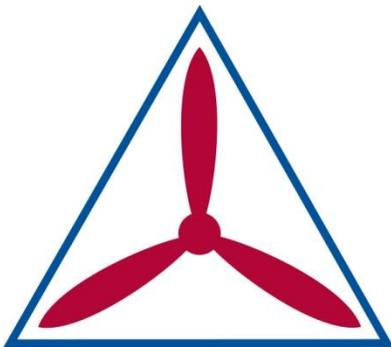




Civil Air Patrol Strategic Plan



Annex 2018



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 2018 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 1.2.6: Work with ACC to fund the replacement to SUAS Aircraft 1 & 2

Objective 1.2.12: Develop Phase 2 of the ICARUS crash detection and alerting system. Phase 2 will increase the parameters available to the team, enhancing alert responses, and provide an analysis package that can be fielded to responsible authorities once validated by NRAT analysts

Objective 1.2.13: Implement phase 3 of the operational mini-UAV program, establishing program to support the remaining wings across the country utilizing key regional personnel trained in phase 2

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

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

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 3.1.12: Develop processes to integrate wing accounting within the NHQ accounting system. This will provide efficiencies in the audit process and allow wing administrators to provide more support to their wing staff in all areas

Goal 3.2: Enhance education and training of our members

Objective 3.2.8: Develop online software simulators for each aircrew position, Ground team as well as key ICP duty positions

Goal 3.3: Develop adult volunteers into effective leaders of cadets

Objective 3.3.5: Develop a 1-week cadet programs / youth leadership development college for seniors, using the AEO School and NLOC as a model

Objective 3.3.6: 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 3.4.5: 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 4.1.12: Develop a program for partnering with STEM related educators and professionals in public schools and private sector

Objective 4.1.13: Complete an analysis on the potential for a national level program/affiliation that grants continuing education units for teachers involved in CAP's AE/STEM activities

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

Objective 4.2.5: Develop a cyber education workshop, staffed and funded with NHQ resources, for adults interesting in support cadet cyber programs; implement the workshop in 4 additional locations

Objective 4.2.6: Develop a cyber training equipment plan to ensure that squadrons have the hardware and software needed to participate in cadet cyber activities

Goal 4.3: Make aviation more accessible to cadets

Objective 4.3.7: Identify helicopter wings / regiments in the sister services that could potentially support cadet orientation flights

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

Objective 4.4.4: Obtain a major sponsor for one-third of the NCSAs

Objective 4.4.5: Create a new NCSA that showcases a new career area

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

Objective 4.5.3: Invite at least 5 colleges or career schools to begin a scholarship program with CAP

Objective 4.5.4: Obtain corporate sponsors for at least 3 additional National Flight Academies

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 5.1.14: Establish a program to recognize Squadrons of AE Distinction

Objective 5.1.15: Develop a plan to incorporate cadets' changing interests to ensure a relevant, fun and well-managed Cadet Program

Objective 5.1.16: Annually, develop one new program element that enables CAP to deliver a cadet program that is adventurous and challenging

Objective 5.1.17: Develop and implement standards that enhance learning habits by employing the latest techniques in capturing the attention and propelling the imagination of America's youth

Objective 5.1.18: Develop a process to track cadet promotions and attainment of the quality cadet unit award, and annually assess the effectiveness and value of these programs

Objective 5.1.19: Develop and survey cadets to determine interests and desires in a cadet program

Objective 5.1.20: Develop a program that solicits feedback from parents, adult volunteers and cadets to validate CP successes and areas for improvement

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 5.3.4: Implement plan for a comprehensive recognition / award program to fill gaps in existing programs

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 6.1.12: Conduct an assessment of the effectiveness and structure of the Cadet Program

Objective 6.1.13: Institute into all in-residence PD courses issues of national importance for consideration as group projects to study and provide recommended solutions

Goa 6.2: Inspire cadet transition into the senior member corps

Objective 6.2.3: Develop a transition course and accompanying program initiatives that recognizes member talent, and eases adjustment to and inspires Cadets to transfer to the Senior Member Corps

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

Objective 6.3.8: Continue execution of Phase 4 of the CONOPS for Leadership Development

Objective 6.3.9: Complete an analysis that explores new technologies with regard to distance learning for CAP membership

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

Objective 6.4.5: Further cadet character education and appreciation for diversity by updating the IACE curriculum, for participants going abroad and members participating by hosting international visitors

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

Objective 6.5.3: Develop a cadet activity that focuses on physical fitness and health

Goal 6.6: Enhance our portfolio of cadet leadership and character development academic resources

Objective 6.6.1: Update "Learn to Lead," volume 1

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 7.1.19: Completely digitize and make available all archival holdings in the CAP National Archives and Historical Collections for use by CAP membership and the general public

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

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 7.3.10: 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 7.4.11: Implement safety education/training modules for all levels of safety officers and commanders to ensure they have the adequate knowledge and awareness of Safety Management System principles to successfully manage their equity in the CAP Safety Program

Objective 7.4.12: Establish guidance that ensures risk management-trained members are included at the earliest planning stages of all CAP activities and a standardized RM review is conducted for every activity

Objective 7.4.13: Implement safety assurance measures to ensure existing programs are meeting the goal of the Safety Management System, and revise or improve as required to reach a state of on-going planned assessments and managed improvement

Objective 7.4.14: Form a safety advisory committee to advise CAP/SE on possible program improvements, made up of nationally known safety professionals continually assess and suggest improvements to CAP's safety program

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

Objective 7.5.3: Implement a new 360-degree program evaluation tool

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