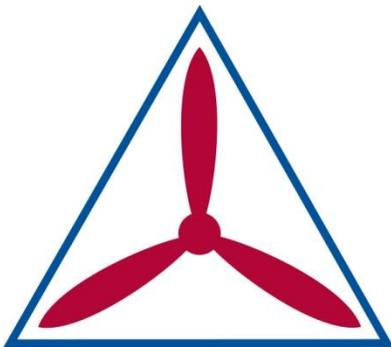




# Civil Air Patrol Strategic Plan



Annex 2017



# 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 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 Priorities

1. Be a vigorous part of the Total Force – enhance the relationship with our USAF and contribute to their mission accomplishment as a cost effective force multiplier.
2. Build Partnerships – increase our presence in national and local communities to better serve America and expand our portfolio to incorporate new missions for which we are ideally suited.
3. Inspire ingenuity – increase efficiencies in time and effort to enhance the effectiveness of CAP members.
4. Be America’s STEM leader – promote CAP’s recognition as a leader in Aerospace Education and Science, Technology, Engineering and Math education to meet America’s needs of tomorrow.
5. Make being a CAP member even more special – recognize the value and talent of each CAP member; increase the fun and enhance fulfillment of the CAP experience to make members want to stay and others to want to join.
6. Build the future – develop CAP’s organizational as well as functional leaders, from cadet to CEO.
7. Set the example – sustain institutional excellence.

# Year 2017 Goals & Objectives



## **Priority 1: Be a vigorous part of the Total Force – enhance the relationship with our USAF and contribute to their mission accomplishment as a cost effective force multiplier.**

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.

### **Goal 1.1: Increase opportunities to partner with the Air Force**

Objective 1.1.1: Semiannually, discuss with Air Staff on possible missions CAP can perform to help increase Airmen readiness and Quality of Life

Objective 1.1.2: Annually, or following the transition of a new Chief of the National Guard Bureau or Director of the Air National Guard, provide a capabilities briefing to highlight opportunities to partner with CAP

Objective 1.1.3: Annually, produce one article for each of the three recruiting services' periodicals

Objective 1.1.4: Annually, or following the transition of a new State Adjutant General, provide a capabilities briefing to highlight opportunities to partner with CAP

Objective 1.1.5: Annually, extend invitations to military installation leadership within the state (active, Guard and Reserve) to observe CAP activities, especially those held on installations

### **Goal 1.2: Present cost effective alternatives to fulfill Air Force and other federal agencies' needs**

Objective 1.2.5: Implement phase 2 of the operational mini-UAV program; establishing programs to support the 7 remaining regions as well as through the National Emergency Services Academy to develop UAV tools for operational missions and train future operators

Objective 1.2.6: Work with ACC to fund the replacement to SUAS Aircraft 1 & 2

Objective 1.2.7: Establish infrastructure for integration of high frequency radios and Internet for automated transmission of WMIRS data for long-haul C2

Objective 1.2.8: Develop a process that anticipates future mission needs and recognizes new commercial off-the-shelf equipment to meet those needs

Objective 1.2.9: Field the Mission Sandbox Version 1 to provide a live air picture of a mission operating area to track air assets supporting the mission

Objective 1.2.10: Update ARGUS from 2D to 3D

Objective 1.2.11: Develop Phase 1 of the ICARUS, the NRAT Crash Detection and Alerting system. Phase 1 will involve designing, developing and testing a new tracker program. This program will be tested during phase one using archived data to develop alert parameters, effectively determining if an aircraft event may have occurred. Protocols for implementation with the AFRCC and other responsible authorities for the 2nd phase roll-out will also be developed

## **Priority 2: Build Partnerships – increase our presence in national and local communities to better serve America and expand our portfolio to incorporate new missions for which we are ideally suited.**

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.

### **Goal 2.1: Exploit technological advancements to enhance mission capabilities**

Objective 2.1.1: Annually, introduce one new online tool or application for mobile and/or smart device users that improves CAP's mission execution

Objective 2.1.2: Annually, seek inputs from federal, state and local partners on the acquisition of new cost effective, commercial-off-the-shelf sensors that provide real-time and near-real-time data to decision makers

Objective 2.1.3: Annually, seek inputs from CAP subject matter experts on technological advancements that will enable Emergency Services to better aid decision makers

Objective 2.1.4: Annually, seek at least one new opportunity to leverage UAS capabilities when and where feasible, effective and efficient in conducting CAP missions

Objective 2.1.5: Continue plans to support HF radio support of 1AF mission requirements

Objective 2.1.9: Develop a plan to explore partnership-furnished solutions that leverage sustainment burdens

### **Goal 2.2: Establish enduring relationships**

Objective 2.2.1: Annually, in concert with the Air Staff, NHQ will approach one federal agency to encourage a meeting that demonstrates CAP capabilities and the possible contributions to their agency

Objective 2.2.2: Annually conduct at least one national level seminar that provides guidance, examples and templates for units to use in establishing state and local partnerships

Objective 2.2.3: Annually, each wing will establish one new enduring partnership with local authorities to open the door to missions not yet envisioned

Objective 2.2.4: Annually, each wing commander will meet with their state's Governor to inform them of CAP's contributions to the state and explore opportunities to perform new missions. Encourage the Governor to hold a state level legislative day in the capitol

Objective 2.2.13: Develop a program that inspires ingenuity for new missions and skills

Objective 2.2.14: Develop a plan to market CAP's contributions and capabilities to existing and potential customers

Objective 2.2.15: Approach the National Weather Channel about partnering for high-profile weather-related missions

### **Goal 2.3: Increase the Cadet Program's reach into previously untapped markets**

Objective 2.3.2: Obtain one major sponsor for the overall cadet encampment program, thereby expanding the Cadet Encampment Assistance Program's reach

**Goal 2.4: Increase community awareness of CAP AE programs through visits and presentations at local schools and organizations**

Objective 2.4.1: Establish unit goals to identify local schools to visit and annually complete a minimum of one visit; explain AE programs and make presentations as necessary

Objective 2.4.2: Establish unit goals to identify local civic clubs/organizations to visit and annually share information on AE and STEM with at least one organization

**Priority 3: Inspire ingenuity – increase efficiencies in time and effort to enhance the effectiveness of CAP members.**

Money and time are almost always in short supply, while effort is often great. Time is a perishable commodity that you can never get back. Therefore, it's essential that we develop the tools, programs, and processes that minimize task effort and time while maximizing the stretch of CAP's scarce dollars.

**Goal 3.1: Develop tools to simplify tasks and garner efficiencies**

Objective 3.1.1: Annually assess applicability of automating internal controls, developing new ones as needed and enhancing existing ones

Objective 3.1.2: Annually, introduce one new online tool or application for mobile and/or smart device users that improves CAP members' efficiency

Objective 3.1.11: Develop procedures and policies to adopt corporate aircraft fuel credit cards to fund the cost of aircraft fuel without members being out of pocket. This would eliminate the time and expense to members to "carry" the cost of missions.

**Goal 3.2: Enhance education and training of our members**

Objective 3.2.5: Design and develop an AE College that meets the requirements of Command & Staff level IV achievement

Objective 3.2.6: Redesign and revise the National AEO School agenda to encourage more member participation

Objective 3.2.7: Develop an online weight and balance calculator tool for WMIRS to simplify flight planning

**Goal 3.3: Develop adult volunteers into effective leaders of cadets**

Objective 3.3.3: Develop a proposal for CAP-USAF approval that makes the Training Leaders of Cadets course eligible for Air Force funding

Objective 3.3.4: Develop and publish at least 4 on-demand mini-videos that provide cadet programs officers with technical training on narrow, practical topics

**Goal 3.4: Develop adult volunteers into effective leaders of AE and STEM programs**

Objective 3.4.4: Develop and publish at least 4 mini-videos that provide specific AE/STEM program training for AE volunteers

## **Priority 4: Be America’s STEM leader – promote CAP’s recognition as a leader in Aerospace Education and Science, Technology, Engineering and Math education to meet America’s needs of tomorrow.**

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.

### **Goal 4.1: Sustain a first class Aerospace Education program**

- Objective 4.1.1: Expand CAP’s AE and STEM portfolio of curricula by at least one new initiative annually to better prepare youth for college placement and potential follow-on STEM careers
- Objective 4.1.2: Annually, develop one new STEM program that broadens our reach and influence on America’s K-12 youth
- Objective 4.1.3: Annually, invite at least one new STEM-related organization to partner with CAP
- Objective 4.1.6: Develop a plan to increase our STEM partnerships at the federal level as well as STEM industry consortiums
- Objective 4.1.7: Develop a plan to increase diversity in both audience impacted and portfolio of courseware for our internal and external AE programs
- Objective 4.1.8: Develop a cyber program that provides classroom education, hands-on training, and career explorations, in cooperation with Air Force and industry partners
- Objective 4.1.9: Establish a program to partner with state Departments of Education in the Common Ground Compact agreement to make aware of CAP AE and Cadet Programs
- Objective 4.1.10: Increase CAP's portfolio of STEM kits by 50% by producing courseware/projects that further challenge our cadets preparing for college
- Objective 4.1.11: Pursue aligning national standard based AE curriculum to the common core standards

### **Goal 4.2: Position CAP to be America’s leader in youth cyber defense education**

- Objective 4.2.3: Develop a cyber education workshop, staffed and funded with NHQ resources, for adults interesting in supporting cadet cyber programs; implement the workshop in 4 locations
- Objective 4.2.4: Recruit at least one major new sponsor for cadet cyber defense education programs

### **Goal 4.3: Make aviation more accessible to cadets**

- Objective 4.3.4: Obtain corporate sponsors for at least 3 additional National Flight Academies
- Objective 4.3.5: Operate the Cadet Aviation Ground School activity as the host agency, as a dual program with US Navy Sea Cadets
- Objective 4.3.6: Contact each Air Force flying wing to request they support cadet orientation flights on a regular basis, as their mission requirements allow

### **Goal 4.4: Increase the effectiveness of our cadet career exploration courses (NCSAs)**

- Objective 4.4.3: Obtain a major sponsor for one-third of the NCSAs

**Goal 4.5: Increase cadet educational opportunities by expanding our college and career school scholarship programs**

Objective 4.5.2: Invite at least 5 colleges or career schools to begin a scholarship program with CAP

**Priority 5: Make being a CAP member even more special – recognize the value and talent of each CAP member; increase the fun and enhance fulfillment of the CAP experience to make members want to stay and others to want to join.**

Every member's contribution, no matter how great or small, makes a difference and we are grateful for every member's involvement. Each member joins CAP for a difference 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. Delivering a fulfilling CAP experience retains our most treasured resource -- our members.

**Goal 5.1: Enhance the fulfillment of the CAP experience**

Objective 5.1.1: Annually, develop one new initiative with the goal of improving the CAP experience

Objective 5.1.2: Create an annual campaign that focuses attention on areas that may have lost attention and allows for dedicated funds in each annual budget

Objective 5.1.3: Execute the Publication Reengineering Concept of Operations

Objective 5.1.4: Advance CAP's paperless processes and initiatives on regulations and forms such that, with few exceptions, paper products are no longer required

Objective 5.1.13: Develop a process to determine and identify cadets' aspirations to include those who do not have an interest in aviation (e.g. do not desire an orientation flight)

**Goal 5.2: Take care of our members**

Objective 5.2.1: Develop and include annual Suicide Prevention training to all members which will increase awareness of suicide in CAP and in the local community

Objective 5.2.2: Develop and include annual Psychological First Aid training to all members which will create a climate of resiliency

**Goal 5.3: Celebrate our amazing cadets' accomplishments and encourage more cadets to achieve**

Objective 5.3.2: Conduct a full review of cadet recognition / award programs and identify gaps; consider duplicative efforts in cadet of the year programs; consider academic excellence and participation in leadership and character activities for new forms of recognition; consider T-38 or T-1 incentive flights; develop recommendation for CAP/CC

Objective 5.3.3: Implement the plan for a progressive, age-appropriate cadet disciplinary system

## **Priority 6: Build the future – develop CAP’s organizational as well as functional leaders, from cadet to CEO.**

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.

### **Goal 6.1: Produce first class leaders for tomorrow’s CAP**

- Objective 6.1.1: Annually, review and revise, as needed, publications to ensure we equip cadets and adult members with timeless learning for tomorrow’s challenges and capture and sustain their attention
- Objective 6.1.2: Develop tools and publications that equip leaders with smart practices, recipe-like plans for fun activities, and practical skills for mentoring today’s youth
- Objective 6.1.3: Annually, assess the Cadet Program effectiveness and develop tools, processes and publications that create safe and supportive environments so cadets can take risks and learn from mistakes
- Objective 6.1.7: Establish a methodology to capitalize on members’ real world experience and apply it to leadership position selection at all levels, maximizing resource utilization and fulfilling needs of the unit
- Objective 6.1.8: Develop a program that delivers 360-degree assessments of individual cadets’ fulfillment of learning goals
- Objective 6.1.9: Develop a library of Webinars that are provided to members in a catalogue method where webinars can be viewed as part of a course or individually
- Objective 6.1.10: Host all online PD course content on the Learning Management System
- Objective 6.1.11: Produce a library of continuing education courses

### **Goa 6.2: Inspire cadet transition into the senior member corps**

- Objective 6.2.1: Assess metrics to determine the value of initiating programs to motivate cadets’ transition into the senior member corps
- Objective 6.2.2: Assess metrics to determine the value of developing a transition course to motivate cadets’ transition into the senior member corps

### **Goal 6.3: Promote member advancement with a world-class professional development program**

- Objective 6.3.5: Execute Phases 3 and 4 of the CONOPS for CAP Leadership Development. Complete 100% of Phase 3 and complete the design portion of Phase 4
- Objective 6.3.6: Develop a process that ensures the incorporation into all new and revised professional development courseware specific lessons/cases that restore the art of leading
- Objective 6.3.7: Establish a methodology to capitalize on members' real-world experience and apply it to PD awards criteria, leadership selection, and mentorship of junior members

### **Goal 6.4: Enhance our portfolio of cadet leadership and character development activities**

- Objective 6.4.3: Revise / update at least one cadet leadership or character development activity program; consider making Cadet Great Start the priority
- Objective 6.4.4: Develop at least one new cadet leadership or character development activity; consider the "Cadet Leadership Weekend" concept

**Goal 6.5: Support cadets in their efforts to improve their physical fitness**

Objective 6.5.2: Request Air Force funding for a cadet physical fitness resource kit, similar to the AE STEM Kit program

**Priority 7: Set the example – sustain institutional excellence.**

Momentary excellence may get you 15 minutes of fame, but the true test of an organization is sustaining excellence for the long haul across the full spectrum of missions and programs. Status quo is not a solution; rather the bar must be continuously raised. America is counting on us!

**Goal 7.1: Improve CAP's culture across the full spectrum of missions, programs and processes**

Objective 7.1.1: Quarterly review and update the AE website to provide relevant and current AE/STEM information

Objective 7.1.14: Review and update all operational mission training materials, SQTRs, and associated tools, regulations, and other guiding documents

Objective 7.1.15: Recognize society's decreased civic involvement and institute measures in each new/revised cadet activity that minimizes the time and treasure required to sustain the program

Objective 7.1.16: Develop a plan that fosters a culture where cadets are inspired to join the adult corps

Objective 7.1.17: Establish procedures that fulfill our duty of caring for cadets and reassess initiatives on an annual basis

Objective 7.1.18: Conduct outreach using Red Ribbon Leadership Academy program in underserved communities, thereby creating opportunities to increase our diversity and develop cadets' character

**Goal 7.2: Increase America's confidence that One CAP stands ready to serve**

Objective 7.2.1: Evaluate available technology and prepare a plan including a timeline to equip CAP aircraft with ADS-B equipment to be compliant with the FAA mandate

Objective 7.2.5: Conduct an analysis to determine the value and feasibility of creating a Cadet PAO Academy

**Goal 7.3: Enhance CAP's stewardship**

Objective 7.3.1: Annually assess effectiveness of our internal controls and implement new measures to secure repeated A+ audits

Objective 7.3.2: Annually conduct vulnerability scans of CAP's network to determine current year status

Objective 7.3.3: On an annual basis, explore opportunities and implement measures to improve asset accountability, servicing of those assets and maximizing utilization

Objective 7.3.9: Inventory, organize, and preserve all holdings in the CAP National Archives and Historical Collection

Objective 7.3.10: Implement the same level of training and skill excellence in annual OPSEC and INFOSEC training for all CAP members as does DoD

**Goal 7.4: Implement a Safety Management System that imbeds risk management into every process of the Corporation and instills a safety culture that becomes a way of life**

Objective 7.4.7: Incorporate RM considerations into ALL SQTRs so risk management is part of all Ops training

Objective 7.4.8: Expand content on CAP Safety websites to include easy to access information, resources, and tools for CAP members; all the tools they need to participate in a vibrant Safety Management System

Objective 7.4.9: Revise all Safety training in all phases of professional development to reflect Safety Management System guidance and philosophy

Objective 7.4.10: Form partnerships with other corporations/organizations/institutions with Safety Management System experience and expertise; bring CAP into the discussion with national safety leaders

**Goal 7.5: Maintain America's confidence in the CAP Cadet Program**

Objective 7.5.2: Develop a 360-degree program evaluation tool that can report what outcomes the Cadet Program is achieving for America

**Goal 7.6: Maintain an effective nationwide CAP brand awareness program**

Objective 7.6.1: Provide training designed to teach PAOs how to establish social media platforms and how to use them effectively

Objective 7.6.4: Establish standards for PAO accountability for branding

**Goal 7.8: Aviation Excellence – Maintain and promote standardized excellence in CAP flight operations**

Objective 7.8.1: Contingent upon the FAA's implementation of the ACS (Airman Certification Standards), provide standardized, effective, efficient, and safe aviation guidance consistent with revised FAA expectations for flight operations. CAP flight ops guidance reviewed and updated within one year of FAA's implementation of ACS (Airman Certification Standards)

Objective 7.8.2: Contingent upon the FAA's implementation of new ACS (Airman Certification Standards), provide aircrew professionalism resources in line with revised FAA expectations. CAP leadership will use this material at the local levels as a target set of expectations for new and current members. Aircrew professionalism guidance and National Check Pilot Standardization Course to be reviewed and updated within one year of FAA's implementation of the ACS (Airman Certification Standards)