquarters CAP's **Government Relations Directorate** serves as the lead directorate for this event.



CLA Participation in National Legislative Day: Civic Leadership Academy cadets are released from CLA for NLD participation, which will be **Thursday, 25 February 2027**. On this day, CLA staff will bring cadets over to the hotel lobby where many wing leadership are staying. Cadets are expected to integrate with their wing delegation and spend the day engaging their state representatives/staff on Capitol Hill. When cadets return from completing wing delegation activities later that day, contact CLA staff and we will escort you back to the CLA hotel.

Prior to NLD, you will be expected to coordinate with your Wing Commander and/or your Wing Government Relations Advisor (GRA), or their designee. Each wing plans their delegation differently, however the CLA Staff will send a note to your Wing Commander to inform them that you are attending CLA and are expected to participate in their wing delegation as part of the CLA curriculum.



If for some reason you are unable to make communication with your wing's delegation planning efforts, please inform the CLA staff immediately so we can engage and/or work an alternative pairing.

If your wing is planning a dinner on Thursday evening after your engagement on Capitol Hill has concluded, please inform the CLA staff so that we can properly account for you. Remember that we will have a course Thursday evening, and we do not want you to miss out on important curriculum. We will make every effort to attempt to accommodate. Ideally, your wing will drop you off back to the CLA activity hotel as they return from dinner—however all alternate plans must be coordinated and approved by the CLA Activity Director.

ATTACHMENT 6 – MEET YOUR CLA STAFF



CLA Activity Co-Director: Lt Col Beverly Scoggins, CAP *(pictured on left)* has been a member of Civil Air Patrol for over 44 years. Notably, Lt Col Scoggins has supported Civic Leadership Academy nearly every year (only missing one!) since the academy's inception in 2004. Additionally, she has extensive experience supporting cadet activities, having previously served as Civil Air Patrol's Program Manager of the International Air Cadet Exchange (IACE) Program.

Lt Col Scoggins resides in Hawaii and serves as the Chief of Staff of Rocky Mountain Region (RMR). She has extensive expertise with the Cadet Program, holding a Master rating since 1984, and completed Level V of CAP's Senior Member Professional Development program in 1997.



CLA Activity Co-Director: Lt Col James Keohane, CAP (Col, USAF) *(pictured on right)* has been a member of Civil Air Patrol since December 1999, joining as a Cadet and earning the prestigious Ira C. Eaker Award (#1239) before transitioning to the Senior Member ranks. Over his CAP career, he has served in numerous leadership roles, including Squadron Leadership Officer, Deputy Commander for Cadets and as Wing Director of Cadet Programs for both Virginia and later Maryland Wings. Currently he serves as the Maryland Wing Advisor to the Wing Commander. With extensive experience in cadet programs, Lt Col Keohane has participated in over six CAP Encampments and contributed to Civic Leadership Academy as a staff member for six years, including four as the Activity Director. Additionally, he has served on the staff of Cadet Officer School for eight years on and off since 2008. He has completed Level V of the Senior Member Professional Development program, and holds Master ratings in Cadet Programs, Personnel, Administration and Professional Development.

Outside of CAP, he works in the technology sector, leading a segment of Amazon's cyber security organization in Seattle, WA. Previously, he served as a member of the Defense Intelligence **Senior Executive Service** within the US Intelligence Community and also serves as an Air Force Reserve Intelligence Officer (Colonel) assigned to Headquarters US Air Force Directorate of Intelligence at The Pentagon. He has deployed to both Iraq and Afghanistan and is a recipient of the Bronze Star medal.



Faculty Group Advisor: **Col Brenda Reed, CAP** is the commander of Maryland Wing, Civil Air Patrol, and has served CAP for more than 20 years. Since joining in 2003, she has held leadership positions at the squadron, wing, region, and national levels, including chief of staff, wing administrator, director of public affairs, national e-learning coordinator, dean of online learning, provost of Volunteer University, and past CLA activity director. A recognized leader in member education and professional development, she developed Maryland Wing's pioneering e-learning program and was named CAP's National Senior Member of the Year in 2018.

Passionate about cadet programs, Col. Reed has served as encampment commander, director of the Civic Leadership Academy, International Air Cadet Exchange escort and project officer, and scholarship committee member. In 2019, she founded Granite Cadet Squadron, a homeschool-focused unit that was named CAP's National Squadron of Distinction in 2024. Professionally, she is a retired distance education consultant with a master's degree in distance education and e-learning from the University of Maryland University College.



Faculty Group Advisor: **Col Virginia Nelson, CAP** serves on the Pacific Region staff and was previously the Commander of Civil Air Patrol's Pacific Region and brings nearly five decades of CAP experience to the role. A member since 1974, she has served in leadership positions at every echelon of the organization, including squadron, group, wing, region, and national levels. She previously commanded California Wing, served as Pacific Region chief of staff, aerospace education officer, and director of cadet programs, and has directed National Staff College while helping develop generations of CAP leaders.

A passionate advocate for cadet and member development, Col. Nelson has instructed or directed more than 200 professional development courses, served in national cadet programs positions, and participated extensively in International Air Cadet Exchange activities and CAP encampments. A private pilot with nearly 400 flight hours, she holds master ratings in multiple specialty tracks and is a member of the California Wing Hall of Honor. Her longstanding commitment to leadership, aerospace education, and volunteer service continues to shape CAP members across the nation.

Faculty Group Advisor and Finance Officer: **Capt Nick Cocco, CAP** joined as a member of Civil Air Patrol in April 2006, joining as a Cadet and earning the prestigious Ira C. Eaker Award (#2305). He is currently the Squadron Commander of the 1007th Griffin Composite Squadron, and Assistant Director of Cadet Programs & Government Relations, Pennsylvania Wing.

Capt Cocco has a Senior Rating in Cadet Programs and has completed Level 3 of the Senior Member Professional Development Program. He also serves as the Deputy Project Officer of Staff Training & Deputy Director of Staff at Hawk Mountain Ranger School, NCSA and throughout the year during PA Wing Activities. As a Cadet, he was a founding member of the PA Wing Cadet Conference, the first in the Nation to hold a dedicated Cadet Conference. He also is a graduate of the Civic Leadership Academy as a Cadet.

Capt Cocco graduated from The Pennsylvania State University with a bachelor's degree in political science with a minor in Homeland Security. Professionally he has consulted on local, state, and federal political campaigns with a focus on getting out the vote organizing, grassroot causes, targeted strategy and crisis

management. Currently he works in his family businesses overseeing operational functions, logistical functions, and oversees his families' philanthropic causes.

NOTE: Every attempt to share speaker biographies ahead of time for speakers on the CLA agenda will be made by CLA staff!



SUMMARY OF CHANGES

15 Oct 26 – v1.0: Initial Publication