

2020-2024 Strategic Plan





Our Strategic Plan

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Forward



Fellow Civil Air Patrol Airmen:

Vision is what propels any organization to new heights. Strategy is the roadmap that transforms vision into reality. When we started this journey back in 2016, we developed for the first time a five-year strategic plan that sought input from all echelons of Civil Air Patrol – from the Board of Governors, to commanders, to every member of our amazing organization.

– This is YOUR strategic plan –

Strategy is a living process, adapting as needed to meet the ever-changing world and the emerging opportunities and challenges we face. Our original five-year plan is not over, however it's now time to adapt to be more innovative, responsive, diverse and professional to further highlight to our partners that Civil Air Patrol is indeed the "Resource of Choice." One step we're taking to meet the demands of tomorrow is to change our historic time-bound strategy into a rolling five-year plan. While the basic plan itself might not noticeably change, the annually updated action plans that implement our strategy will.

When I became your National Commander, I laid out a plan of initiatives to take CAP to the next level – initiatives to better care for our members and make your participation more fulfilling, improve our processes, promote our professionalism, inspire innovation, grow new partnerships and increase our diversity. Each of these initiatives are now part of our plan.

This strategic plan lays the foundation for CAP's future, a foundation that cascades down to every echelon. Actions taken at national, region, wing and, yes, squadron level should link to our five goals to complement our strategy and vision for Civil Air Patrol.

It's my privilege to serve by your side and I look forward to taking this new journey with every one of you. Together, we can all make tomorrow's Civil Air Patrol better than yesterday's.



MARK E. SMITH
Major General, CAP
CEO and National Commander

Developing Tomorrow's CAP

Our Civil Air Patrol has an amazing history. It all started with members of local communities answering a call to serve their nation and their neighbors. We've been doing this since 1941 – transforming everyday people into hometown heroes. Surprisingly, even though most would agree we're not our father's CAP anymore, our missions and principles are essentially the same as in December of 1941. Missions such as coastal/border patrol, search and rescue, natural disaster support, air defense support, fire spotting, and flight/ground training of military members are still in our portfolio. The biggest differences between today's missions and those of our early years are the resources with which we conduct the missions, the partners requesting our services, and the speed in which decision makers require our products.

As an organization charged by Congress to serve our Nation and her communities, it's important to synchronize our strategic vision with that of our mission partners. Below highlights the various strategic plans that influenced the *Civil Air Patrol Strategic Plan*. The figure on the next page indicates the individual plans' missions, priorities, goals and objectives, and how they cascade into our strategy.

Figure 1 -- A Family of Strategies

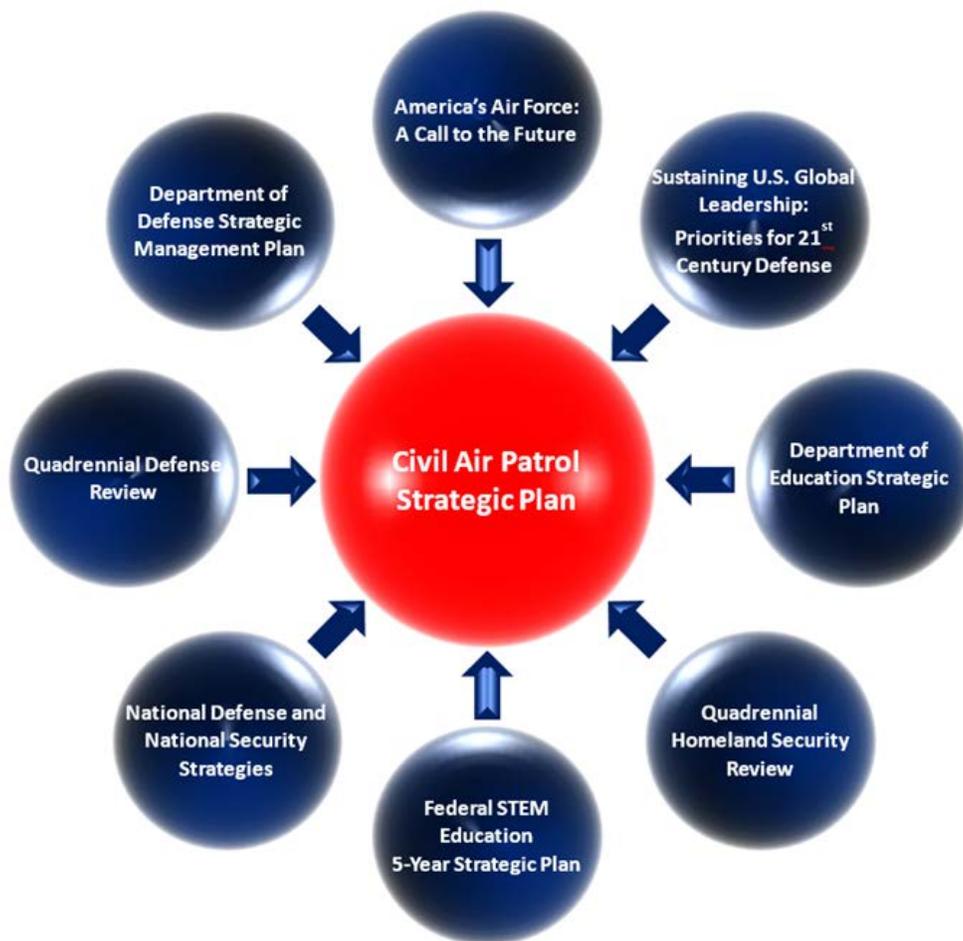
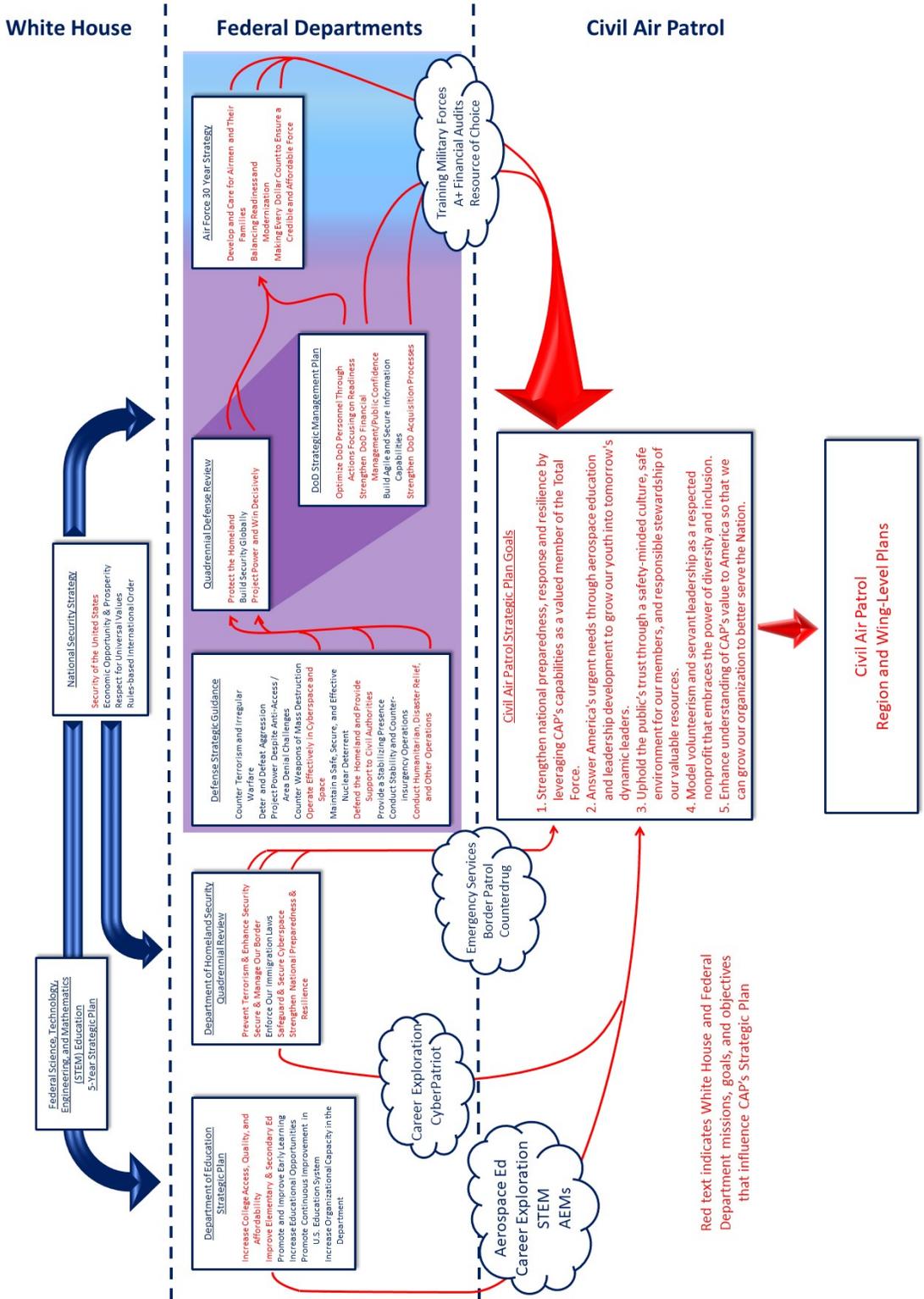


Figure 2 -- A Hierarchy of Strategies



From the White House to each CAP Wing, select components of each subordinate plan are aligned (when applicable) to complement like elements of higher echelon strategies. Additionally, each plan has tailored elements that are applicable only to that organization. This strategic plan, along with each wing's strategic plan, is our vision of what we want our Civil Air Patrol to be in the future. This plan serves to guide all CAP members in shaping who we are as an organization and how we'll conduct future programs and missions. As our North Star, this plan aids decision making to prioritize our scarce resources, namely funding, effort and time. In essence, if an initiative does not directly contribute to one of our goals (see [page 9](#)), then the initiative should not be supported.

Attached to this plan as an annex is our action plan, each task targeted to address their respective goal and synchronized over the course of this plan. If the goal is the overarching theme, then the objective is a milestone to achieve the goal and the task is the actionable item to attain the objective.

We have developed tasks following the SMART principle, an acronym that represents:

- S**pecific – details what needs to be done to accomplish the objective, no guesswork as to the expected end state; one should know if the desired task is complete
- M**easurable – progress or objective accomplishment can be measured, status can be determined and tracked; delays and potential showstoppers are identifiable; enables accountability
- A**ttainable – don't set the bar so high that failure is inevitable; knowing that an objective is unattainable is demoralizing to those working the task
- R**elevant – if the objective doesn't contribute to goal or priority attainment, then the objective should not be attempted as effort will be wasted
- T**ime Bound – completion dates should be defined and realistic; objectives stating "continue to ..." are not time bound and therefore can't really be attained

Although this is a rolling five-year plan, it's not possible to accurately predict our operating environment five years from now. External factors such as changing levels of federal appropriations, introduction of new technologies and missions, or changes to laws or a partner organization's procedures influence our objectives and tasks. Therefore, objectives and tasks (action plans) should be reviewed annually for relevance by deleting, adjusting and adding new ones, when necessary.

This plan is *OUR* vision for the future – not just the National Commander's or the Region and Wing Commanders'. Collectively, we all play a part in shaping our Civil Air Patrol of tomorrow.



We Are Civil Air Patrol

Our Vision Statement

Civil Air Patrol, America's Air Force auxiliary, building the nation's finest force of citizen volunteers serving America.

Our Mission Statement

Supporting America's communities with emergency response, diverse aviation and ground services, youth development, and promotion of air, space and cyber power.

Our Core Values

Integrity – Volunteer Service – Excellence – Respect

Our Slogan

Citizens Serving Communities

Our Motto

Semper Vigilans

Our Credo

One Civil Air Patrol, excelling in service to our nation and our members!

Our Purpose

- (1) To provide an organization to -
 - (A) encourage and aid citizens of the United States in contributing their efforts, services, and resources in developing aviation and in maintaining air supremacy; and
 - (B) encourage and develop by example the voluntary contribution of private citizens to the public welfare.
- (2) To provide aviation education and training especially to its senior and cadet members.
- (3) To encourage and foster civil aviation in local communities.
- (4) To provide an organization of private citizens with adequate facilities to assist in meeting local and national emergencies.
- (5) To assist the Department of the Air Force in fulfilling its noncombat programs and missions.

36 U.S.C. §40302

Our Goals and Objectives

1. **Strengthen national preparedness, response and resilience by leveraging CAP's capabilities as a valued member of the Total Force.** As a valued partner in the Total Force, our efforts should complement the Air Force's non-combat missions and programs, both existing and envisioned. As a member of the Total Force, it's our duty to recognize opportunities to present cost-effective alternatives that fulfill Air Force needs.

Objective 1.1: Integrate airborne, small unmanned aerial systems (sUAS) and ground imagery system management into one multimodal imagery program. The strategy is to define, build and execute an integrated imagery program plan.

Objective 1.2: Define/build cyber defense mission capability. The strategy is to continue to explore/define the cyber defense mission market and build out the roadmap for cyber defense mission capability.

Objective 1.3: Ensure the long-term sustainability of the Cell Phone Forensics and Radar Analysis programs. The strategy is to develop and execute an infrastructure migration plan that ensures corporate operational continuity and enforces corporate security controls.

2. **Answer America's urgent needs through aerospace education and leadership development to grow our youth into tomorrow's dynamic leaders.** STEM is a priority for America, our national security and for CAP. It remains our charge to seek out opportunities to better develop STEM-minded CAP cadets and adult members, as well as, America's youth. With our eyes looking to the future, we must continue to develop the leaders of tomorrow's Civil Air Patrol. Our next generation of leaders will be true leaders of people with a business sense to effectively run CAP for what we are – a corporation.

Objective 2.1: Provide increased CAP support to Title I schools. Given the limited resources available, this strategy allows CAP to target teachers and schools in underserved and diverse communities.

Objective 2.2: Motivate CAP units to excel in performing CAP's aerospace education mission. The strategy is to encourage squadrons to earn the newly established Aerospace Education Achievement Award.

Objective 2.3: Develop a sustainable business model for long term health and impact of the aerospace education program. The strategy is to establish a methodology to prioritize distribution of AE Products and STEM kits that keeps the overall program within budget.

Objective 2.4: Ensure cadets are supported by adults trained in positive youth development practices. The strategy is to focus CAP adult volunteers on key performance indicators (KPIs) that correlate with success for the cadet mission.

Objective 2.5: Support cadets' career exploration opportunities in STEM and AF-related career fields. The strategy is to partner with the Air Force and industry to offer a wide variety of career exploration activities.

Objective 2.6: Increase cadet learning in two growing career fields: cyber defense and small unmanned aerial systems (sUAS).

- 3. Uphold the public's trust through a safety-minded culture, safe environment for our members, and responsible stewardship of our valuable resources.** Protecting our resources, especially our most valued resource – our members – is vital to the overall success of Civil Air Patrol. Our members expect it as do our partners. Emphasizing safety through sound risk management principles ensures that our members and assets will be ready whenever we are called to provide support.

Objective 3.1: Implement the new safety management system (SMS) to foster consistent application of safety risk management principles across the organization. The strategy is to develop a safety/risk aware culture across CAP for cadets and adult members, through outreach and member education, providing appropriate risk management and SMS education for all levels of senior member professional development.

Objective 3.2: Ensure the cadet environment is wholesome, forward-looking, and safe. The strategy is to ensure the Cadet Protection Program meets or surpasses the evolving standard of care for youth-serving organizations.

- 4. Model volunteerism and servant leadership as a respected nonprofit that embraces the power of diversity and inclusion.** Diversity is a critical component of successful organizations. Ensuring that an organization embraces, seeks and celebrates diversity brings richness to the organization. Diversity of thought, gender, ethnicity and age makes the organization stronger. A key factor to achieving broad diversity is having an organization that is inclusive – all members have the same opportunity to participate, to be valued and to be successful. Each member joins CAP for a different reason and just like the diversity in our membership, so too is the diversity in the contributions each one makes, the levels they may attain in CAP and the satisfaction each receives by being a member.

Objective 4.1: Perpetuate a culture where CAP volunteers aspire to leadership positions and have the training and tools to be successful. The primary strategy is to implement CAP's completely redesigned professional development program.

Objective 4.2: Increase diversity of gender and racial backgrounds of the CAP membership while fostering an inclusive environment where volunteers from varied backgrounds are free to make their fullest contributions to the success of the organization. The strategy is to fully implement CAP's diversity and inclusion plan.

- 5. Enhance understanding of CAP's value to America so that we can grow our organization to better serve the Nation.** Our strength resides in our membership and our members come from our communities. Increasing our presence locally bolsters our recruitment and private fundraising efforts. Additionally, our federal, state and local partners need to know the robust capabilities that CAP delivers and that we are a cost effective, value added solution to their mission needs. State and

local partnerships are best established at the wing and squadron level. It all starts with exploring these new partners and introducing them to America's Civil Air Patrol.

Objective 5.1: Stand up the marketing and communications capability required to achieve CAP's goals. The strategy is to create a marketing and strategic communications plan to increase awareness of CAP's value to America.



Alignment of Goals

Department of Education	CAP Goal
1. Increase College Access, Quality, and Affordability	2. Answer America's urgent needs through aerospace education and leadership development to grow our youth into tomorrow's dynamic leaders 4. Model volunteerism and servant leadership as a respected nonprofit that embraces the power of diversity and inclusion
2. Improve Elementary and Secondary Education	2. Answer America's urgent needs through aerospace education and leadership development to grow our youth into tomorrow's dynamic leaders 4. Model volunteerism and servant leadership as a respected nonprofit that embraces the power of diversity and inclusion

Department of Homeland Security	CAP Goal
1. Prevent Terrorism and Enhance Security	1. Strengthen national preparedness, response and resilience by leveraging CAP's capabilities as a valued member of the Total Force 2. Answer America's urgent needs through aerospace education and leadership development to grow our youth into tomorrow's dynamic leaders 5. Enhance understanding of CAP's value to America so that we can grow our organization to better serve the Nation
2. Secure and Manage Our Borders	1. Strengthen national preparedness, response and resilience by leveraging CAP's capabilities as a valued member of the Total Force
4. Safeguard and Secure Cyberspace	1. Strengthen national preparedness, response and resilience by leveraging CAP's capabilities as a valued member of the Total Force 2. Answer America's urgent needs through aerospace education and leadership development to grow our youth into tomorrow's dynamic leaders
5. Strengthen National Preparedness and Resilience	1. Strengthen national preparedness, response and resilience by leveraging CAP's capabilities as a valued member of the Total Force 2. Answer America's urgent needs through aerospace education and leadership development to grow our youth into tomorrow's dynamic leaders 5. Enhance understanding of CAP's value to America so that we can grow our organization to better serve the Nation

Defense Strategic Guidance	CAP Goal
5. Operate Effectively in Cyberspace and Space	1. Strengthen national preparedness, response and resilience by leveraging CAP's capabilities as a valued member of the Total Force 2. Answer America's urgent needs through aerospace education and leadership development to grow our youth into tomorrow's dynamic leaders
7. Defend the Homeland and Provide Support to Civil Authorities	1. Strengthen national preparedness, response and resilience by leveraging CAP's capabilities as a valued member of the Total Force 2. Answer America's urgent needs through aerospace education and leadership development to grow our youth into tomorrow's dynamic leaders 5. Enhance understanding of CAP's value to America so that we can grow our organization to better serve the Nation
10. Conduct Humanitarian, Disaster Relief, and Other Operations	1. Strengthen national preparedness, response and resilience by leveraging CAP's capabilities as a valued member of the Total Force 4. Model volunteerism and servant leadership as a respected nonprofit that embraces the power of diversity and inclusion 5. Enhance understanding of CAP's value to America so that we can grow our organization to better serve the Nation

Quadrennial Defense Review	CAP Goal
1. Protect the Homeland	1. Strengthen national preparedness, response and resilience by leveraging CAP's capabilities as a valued member of the Total Force 2. Answer America's urgent needs through aerospace education and leadership development to grow our youth into tomorrow's dynamic leaders

	<ul style="list-style-type: none"> 4. Model volunteerism and servant leadership as a respected nonprofit that embraces the power of diversity and inclusion 5. Enhance understanding of CAP's value to America so that we can grow our organization to better serve the Nation
3. Project Power and Win Decisively	<ul style="list-style-type: none"> 1. Strengthen national preparedness, response and resilience by leveraging CAP's capabilities as a valued member of the Total Force 2. Answer America's urgent needs through aerospace education and leadership development to grow our youth into tomorrow's dynamic leaders 4. Model volunteerism and servant leadership as a respected nonprofit that embraces the power of diversity and inclusion

DoD Strategic Management Plan	CAP Goal
1. Optimize DoD Personnel Through Actions Focusing on Readiness	<ul style="list-style-type: none"> 1. Strengthen national preparedness, response and resilience by leveraging CAP's capabilities as a valued member of the Total Force 2. Answer America's urgent needs through aerospace education and leadership development to grow our youth into tomorrow's dynamic leaders 4. Model volunteerism and servant leadership as a respected nonprofit that embraces the power of diversity and inclusion 5. Enhance understanding of CAP's value to America so that we can grow our organization to better serve the Nation
2. Strengthen DoD Financial Management/Public Confidence	<ul style="list-style-type: none"> 1. Strengthen national preparedness, response and resilience by leveraging CAP's capabilities as a valued member of the Total Force 4. Model volunteerism and servant leadership as a respected nonprofit that embraces the power of diversity and inclusion
4. Strengthen DoD Acquisition Processes	<ul style="list-style-type: none"> 2. Answer America's urgent needs through aerospace education and leadership development to grow our youth into tomorrow's dynamic leaders 4. Model volunteerism and servant leadership as a respected nonprofit that embraces the power of diversity and inclusion
Air Force Priority	CAP Goal
1. Develop and Care for Airmen and Their Families	<ul style="list-style-type: none"> 1. Strengthen national preparedness, response and resilience by leveraging CAP's capabilities as a valued member of the Total Force 2. Answer America's urgent needs through aerospace education and leadership development to grow our youth into tomorrow's dynamic leaders 3. Uphold the public's trust through a safety-minded culture, safe environment for our members, and responsible stewardship of our valuable resources 4. Model volunteerism and servant leadership as a respected nonprofit that embraces the power of diversity and inclusion 5. Enhance understanding of CAP's value to America so that we can grow our organization to better serve the Nation
2. Balancing Readiness and Modernization	<ul style="list-style-type: none"> 1. Strengthen national preparedness, response and resilience by leveraging CAP's capabilities as a valued member of the Total Force 2. Answer America's urgent needs through aerospace education and leadership development to grow our youth into tomorrow's dynamic leaders 3. Uphold the public's trust through a safety-minded culture, safe environment for our members, and responsible stewardship of our valuable resources 4. Model volunteerism and servant leadership as a respected nonprofit that embraces the power of diversity and inclusion 5. Enhance understanding of CAP's value to America so that we can grow our organization to better serve the Nation
3. Making Every Dollar Count to Ensure a Credible and Affordable Force	<ul style="list-style-type: none"> 1. Strengthen national preparedness, response and resilience by leveraging CAP's capabilities as a valued member of the Total Force 2. Answer America's urgent needs through aerospace education and leadership development to grow our youth into tomorrow's dynamic leaders 3. Uphold the public's trust through a safety-minded culture, safe environment for our members, and responsible stewardship of our valuable resources 5. Enhance understanding of CAP's value to America so that we can grow our organization to better serve the Nation



Our Missions

Civil Air Patrol members are the lifeblood of our organization. Selfless dedication, innovative ways to advance the mission, and continued pursuit of excellence epitomize our Core Values in action. We're steeped in tradition, yet eager to seek new missions and better resource-conscious methods to execute our programs. After nearly a decade of declining budgets and the harsh fiscal realities of sequestration, we have learned to be better stewards of our taxpayer provided resources. Our cost effective means with which we conduct every mission and program reinforces the principle of why we're the Resource of Choice and a tremendous force multiplier.

Emergency Services:

Time is a perishable commodity; too long of a delay getting imagery to the decision makers yields either a tardy response effort or an ill-prepared decision, neither of which are acceptable when a life is on the line. Time being of the essence, unnecessary protraction results in negative mission impact and ultimately may compel decision makers to turn to another source next time. Money, like time, is never in sufficient quantity; therefore, it's imperative that CAP exploit technological advancements to realize acquisition of new cost effective, commercial-off-the-shelf sensors that provide real-time and near-real-time data to the decision makers. Efforts should be made to explore partnership-furnished solutions that leverage sustainment burdens. Furthermore, every effort should be made to ensure equipment operators are thoroughly trained prior to asset delivery to allow for immediate use. Emergency Services experts, working hand-in-hand with functional training managers and Standardization and Evaluation members, will develop training programs to maximize learning and competency while minimizing members' scarce participation time.

Innovation is vital to shaping our future mission portfolio. We are performing high-tech search and rescue missions today that started with "what if" questions just a few years ago. The ingenuity of our members enabled cellular phone and radar forensics, two proven initiatives that not only have won national recognition, but have allowed life saving actions often times without alerting ground or airborne crews. Necessity being the mother of invention, establishing enduring partnerships with local and national authorities opens the door to missions not yet envisioned.

Imagination and "what if" inquiries lay the foundation for new missions. Ultimately, our members rise to the challenge of performing those missions. We will be mindful of the sacrifices members make in their service to America and will be dedicated to ensuring all are prepared for what could be a revolutionary operating environment. In addition to mission and equipment training, self-awareness and Wingman-principled training, such as psychological first aid training, are groundbreaking initiatives to promote member resiliency in a new frontier.

Cadet Programs:

Today's cadets are tomorrow's leaders. Through our Cadet Program, young adults develop skills for leadership in a diverse world; learn about aviation, space, and cyber, and explore related careers; adopt a physically-fit, drug-free lifestyle; and develop moral reasoning skills and live Core Values.

We are a community-based, Air Force-themed youth program. Our primary customers are the youth themselves, and some of our biggest stakeholders include the Air Force, aerospace and cyber industries, schools and colleges, and cadets' parents. An enthusiasm for aerospace and an interest in military-style leadership education are the top two features drawing youth to CAP.

Our amazing young members see the world differently than our adult members and present unbiased alternatives for program improvements. Our junior leaders dream the "what if" daily. Today's cadets are more determined, better educated, and mature at a faster rate than cadets of the previous decade. CAP leadership at all levels will evolve to capitalize on their cadets' innovative thought. Doing so will prove rewarding results for CAP as a whole.

Our cadets represent both the present and the future. We must satisfy their immediate interests by offering a relevant, fun, and well-managed Cadet Program, while simultaneously equipping them with timeless learning for tomorrow's challenges. Young people have more extracurricular opportunities than ever, so we must not only capture their interest but sustain their attention. Accordingly, we will listen to our cadets, encourage their taking ownership of their program, and create safe and supportive environments so they can take risks and learn from mistakes. Our focus looks beyond simply developing the next generation of leaders. We will reinforce America's confidence that we develop responsible and disciplined career-minded young adults.

Figure 3 -- Growing Tomorrow's Leaders



Furthermore, as with any youth organization, the biggest factor affecting the quality of the cadet experience is the adult leadership. We must provide adult volunteers with training that produces successful cadet mentors and program leaders, but during this era of decreased civic involvement, we must minimize the time and treasure required. Our focus will be to equip local leaders with smart policies, recipe-like plans for fun activities, and practical skills for mentoring today's youth. Ultimately, our hometown squadrons will thrive, thereby making our national program flourish.

Just as the Air Force mission has evolved by recognizing the cyber domain, so too will our Cadet Program. Because of urgent national needs validated by the Air Force's cyber community, the cyber domain is a new frontier for cadets. We'll provide classroom education, hands-on training, and career explorations, in cooperation with Air Force and industry partners.

We'll know we are successful in our cadet mission if feedback from parents, adult volunteers, and the cadets themselves remains overwhelmingly positive. Key indicators include cadet promotions per year; attainments of the quality cadet unit award; and 360-degree assessments of individual cadets' fulfillment of learning goals. It takes a decade or more to transform young adults into aerospace leaders, so we'll patiently focus on their long-term potential, instead of expecting immediate payoffs.

Finally, our cadets are other people's children, so we'll always fulfill our duties of care. Our commitment to youth safety will be visible in every aspect of cadet life, thereby enabling us to deliver a program that is adventurous and challenging.

Developing first class leaders for tomorrow is more than simply offering skills to our youth. Diversity is essential to building the talented, responsible and forward-thinking workforce that America needs in the future. CAP will aggressively seek opportunities to increase diversity in our programs that develop our

citizens of character. It cannot be understated – America is counting on us to make this long-term investment.

Aerospace Education:

From our beginning as chartered by Congress (36 U.S.C. § 40302), Aerospace Education remains one of Civil Air Patrol's capstone missions. Our award winning initiatives have inspired Science, Technology, Engineering, and Mathematics (STEM) minded educators and the visionary youth in which they come in contact. Over the years, CAP has reached hundreds of thousands of school aged children, both CAP cadets and other students. With our impact on CAP members and our outreach to the general public, CAP's Aerospace Education team is ushering groundbreaking STEM initiatives that have earned the respect of the Department of Defense STEM Outreach office, school systems nationwide, and our STEM field partners. The next step is to increase our partnerships at the federal level as well as STEM industry consortiums.

Much like our Cadet Programs, our Aerospace Education team will remain ever vigilant for opportunities to increase the diversity in our outreach and for the latest techniques in capturing the attention – and propelling the imagination – of the ever-changing learning habits of America's youth. Our focus is to leverage the solid bedrock of our Aerospace Education programs, including our introductory courses, and expand our AE and STEM portfolio with increased emphasis on our intermediate and advanced-level curricula that enable youth to better prepare for college placement and potential follow-on STEM careers.

As early as the 1950s, although not called STEM at the time, it was suggested that America needed to place more emphasis on science and technological interests. The National Defense Education Act of 1958, enacted after the Sputnik launch, codified the advancement of science and technology as a national security imperative. Today, it's abundantly clear that the United States is losing its foothold in the STEM arena. Furthermore, it's recognized that the earlier children are inspired to study STEM subjects, the more likely they are to continue to a STEM-based degree and career field. The Civil Air Patrol will continue to influence America's K-12 youth and motivate them to be America's STEM leaders of tomorrow.

Beyond the Horizon:

No one can accurately predict the future, but even today we are beginning to see hints of what lies ahead. Game changing technologies are within our reach – technological advancements that will enable Emergency Services to better aid decision makers during response efforts and challenge our cadets and aerospace leaders to imagine our beyond-the-horizon future and bring it into reality. Embracing the use of unmanned systems is just one example that opens the door to tremendous possibilities across all three of CAP's chartered missions.

Small unmanned aircraft systems (sUAS) utilization is growing at an exponential rate and prospective applications within CAP appear plentiful. Cadets skilled in sUAS operations possess a tie breaker when being considered for a variety of disciplines and industries. Aerospace education adds to their portfolio leading edge courseware that inspires innovative minds, from kindergarten to the most seasoned of adult CAP members. Without a doubt, sUAS employment presents a game changer for emergency service operations – minimizing risk to our members conducting missions in harsh environments, enabling missions when climate conditions deny use of normal airborne assets, and providing a potential

offset to scarce aircraft procurement dollars. Therefore, it becomes essential that we seek opportunities to leverage sUAS capabilities when and where they are feasible, effective and efficient in conducting CAP missions. In lockstep, pursuit of making sUAS education, operations and familiarization a part of our aerospace education as well as our cadet and adult training programs becomes a necessary undertaking.

Other examples of exploiting technology to enhance our mission execution and increase responsiveness include employing High Frequency (HF) radios for long haul data transmission tied to systems like the Web Mission Information Reporting System (WMIRS) that is infrastructure independent – a truly threat survivable system. Procuring newer, low cost camera systems expand the exemplary imagery missions we're known for today while high-end sensors, such as Surrogate UAS and Forward Looking Infrared (FLIR) increase our portfolio with around-the-clock search and reconnaissance capabilities.

The world in which we operate is no longer bound by the constraint of distance. Through the internet, members across the country are networking and communicating at the click of a mouse. Without question, cyber technology has improved our lives and is employed in everything we do, from performing large scale disaster responses to completing a member's award. However, the advances in cyber technology are not without risks. We will endeavor to protect our cyber infrastructure while exploiting this tool to simplify our daily tasks.

Technology will also improve our manned flying operations. Some advancements occur through our own innovation while others will be directed upon us to standardize with national objectives. For example, the Federal Aviation Administration directed that all aircraft be equipped with Automatic Dependent Surveillance – Broadcast (ADS-B) by 2020. This technology is definitely increasing the safety of our flying environment. Additionally, we will explore the procurement of more Cessna 172 aircraft as a better and more forgiving flight training platform for our cadets, while also continuing to replace aging aircraft for expanded mission support.

With smart devices such as cellular phones and tablets being so prevalent, it's essential that we explore potential game-changing opportunities using these commercially available assets. Imagine all members of a ground search team being situationally aware of the locations and search patterns of all members on their team. A simple application on a smart device could track the progress of field searchers in real time to hasten the search by focusing lifesaving efforts while eliminating duplication of members' effort. This simple tool could allow for later uploading to enable recordkeeping as well as lessons learned for future training in preparation for real world events.

Looking beyond the horizon is not limited to the examples listed above. Rather it is imperative that all Civil Air Patrol members imagine possibilities not yet known to us and aggressively search for technological advancements that will keep us the cost effective resource of choice. The challenge for all members remains – ask the “what if” question and deliver the solution. America is depending on us to make a difference!



Our Mission Enablers

Civil Air Patrol has a long history of successes. From “first ever” to benchmark setters to sustained large-scale operations, the Civil Air Patrol has amassed copious recognition for the missions we have executed with professional excellence. This praise was made possible by the unsung heroes of the mission enabling team. Enablers, such as the National Operations Center, the incident or area commander, the communicators, the logisticians and members of the functional instructor corps to name a few, work behind the scenes to ensure those members performing the missions are trained, equipped and situationally aware to achieve triumphant success.

It All Starts With Training and Education...

Professional development and skills training are the means with which all successes are achieved. Without skills training, the newest of equipment become useless assets. Without professional development, CAP’s leadership at any level faces unwelcomed credibility critique and countless risks. When a skilled expert possesses professionally developed leadership talent, a synergistic force is created.

Over the years, CAP has mastered skills training, validated through mission results. However, just as our operating environment changes daily, so too must our functional skills training. Our courseware developers and functional instructors must remain attentive to changes in standards and commonly accepted practices to ensure CAP members blend seamlessly with our non-CAP industry partners.

Our professional development is also evolving. In years past, professional development highlighted leadership skills; however, greater emphasis was placed on program management and accountability. The latter two elements are now inculcated CAP-wide, enabled mostly by technology, internal controls, and remote assessment to validate compliance. Tomorrow’s professional development returns the focus to building leaders; not simply the chain of command, but true leaders of people with business sense. Our emphasis will be to restore the art of leading – mentoring, communicating, followership, caring for others, and of course, developing new leaders.

Building leaders presents challenges. Far too often, it is believed that graduating from a course or being promoted to a key position makes one a leader. The reality is most effective leaders acquire their skills through life experiences. To produce tomorrow’s leaders, CAP’s Professional Development team will reengineer our PD program from start to finish. We took the first step when the National Commander approved the concept of operations to kick off and guide this long-term effort.

The end result will be a full spectrum approach to developing leaders – capitalize on members’ real-world experience, seamless transition from cadet to adult member, blended learning to maximize education with minimal inconvenience to the member, continuing education to reinforce perishable talents, and leadership development across functional fields as well as from the newest cadet to growing CAP’s future National Commanders. As leaders, we’ll aggressively manage this change in mindset. What was once viewed as creating unit, wing, region and national commanders, we’re now viewing development for what CAP truly is ... a corporation. We’ll develop business leaders – from branch managers to district managers to Chief Executive Officers – and equip them with the skills to motivate, inspire and develop the next generation of CAP leaders.

Our Equipment:

The right equipment in the hands of a skilled member can produce amazing results. Aircraft, vehicles, communications equipment, and information technology platforms are among the many assets – roughly \$112 million and counting – that enable our success. The challenges with such a large inventory are maintenance, fleet recapitalization and modernization. In today’s fiscally constrained environment, staying abreast with industry standard equipment, retiring outdated assets, and ensuring maximum utilization of our widely dispersed assets will be important.

The Civil Air Patrol is continuously expanding to accommodate federal and local agency demands. The size and distribution of our aircraft fleet permits us to have the preferred aircraft with the appropriate sensor or communication set available for each customer requirement. The future will bring integration of new and enhanced sensors. To continue meeting emerging mission demands, we must analyze future needs as these improved sensors enter the market and custom-equip our aircraft well in advance. This will allow us to more efficiently meet customer needs and account for a variety of customer preferences in sensor type and data output.

We are now at a crossroads between obtaining procurement funding and balancing the size of our fleet with what we can prudently afford to maintain. In the National Defense Authorization Act of 2014, Congress recognized this need to assess the right size and distribution of our fleet. In lockstep, CAP is committed to ensuring taxpayers’ dollars are wisely expended while maintaining an equitable distribution of assets that maximizes our responsiveness while minimizing underutilization. Our assessment tools validate procurement needs and will establish a distribution framework that instills Americans’ confidence that decisions are founded in responsible stewardship and not capriciously made.

More than just aircraft and vehicles, this same approach to stewardship applies to all acquisitions. Across each CAP functional field, we’ll bolster lines of communication to ensure our mission equipment remains dependable and compatible with those of our industry partners. We’ll turn to our customers to define new equipment needs thereby allowing acquisition in advance of anticipated missions. Our focus is to actively seek partnerships that promote customer funded equipment procurement and sustainment especially in the case of limited quantity assets.

Our Tools for Success:

Archimedes is credited with saying “Give me a lever long enough and a fulcrum on which to place it, and I shall move the world.” In tomorrow’s Civil Air Patrol, the right tools become a necessity for enhancing CAP members’ effectiveness. The yardstick by which effectiveness is often measured tends to be mission success. While appropriate to use such measure, it becomes paramount that our members possess the tools to assure success.

Our tools will not only assist members in their daily activities but are an investment in our members, an investment that yields time savings and a less burdensome CAP experience. We will focus attention on simplifying the compliance process by giving commanders a value-added dashboard that enables real time confidence in their units’ compliance. No longer will wings have to wait four years for the Inspector General to validate their compliance.

We will actively seek ways to simplify actions for task completion. Exploiting the latest technology and online resources is essential to time-saving paperless processes and advances in real time compliance

and accountability. Our websites will no longer be a page to be viewed, rather online resources will become a useful portal, customizable to individual members' needs and with tools that are just one click away.

With the use of online tools, leaders at all levels will be able to maximize resource utilization and better align members' personal skills with the needs of the unit. Effectively matching members' expectations of what Civil Air Patrol can offer them produces synergy and a more rewarding CAP experience.

Our Competent Stewardship:

The Civil Air Patrol sustains institutional excellence through competent stewardship. America depends on us to be ready to serve when called. Our readiness demands that we properly care for our most valued resources – our members, our equipment and our funds.

Our members embody our Core Values. Excellence is not just a catch phrase, but a culture made up by our more than 66,000 members. We will inspire members' innovation to garner efficiencies and improvements across the full spectrum of CAP missions and programs.

We will promote a culture where the Inspector General is our force enhancer, someone who helps us care for our members and enables compliance – not someone who only shows up when something is wrong.

We will seek out game changing opportunities that aid us in asset accountability, servicing of those assets, and maximizing asset utilization.

We will preserve our valued resources through a safety culture that becomes a way of life. Based on a vibrant Safety Management System, risk management will be woven into every process of the Corporation.

We are proud of being honored with unqualified audits for the past eleven years and will aggressively pursue A+ audits in future years by implementing stronger internal controls such as a real time compliance dashboard.

America's Best Kept Secret ...Not Anymore!

It's often been said that CAP is America's best kept secret; however, keeping to the secret is to our detriment. It's imperative that we increase our campaign to tell the CAP story – the tremendous bang for the buck that we deliver, the diversity in our missions and members, the timeliness and quality of our response, and the innovation of our members – all good reasons why we are the resource of choice.

Low awareness and low brand identity of who we are and what we do affects all aspects of the organization, from recruitment to funding to mission expansion and new partnership development. With roughly 2.7 million web pages about CAP and millions of Americans on the internet at any given time, today's social media sphere presents countless opportunities to highlight our success stories. To be successful, CAP requires a consistent brand voice and a unified "One CAP" look and feel in order to establish brand identity with our internal and external audiences.

Highlighting our accomplishments to external audiences markets our capabilities to organizations that require cost effective solutions to meet mission needs. Gaining customers generates "real world" missions for our members, thereby offsetting the need for training missions. Providing our service with excellence establishes enduring partnerships and repeat business. These returning customers, in concert with our innovative members, identify new missions and new horizons to explore. Necessity being the mother of invention, it was a scant ten years ago that we breathed life into what today is known as Surrogate Unmanned Aircraft System. Three years ago, our aircrews began flying chase missions for unmanned aircraft. Imagine what missions are possible a year from now.

Highlighting our accomplishments with our internal audience serves a similar purpose and boosts esprit de corps. The Civil Air Patrol, like any other organization, perpetuates our record of successes through skilled leadership, ingenuity from our diverse member corps, and the talent found in our adult and cadet members.

Analysis indicates that retention numbers are consistent; however, we can do better. Recruitment and retention are most effectively executed at the local level and not at the national level. Recruitment targets the diversity and talent we need to sustain CAP's excellence. Retention serves to preserve our investment in members' time and experience. Our goal – targeted recruiting to gain a diverse pool of new talent, and taking aggressive action to retain the talent already within CAP. We are making an investment in our most treasured resource – our members.

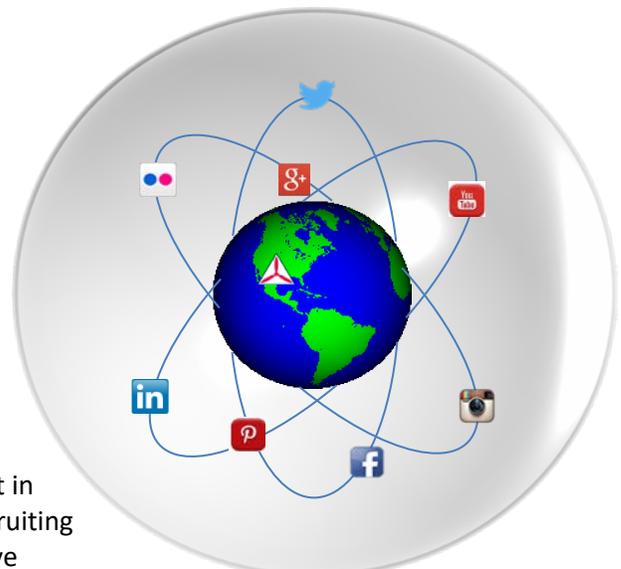


Figure 4 -- The Social Media Sphere of Influence

Regardless of internal or external audience, it's vital that anyone making contact with CAP receives the same professional experience. Internally, we will emphasize to our members the importance of our branding efforts to ensure a unified voice consistently communicates the CAP message. Externally, we will ensure our public online presence carries that same unified message to the general public, media, potential members and mission customers. Our branding efforts reinforce the "One CAP" look. From a memo to a slide presentation to a web site, CAP's consistency in appearance and feel let our nationwide customers know we're a nationwide Civil Air Patrol. Consistency promotes professionalism and instills prideful confidence and camaraderie in our membership while capturing the appeal of prospective members.

Reinvigorating a Rewarding CAP Experience

It's often been said that the United States Air Force recruits Airmen, but retains families. The same can be said about the Civil Air Patrol. Therefore, we will place greater emphasis on increasing recruiting and retention. The solution to both involves member satisfaction. There are countless ways to measure satisfaction, but ultimately this measure distills down to one solid truth – satisfaction is a personal, value-based view of how rewarding a member's time in CAP is. Our focus will be to advance our efforts to improve the CAP experience. Opportunities to consider include:

Wing Level and Below:

1. Fostering enduring relationships with state and local government agencies. More partnerships lead to more missions that ultimately promote member pride and esprit de corps while decreasing the training burden.
2. Showing gratitude for the contribution of all members, not simply those that are advancing up the chain. Members supporting CAP's missions and programs are valued teammates.
3. Aggressively recruiting talent and diversity into CAP's ranks.
4. Assigning a personal mentor to each new member to ease and accelerate their immersion into CAP with a welcomed experience.
5. Actively seeking initiatives to enhance the fun and invigorate the member's positive CAP experience.
6. Seeking opportunities to include families in activities.

National Level:

1. Fostering enduring relationships with federal agencies to increase our mission portfolio.
2. Removing hindrances to a fun and rewarding CAP experience.
3. Developing tools to assist all members in promoting the CAP brand that, at a glance, lets others know we are One CAP – many members, one team united in service to America.

We will also explore the use of campaigns to refocus our attention on areas that may have lost attention in our world of ever-competing priorities. Examples of such campaigns might include "The Year of STEM" or "The Year of the Member." Campaigns allow us to unite in healthy competition to reinvigorate the identified area. Furthermore, campaigns allow us to include in our annual budget and future year spend plans funding earmarked for the intended purpose. No longer will we have to wait for hopeful end-of-year fallout money to make improvements.

Our Members



In the immortal words of President John F. Kennedy, “ask not what your country can do for you, ask what you can do for your country.” Our incredible members answer that question every day. From the youngest cadet to the most seasoned of adult members, we proudly stand ready to serve around the clock. In fiscal year 2018, CAP members contributed an equivalent of \$187 million in volunteer manpower service. We execute missions at 1/10th the cost of contracted support and roughly 1/40th the cost of employing organic Department of Defense assets.

We do not take our members’ contributions lightly. Recognizing the great sacrifice of our members’ family, time and often personal finances, Civil Air Patrol leaders will refocus our attention to addressing members’ basic needs and restoring the principles of what drew them to CAP in the first place.

We will explore initiatives to bring FUN back to the CAP experience. Leaders at all levels must play an active role in this venture. Our wing and region commanders will become more in tuned with life at the squadron level to better understand the impact of their decisions.

Most importantly, we will actively seek opportunities to show our gratitude to ALL members, not just those who have achieved a certain position or milestone in their CAP career. We will foster a culture that appreciates everyone’s contributions, no matter how small, knowing that they make a difference and enable our success.

The Civil Air Patrol will work in concert with our United States Air Force to define necessary requirements and establish procedures for adding emerging requirements and eliminating outdated requirements that present hindrances to success. We will review our library of regulations, pamphlets and manuals to identify true compliance actions versus burdensome requirements of yesteryear agendas. Our review will take care to mitigate stovepipes or “functional silos” by employing a cross-functional review process intended to prevent one functional area’s requirements from generating unanticipated requirements on a sister function. In light of this perceived liberal approach, we will renew vigor to our accountability processes to assure taxpayers that wrongdoing within CAP will not be tolerated.

We will foster a culture where cadets are no longer asked to transition to the adult corps. Rather, our focus will be to inspire these young members to remain with CAP as valued adult members or return to us earlier than the average age of new adult members.

Furthermore, we will initiate new programs to help in taking care of our members, such as providing Suicide Prevention training to all members which will increase awareness of suicide in CAP, the local community and develop resiliency in our Airmen. We will promote the Wingman culture of members taking care of members.



Our Partners In Success

We would not be as successful as we are if it weren't for the relationships we've established over the years. Our relationships draw from local community, state and federal level partnerships. We're proud of our enduring partnerships; however, renewed emphasis will be placed on securing more partners for a synergistic effect.

Our motto is clear – Citizens Serving Communities. When disaster strikes, albeit natural or manmade, there may be a national response but the reality is it's a personal, significant emotional event to those involved. Those in the path of destruction are our neighbors, our friends and our family members. It is here where grassroots partnerships are most important. Our community outreach programs start at the squadron level. We will make a concerted effort to get squadron members in touch with their community leaders to establish these relationships, providing help and assistance as needed.

At the federal level, we will reach out to agencies and organizations with like minded aspirations and make them aware of how CAP can assist in attaining their goals.

As a valued member of the Total Force, we will strengthen our partnership with the United States Air Force and invigorate the principles that forged our relationship.

We will explore our cadet program structure to ensure we consistently deliver the young leaders that America expects while introducing flexibility that enables better partnering with other youth organizations that share our passions and objectives.

Our Corporate Development team, in concert with the Civil Air Patrol Foundation, will seek opportunities to establish public and private partnerships that not only render mutual benefit, but also present a funding stream that enables program improvement and lowers our dependency on federal appropriations. We will highlight our strengths to mesh with our partners' interests for a one team, one fight success. Imagine the possibilities – funding for cadets to obtain their private pilot's license, scholarships for cadet programs and aerospace education activities, academic endowments, or perhaps revenue to advance our STEM outreach.

For all of our partnerships, both existing and envisioned, CAP will continue to highlight the contributions and capabilities we deliver to help all parties in this team effort succeed. It's true that a team is only as strong as its weakest link. CAP presents the dependable and infrangible link that helps our partners overcome their obstacles.

Our Indicators of Success



We measure our success on the accomplishments of our members. Present day accomplishments manifest themselves in a variety of ways. After mission completion, did we meet the customer's expectations? Did we get the imagery to the decision maker in a timely fashion? For the young lives that we touch daily, did they get accepted into college or perhaps start a successful career? Did they stay in CAP or return at a later date?

Looking to the future for indicators of success is more challenging. We will measure the success of our strategic vision by successfully completing the accompanying goals and objectives on time and with the intended outcome. As we take this journey, our litmus test will be to ask these questions: will we recognize goal attainment when we get there? Will we properly identify the need for new goals in the face of a changing world? And will we eliminate goals that no longer improve our Civil Air Patrol?

Indicators of Success:

1. CAP delivers on our commitments by successfully accomplishing our three primary missions.
2. Surveys indicate that CAP offers a more fun and rewarding experience.
3. Retention and recruitment efforts increase our membership and our diversity.
4. We add local, state and federal partners to our family.
5. We eliminate hindrances to success.
6. Our auditors proudly recognize us with A+ audit results.
7. Members' commitment to the Safety Management System is reflected in their dedication to the use of Risk Management, taking every available opportunity to mitigate risk to the lowest level reasonably possible.
8. We increase members' confidence that we have the right people with the right skills occupying leadership positions at all levels.
9. We meet our customers' and our members' expectations.
10. Our Cadet and Aerospace Education programs remain progressive in their approach to developing citizens of character and STEM inspired minds.
11. At the end of the day, our members are proud to say they make up One CAP.

What could hold us back? What's beyond our control?

There is no limit to what we can accomplish. Even in the face of adversity, such as limited funding or aging resources, our brilliant members will continue to find a way to serve America, make our Civil Air Patrol better, and achieve success. Building tomorrow's CAP will require solid leadership from top to bottom and the courage of each member to break down longstanding barriers to success and effectively manage the changes necessary to achieve this vision. Together we will all take this journey...

...it's OUR strategic plan!

Appendix I – Governance

10 U.S.C. § 9441, *Status as federally chartered corporation; purposes*
10 U.S.C. § 9442, *Status as volunteer civilian auxiliary of the Air Force*
10 U.S.C. § 9443, *Activities performed as federally chartered nonprofit corporation*
10 U.S.C. § 9444, *Activities performed as auxiliary of the Air Force*
10 U.S.C. § 9445, *Funds appropriated for Civil Air Patrol*
10 U.S.C. § 9446, *Miscellaneous Personnel Authorities*
10 U.S.C. § 9447, *Board of Governors*
10 U.S.C. § 9448, *Regulations*
36 U.S.C. § 40301, *Organization*
36 U.S.C. § 40302, *Purposes*
36 U.S.C. § 40303, *Membership and governing body*
36 U.S.C. § 40304, *Powers*
36 U.S.C. § 40305, *Restrictions*
36 U.S.C. § 40306, *Exclusive right to name, insignia, copyrights, emblems, badges, marks, and words*
36 U.S.C. § 40307, *Annual report*
PUBLIC LAW 106–398—APPENDIX 114 STAT. 1654A–295
Air Force Policy Directive 10-27, *Civil Air Patrol*
Air Force Instruction 10-2701, *Organization and Function of the Civil Air Patrol*
Air Force Instruction 10-2702, *Board of Governors of the Civil Air Patrol*
The Constitution and Bylaws of the Civil Air Patrol

Annex 1: CAP 2020 Strategic Action Plan

	Objectives		Tasks	Metrics
Goal #1	Objectives	Strategies to achieve objectives	Major initiatives to implement our strategy	Measures
Strengthen national preparedness, response and resilience by leveraging CAP's capabilities as a valued member of the Total Force	Integrate airborne, sUAS and ground imagery system management into one multimodal imagery program	Define, build and execute an integrated imagery program plan	Develop a program roadmap with key stakeholders that includes strategic procurement, distribution and a sustainment plan for imagery systems	Program roadmap completed by 31 Dec 20
	Define/build cyber defense mission capability		Continue to explore/define the cyber defense mission market Build out the roadmap for cyber defense mission capability	Complete the cyber defense mission capability roadmap by 30 Jun 20 Accomplish 25% of tasks required to reach mission IOC by 30 Nov 20
	Ensure the long-term sustainability of the Cell Phone Forensics and Radar Analysis programs	Develop and execute an infrastructure migration plan that ensures corporate operational continuity and enforces corporate security controls	Conduct a gap analysis and define critical resource needs for both teams Create a program roadmap for sustainability of the national cell phone forensics and radar analysis teams	Complete gap analysis and critical resource needs definition by 30 Jun 20 Program roadmap completed by 30 Nov 20

	Objectives		Tasks	Metrics
Goal #2	Objectives	Strategies to achieve objectives	Major initiatives to implement our strategy	Measures
Answer America's urgent needs through aerospace education and leadership development to grow our youth into tomorrow's dynamic leaders	Provide increased CAP support to Title I schools	Target teachers and schools to maximize engagement with diverse and underserved communities	Establish a methodology for identifying schools, teachers and students with the greatest need for CAP resources <ul style="list-style-type: none"> • Create benchmark/baseline for diversity and Title I school involvement • Use program evaluations to survey diversity and Title I status • Update member profile to include diversity and Title I information 	Increase percentage of diversity and Title I involvement by 5%
	Motivate CAP units to excel in performing CAP's aerospace education mission		Increase CAP Aerospace Education mission participation by encouraging squadrons to earn the newly established Aerospace Education Achievement Award. This award is similar to what cadet programs successfully uses to encourage excellent cadet mission performance. 2019 was the inaugural year for the AE unit award.	Increase AE unit award recipients by 2%
	Develop a sustainable business model for long term health and impact of the aerospace education program	Build a spend plan for current and anticipated dollars	Establish a methodology to prioritize distribution of AE Products and STEM kits <ul style="list-style-type: none"> • Develop a measurement plan for all resources distributed; gather data on units, schools, teachers, and students/cadets 	Brief the plan to the CEO and obtain approval by 31 Jul 20
	Ensure cadets are supported by adults trained in positive youth development practices	Focus CAP adult volunteers on key performance indicators (KPIs) that correlate with success for the cadet mission	Develop a logic model that is consistent with program evaluation standards; have an outside expert (e.g., Claremont Graduate University) validate our draft. Communicate the KPIs and "theory of change" to the field and ensure they understand "why" they are important to cadets Develop requirements for integration of cadet metrics into the new commander's dashboard for expected release in 2021	Lead 40% or more cadet units toward earning the Quality Cadet Unit Award. (Note: 40% exceeds the Boys and Girls Clubs of America benchmark of 38%)
	Support cadets' career exploration opportunities in STEM and AF-related career fields	Partner with AF and industry to offer a wide variety of career exploration academies (NCSAs)	Operate a full portfolio of NCSAs that meet the objective	Demonstrate cadet learning of career exploration opportunities through pre-course / post-course measures that achieve a median increase of 25% per participating cadet
	Increase cadet learning in two growing career fields: cyber defense and sUAS	Integrate cyber into the core cadet curriculum	Through a mission partner or contractor, produce a draft cyber defense module for "Aerospace Dimensions." Develop or obtain a curriculum for the Cyber Defense Training Academy	Complete a draft cyber defense module, ready for field review and/or beta test Complete a draft cyber defense curricula, ready for NCSA review
		Increase squadron access to sUAS resources		Field at least one sUAS STEM kit in 60% of cadet units

	Objectives		Tasks	Metrics
Goal #3	Objectives	Strategies to achieve objectives	Major initiatives to implement our strategy	Measures
Uphold the public's trust through a safety-minded culture, safe environment for our members, and responsible stewardship of our valuable resources	Safety: Implement the new safety management system (SMS) to foster consistent application of safety risk management principles across the organization	Develop a safety/risk aware culture across CAP for cadets and adult members, through outreach and member education, providing appropriate risk management and SMS education for all levels of senior member professional development	Incorporate level-appropriate RM training in PD levels 1-5, in cooperation with the LDWG, with mechanism to ensure training is refreshed and updated as needed Develop an SMS-based National Safety Officer College (NSOC) for wing and region Directors of Safety plus other interested attendees, with mechanisms to ensure learning objectives are met	Safety/SMS training is incorporated into new LDWG training for each senior level NSOC course curriculum, objectives and delivery methodology presented for CEO approval Publish new Safety Specialty Track Pamphlet by 30 Sep 20
	Ensure the cadet environment is wholesome, forward-looking, and safe	Ensure the Cadet Protection Program meets or surpasses the emerging standard of care for youth-serving organizations	Partner with a nationally recognized external subject matter expert to review the current (c. 2014) Cadet Protection Program (sexual abuse prevention, hazing prevention, general youth welfare / suicide protection) to identify potential gaps in CAP CPP practices	Formally brief the CEO on youth protection expert's findings; provide a roadmap for improvement

	Objectives		Tasks	Metrics
Goal #4	Objectives	Strategies to achieve objectives	Major initiatives to implement our strategy	Measures
Model volunteerism and servant leadership as a respected nonprofit that embraces the power of diversity and inclusion	Perpetuate a culture where CAP volunteers aspire to leadership positions and have the training and tools to be successful	Identify opportunities to revise regulations in accordance with SQ/CC working group recommendations	Partner with SQ/CC working group to develop roadmap for agreed-upon changes In addition to what the SQ/CC working group has identified, national staff and CSAG work together to prioritize which regulations are most in need of revision in order to reduce burden on members, freeing them up to do more volunteer work (less administrative burden)	Complete roadmap by 29 Feb 20 Seven regulations reviewed and updated
		Seek external recognition of CAP as a respected nonprofit	Philanthropy will work with appropriate OPRs to meet requirements to upgrade GuideStar rating from Gold to Platinum and to obtain the Better Business Bureau charity rating	Earn Platinum GuideStar rating
		Roll-out revised professional development program in 2020	Execute plan to release phase one of the LDWG's revised PD level program <ul style="list-style-type: none"> Make changes to the PD program levels by rewriting content, creating a SQTR type system for PD levels, and converting courses to modules The importance of welcoming and inclusiveness for new members will be incorporated into PD training Communicate and market the roll-out 	August 2020 roll-out of PD levels
		Maintain and strengthen key strategic partnerships which add value to Civil Air Patrol and CAP members	On-board Partnerships Coordinator position as part of National Staff Review partnership plans quarterly	Complete the annual action items for each partnership
	Increase diversity of gender and racial backgrounds of the CAP membership while fostering an inclusive environment where volunteers from varied backgrounds are free to make their fullest contributions to the success of the organization	Implement CAP's diversity and inclusion strategy	Codify the definitions of diversity and inclusion Implement the diversity roadmap Appoint region and wing diversity officers Publish updated uniform policies related to diversity and inclusion Develop tools to track and measure diversity and inclusion Develop forum for information sharing among diversity officers	Increase female membership by 1 percentage point Increase non-white membership by .5 percentage point 90% of wings and 100% of regions make initial diversity officer appointments by 27 Feb 2020 Publish updated uniform policies NLT 1 June 2020
			Determine if CAP meets the leadership development needs of female and non-white leaders Survey female and non-white members to determine what barriers exist and what support would help in growth and leadership development	Review available data to better understand how the advancement of female and non-white leaders in CAP compares to male, white leaders Conduct the survey and use the results to develop an action plan by 30 Sep 20 to better support the needs of female and non-white leaders

	Objectives		Tasks	Metrics
Goal #5	Objectives	Strategies to achieve objectives	Major initiatives to implement our strategy	Measures
Enhance understanding of CAP's value to America so that we can grow our organization to better serve the Nation	Stand up the marketing and communications capability required to achieve CAP's goals	Create a marketing and strategic communications plan to increase awareness of CAP's value to America	<p>Develop and implement a comprehensive marketing and communications (MAC) plan that addresses both internal and external audiences</p> <p>As part of the MAC plan, develop a roadmap for brand recognition</p> <p>Improve internal communications with all members</p>	<p>Complete MAC plan by 30 Mar 20</p> <p>Conduct two major marketing campaigns by 30 Nov 20</p> <p>Six CAP-developed stories republished by external news sources</p>