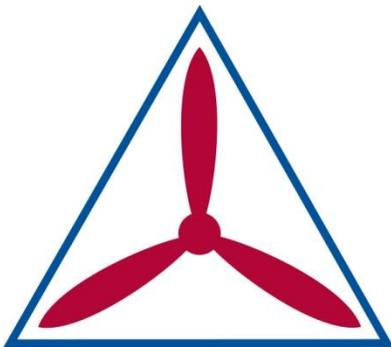




# Civil Air Patrol Strategic Plan



Annex 2019



# 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 2019 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 1.2.13: 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

Objective 1.2.14: Develop the ADS-B Data archive. ADS-B is being implemented fully by the FAA at the beginning of 2020. We currently have access to the FAA ADS-B data, but there is very little available to track and develop off of yet. As more aircraft are in the systems, the team can better develop tools to track and support SAR operations.

Objective 1.2.15: Work with ACC to POM for long term sustainment of the SUAS program and establishing new training sites, if the program is to be continued beyond its current sunset date

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

- Objective 2.3.3: Develop a "fast burner" proposal for cadets who join at ages 17 and 18, granting them an expedited path to the Mitchell, thereby assisting USAF in its recruiting efforts

**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

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

Objective 3.3.7: 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 3.4.6: Develop and publish at least 4 mini-videos that provide specific AE/STEM program training for AE volunteers

Objective 3.4.7: Create new AEM Ambassador program to encourage AE leaders to travel and promote AE/STEM events, activities, workshops and training

**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

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

Objective 4.2.7: Recruit at least one major new sponsor for cadet cyber defense education programs

Objective 4.2.8: Replenish cadet cyber training hardware and software resources for 50% of participating units

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

Objective 4.3.8: Obtain corporate sponsors for at least 3 additional National Flight Academies

Objective 4.3.9: Contact each helicopter wing / regiment 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 4.4.6: Obtain a major sponsor for one-third of the NCSAs

Objective 4.4.7: 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

**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

**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

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

Objective 6.3.10: Continue execution of Phase 4 of the CONOPS for Leadership Development

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

Objective 6.5.4: Evaluate how the Presidential Youth Fitness Program is affecting cadets' physical fitness; develop recommendation for CAP/CC

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

Objective 6.6.2: Update "Learn to Lead," volume 2

**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

**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 7.4.15: Based on Safety Management System principles, establish a process that imbeds the Directors of Safety or Safety Officer positions into the decision-making process to ensure Risk Management principles are applied to the initial design of, and changes to, systems, missions, events, activities, procedures and processes at the region, wing and subordinate unit levels

**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