

Questions from the Field 2018 Winter Command Council

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Aerospace Education

What is NHQ doing to substantially update/revise AE and recruitment materials? Most seem dated and do not appeal to the millennial youth on their smartphones and social media sites. The AE materials I have seen seem to have been written in the early 1960s.

Answer: There are a couple of different parts of this question to address. First, recruitment materials for cadets are produced by the Recruitment and Retention office in concert with other functional areas. Whenever AE goes to conferences we use this cadet card. It is a good card with lots of good information on it. For recruitment of teachers, we have excellent flyers that we use to recruit AEMs. The flyers discuss our AEM, ACE and STEM kit programs and have been very well received by AEOs and potential AEMs.

As for the curriculum aspect of the question, it's possible this question comes from past experience and the member has not viewed any of our recent curriculum. It is true that we used to have a few packets that came in envelopes that were very dated. We stopped using the exterior packets a few months ago and updated the internal contents. We have a few products that are on a second or third edition, but these products are very modern in their look and design. Additionally, we have other products that we are looking to update but none of them

are more than 10-15 years old and are not unattractive in appearance. We are in the midst of revising several curriculum products and will definitely keep in mind the importance of appearance as well as content.

One final thought; we are just beginning to work with our new instructional design manager and will discuss different methods for presenting and delivering our AE curriculum.

For a comprehensive look at our products, visit www.capmembers.com and click on Programs → Aerospace → Curriculum.

Base Access

Where are we in regards to easier, more universal military base access for CAP members?

Answer: CAP-USAF has recently approved Common Access Cards (CAC) for the Region Commanders and a limited number of other members whose duties require a CAC. We are currently working through the process to have the first of these cards issued. CAP-USAF is also working with the Air Force Security Forces to ensure the language in their regulation is updated to reflect CAP's status as a part of the total force and encourage Base Commanders to authorize access for CAP members who need regular access to the base. Universal access to any military installation is not expected as installation commanders set their own access requirements based on their respective missions, assets and security needs. We are continuing to work with our Air Force counterparts to educate base commanders on CAP capabilities and encourage support for CAP units whenever possible.

Cadet Programs

What, if anything, is the planned path forward for CAP in the Cybersecurity realm? Understanding that much of this work is done in the classified space, is there a role for CAP in cyber beyond participation in cyber patriot? Have any additional discussions taken place with DHS NCCIC and USCG Aux, based on the initial meeting held at the NCCIC last March?

Answer: The next big goal is to make cyber part of the core cadet curriculum. A team is at work on an *Aerospace Dimensions* module, #7, that will introduce cadets to the cyber domain. As a *Dimensions* module, every cadet will learn from it before earning the Mitchell Award. Publication is expected in 2019. CAP's leadership has met with USCG Aux leadership, and both parties expressed interest in strengthening the existing MOU between the two agencies.

The area that I struggle with the most is getting uniforms for new cadets in a timely, and cost effective manner. The supplier, Vanguard, has approximately a 3 week or more turn-around

time from the moment the order is placed. We have a limited supply of pieces of ABU and Blues uniforms we can distribute, but waiting for properly fitting covers, name tapes, etc. It is also a financial hardship for many of the families of our new cadets. The ability to have funds to go outfit a new cadet including footwear, is often not possible. Adding to that the pressure from NHQ for the timeline to get a cadet on Orientation Flight and the pressure to get them not only passing the Curry, but properly in a uniform is a stress that I feel is a constant presence.

Answer: Vanguard's normal turn-around time to ship an order is 5 to 7 days unless an item is backordered. Members receive an email when the order is shipped or an estimated shipping date if the item is backordered. Anyone who has not had a shipping confirmation email within 10 business days should contact Vanguard for an update. Vanguard representatives regularly attend CAP's command councils and national conferences and would be happy to talk with anyone who has specific concerns.

- a. Is there a way to re-issue the voucher credits? Understand that life gets in the way and while a cadet may have a voucher, their parent is the primary person that will use that voucher to assist and if the parent is distracted (family illness, work issues, financial problems) getting an order into Vanguard within 45 days is not of highest priority.

Answer: Vouchers expire after 45 days. Members receive multiple emails warning them of the upcoming deadline, and a report is available to commanders on demand. If we did not have an expiration date, we could not manage the budget. Further, the vouchers are supported by federal funds, so we have a special duty to manage the program responsibly.

- b. Why are vouchers so limited in the items they are used for? By the time cadets earn the Curry, many of them have already acquired the basic uniform items and would like to buy other things, such as a fleece or other cold weather gear, a book, safety items, or looking ahead, the cadet officer boards or other uniform items.

Answer: The voucher program's goal is to assist cadets in obtaining their Blues uniform, and the program is operating at its maximum; all budgeted funds are expended by year's end, even after our increasing the budget each of the last few years. Were we to allow cadets to use voucher funds for non-essentials beyond the Blues, the demand for funds would outstrip the budget. We'd either have to cut-off vouchers entirely during Q4, or reduce the voucher amount, or cut cadet flying and activities.

Can a cadet that is not part of a school be a member of the cadet squadron attached as a school squadron?

Answer: School squadron rules presume that the school administration ordinarily restricts non-students' access to campus. In marketing the program to potential schools,

CAP emphasizes that the squadron operates like any other school-sponsored extracurricular, and school leaders seem to appreciate that a program operating on their campus will necessarily serve its student body, not all-comers. Community-based squadrons, on the other hand, allow students from every school to join.

Why are Cadets who are attending service academies not allowed waivers for some of the criteria for CAP rank or Spaatz testing?

Answer: The Spaatz isn't an award for "every awesome kid," but for cadets who complete a particular set of tasks. Once you decouple the task set from the award, you open yourself up to waiver requests from lots of awesome kids who don't have time to do that particular Spaatz work because they're too busy doing other impressive stuff.

Logistics

Any reason why the aircraft maintenance per hour price keeps going up every 6 months? It is not only getting expensive for our members but the state pays that rate as well.

Answer: Maintenance rates are now calculated annually not semiannually, with changes being implemented on the 1st of October. Each year rates are computed using actual maintenance cost and total hours flown by aircraft type. The rates in CAPR 173-3 were held constant from 1 October 2014 until 1 January 2017. A widening gap between maintenance expenditures and what CAP collected to cover those expenses was created during this period. CAP's leadership took action to correct this by changing the rate to more accurately reflect actual costs. After significant discussion with the CSAG and the CAP Leadership team at the time, CAP decided to implement one mid-year increase on 1 January 2017, and then standardize on implementation of new rates each year on the 1st of October. Rates were adjusted again on 1 October 2017 to follow this practice, and the CAP National Staff is currently evaluating FY17 maintenance expenditures to present to the CAP Leadership this spring for implementation on 1 October 2018. On average aircraft with higher utilization rates show lower costs per hour. Safer operations also typically result in lower mishap rates and associated repair costs, which keep costs per hour lower too. However, maintenance rates continue to rise due to the cost of maintenance (labor) and parts increases. History shows us that general aviation aircraft maintenance costs increase by approximately 5% per year.

There is a perception that the delivery of replacement aircraft parts have slowed significantly over the past 12 months. This slow-down in turn has kept planes on the ground for longer periods of time resulting in fewer flying hours and lost opportunities to serve our customers and members. Is this perception a reality and if so, can the situation be improved? What part do wing MX officers play in the solution?

Answer: This is reality, not perception. New procurement policy imposed as a result of audit findings require LG personnel to submit requisitions and receive completed purchase orders before approving parts purchases and labor for estimates that exceed \$3,000. The LG staff is sponsoring a process improvement initiative involving every aspect of the maintenance process. Wing and region maintenance officers are members of the team and are helping to develop standardized procedures for all maintenance officers to follow.

Membership and Personnel Actions

Can a proposal be considered to add military service time toward longevity awards now that we are officially part of the Total Force? Recommend longevity awards be based on total time of service to the Total Force (CAP, Active Duty, Guard & Reserve). Would recommend time served in parallel not be calculated separately (i.e. no double dipping). The military member's DD214 could be used in the calculation toward credit. If you want to continue to distinguish between "CAP only" time, a unique device could be added as an option to the Red Service Ribbon.

Answer: This is something that could be considered; however, CAP members can already wear both military and CAP ribbons.. The military currently awards Good Conduct Medals to enlisted members for periods of "honorable and faithful service" to their particular branch of the military. Active, Reserve, and Guard members can also earn the Longevity Ribbon for years of service. Reserve members can also earn the Armed Forces Reserve Medal for "10 years of honorable and satisfactory service." If we were to add military service to CAP's existing service recognition, this would amount to recognizing the same years of service more than once.

Miscellaneous

What is the possibility of getting military airlift going again for events like the summer conference coming up?

Answer: It's legal to do so; however, a number of restrictions apply. With the funding and manning challenges today's military faces, the outlook of securing military airlift is not promising.

How is our relationship to USAF? -- to FEMA? -- to DHS

Answer: Overall, the relationship with the Air Force, FEMA, DHS and other federal partners is very good. Recent customer surveys were clear that they appreciate the support CAP provides. All report that they would want to work with us again. The biggest challenge is always funding, and they all work with us to help determine priorities. We are also confident that over time, though our missions will change, it will

be for the better and we will get the critical support we need. We, like everyone else, will never get everything we ask for, but the support we are seeing is outstanding.

How are we doing for money?

Answer: Most of CAP's funding is provided through Congressional Appropriation. CAP enjoys tremendous support in Congress. However, when operating under Continuing Resolutions (CRs), it is challenging to predict exactly what will be appropriated to CAP each year. We have money but it is important to note that all of our funding is budgeted before the year starts and we follow that budget closely. We are still under a CR so we have not received all of our federal funding for the year - a fiscal year that began October 1, 2017. We budgeted conservatively in anticipation of a CR, now on our fourth for the fiscal year. Our non-federal funds are in line with prior years. These funds are also budgeted and tracked very closely throughout the year.

From the operations perspective, there are always many more requests than we have funding to support. Some of that is due to overestimating needs, and we're able to accomplish a lot of what is requested by managing budgets month by month for distribution. CAP leaders work closely with National Staff to prioritize within our programs. There are also limits while we operate under constrained budgets earlier in the FY. For example, within training, we fund wing evaluations first, training to prepare for evaluations next, then traditional training, then flight evaluations (CAPF 5s and 91s) and then proficiency. With limited funding earlier in the year brought about by repeated CRs, and lots of higher priority needs, we have not been able to fund proficiency, though we hope to be able to, assuming CAP receives the budget requested once the true budget for this year is authorized.

Operations

Would it be possible to further expand our O-Flights program via agreements with, say, the U.S. Naval Sea Cadet Corps (or Young Marines) to fly their cadets? What additional opportunities could that open up for CAP cadets?

Answer: Though it is possible to do so, those services and programs would have to fund flying those cadets as we cannot legally do so with the funding we are currently provided. That would be supplementing their appropriations which is not allowed.

That said, many wings have worked to partner with other organizations for joint activities, and we would encourage you to foster those relationships as you can locally within our established regulatory limits (some programs do not have the protections and requirements we have in place to protect our cadets for example, and we do have to make sure we are complying with our own rules either way).

The recent clarification from Maj Gen Smith on liability coverage for FROs did not dissuade fears of liability for our FROs. With the litigious nature of today's society and the lack of responsibility most people take in their own lives, the statement "and they are acting within the scope of CAP regulations and their authority." leaves open that if one mistake is made an FRO could be hung out to dry by the Corporation. Willful disregard for the CAP Regulation is one thing, an honest mistake or misunderstanding is another. What assurance can the FROs, Wing CC, CV and DO get that the Corporation has their backs if the worst happens?

Answer: The main purpose of a General Liability or Aviation policy is to cover mistakes/negligence of CAP members acting in an official capacity. This being so, FROs may rest assured that under those circumstances they will be covered by our insurance policies and legally defended by the corporation.

There are always going to be concerns, misunderstandings and mistakes. Whether the members are supporting in a Corporate Status or an AFAM status, those operating the way reasonable people would within our rules and the law, should not have fear of being protected. FROs and other leaders at all levels need to act prudently and err on the side of caution day to day. By doing so, they protect themselves, CAP and our partners like the USAF as a whole. We cannot possibly outline what would happen in every possible situation, but personnel serving in critical positions like FROs should not be afraid to say "no" and deny a release. CAP would rather have you do that to be safer, than run higher risks when they may not be warranted.

With regards to the funding model for proficiency flying:

Question: Is paying Wings more money based on trailing indicators of hours flown a best practice?

Answer: Proficiency is not meant to be a way just to fill hours. Some areas may not need as much proficiency at one time or another because of other missions being flown. Either way, it is not meant to purely be a way to add hours to the fleet. It is meant to help with keeping personnel qualified, current and proficient. When funds are available, the national staff works to allocate funding based on requests received in the wing's annual training and flying plan as well as requests received mid-year from wings. Significant deviations from the plans are expected to be justified as that does impact funding available to support other wings.

Question: How do we incentivize wings to fly more?

Answer: The wings with the highest utilization rates typically move aircraft around to maximize their use. The challenge is to make the most out of our precious aircraft resources. Successful wings also seek out new missions to fly, since CAP can't just rely on the Air Force or one specific mission set to fund everything. Some wings have even turned down increasing their fleet size when they knew they didn't have the missions or

personnel to support it, just to keep their utilization rate up. If a wing's goal is to increase the number of aircraft assigned to that wing, increasing the utilization rate is one of the best ways to accomplish this goal. Fly more cadet orientation rides!

Question: What is the fair "share" of USAF contribution of Corporate Funds for proficiency flying?

Answer: Air Force Funds are not Corporate Funds. That said, the Air Force contributes significantly even into Corporate flying by providing much of the overhead costs for operating and maintaining the aircraft. Over the last few years, 75 to 80% of the flying that CAP does is in AFAM status. Not all AFAMs are funded by the Air Force, but the Air Force does share and support the burden of those activities. Many A and B missions are funded by other organizations, but run as AFAMs because there is federal interest. Doing so provides CAP members federal insurance protections through the Federal Torts Claims Act (FTCA) and Federal Employee Compensation Act (FECA). That FTCA and FECA coverage reduces the insurance burden to CAP, allowing CAP funding to go further by reducing our overall exposure and consequently the cost for our annual insurance bill. Members are also able to fly personal proficiency and training in a B status, for which they get a discounted rate. Maintenance costs are generally an appropriated expenses.

I'm pretty sure there aren't too many "joyriders" in CAP and I don't think with all of the current process controls in place if applied properly, more would occur. A small amount of funds relatively from the USAF, would translate into higher flying hours and hopefully more proficiency. If being in the Total Force is more than marketing, then exactly what is the HQ USAF contribution beyond aircraft and maintenance and a very limited amount of flying hours?

Answer: Over the last few years, 75 to 80% of the flying that CAP does is in AFAM status. The assets provided to CAP by Congressional appropriation are for the fulfillment of our Congressionally-chartered missions. The USAF also contributes significantly to the success of CAP by providing oversight and support through CAP-USAF and the USAF Reservists that advise and assist CAP as we execute our programs.

ADS-B, VIRB, Foreflight, iPads, DARRT, D7100's, Ground Team Photo teams etc. are all technology driven programs that we haven't seen a whole lot of momentum from NHQ on. Funding of course is a main issue but where should we be focused? We are half way through all of these projects, none are fully functional. We have old GIEEP kits but now they must be upgraded to DARRT and Verizon, but, even then no one has a username and password for access. We have 1 VIRB mount but it is in the wrong place. We have 2 D7100's but we had to buy our own cards for them and we upgraded the GPS sensor for the fleet on our own. There was talk of fleet wide Foreflight and iPads but so far we just have our own. What direction can you give on these technology driven items? (I am not sure this is a question or more of a discussion but I included it.)

Answer: As indicated, much of the issue is funding driven, internally or externally, but there are often times things beyond our control. The CAP/CC's Mission-Based Budget Review Working Group will help to prioritize needs and secure funding for critical projects and programs. Even as a CAP priority, expecting them all to happen in one shot is unlikely. ADS-B is a federal mandate and is on track for full implementation, but is a multi-year effort. Camera replacements are for carry-aboard camera kits and systems like DAART are funded on a 5-year cycle. There has been no plan for fleet-wide distribution of Foreflight and iPads, though that is an interesting rumor. In the end, the leadership team will have to balance what is currently in our portfolio and prioritize resourcing on what is available and most critical at the time.

With the rise of new SAR organizations and private aerospace clubs, what can CAP, both cadet and senior member, do to stay competitive with recruitment, and involvement with their communities?

Answer: There is always a struggle to remain relevant. One of CAP/CC's priorities is "Excellence in Mission Accomplishment," which he describes as "institutional excellence, professionalism, and staying relevant." We work at the national level to provide ever-evolving tools and resources to accomplish our primary missions. These tools are communicated to the field via the Command Council members. Units need to focus on staying engaged so that the more than 1,400 units are utilizing the most up-to-date resources. New Unit Commander's Course and other training materials emphasize the importance of representing CAP well in order to ensure the best possible public image of CAP. It is also important to remember that, even though we support a variety of missions, we cannot be everything to everyone. Because we have limited resources, we cannot accept every mission that might be suggested to CAP. Instead, we should select missions that are consistent with our core competencies and can be executed in an excellent manner, consistent with CAP/CC's priorities. Organizationally, we do allow for some missions to be self-funded or community-funded if not illegal for CAP to support, but leaders need to be honest with subordinates as to where those efforts fall in the priorities of the organization.

What are NHQ and regional leadership doing to promote awareness and adoption of CAP capabilities within relevant/appropriate government agencies and branches of the military: FEMA, DEA, USCG, DHS, etc.?

Answer: CAP meets with the national-level counterparts at these agencies on a regular basis to continue to foster support and address issues so that we can continue to support these customers. Even when budgets constrain travel for the limited number of national personnel, every effort is made to maintain strong relationships with these agencies. We often work with regional and local counterparts to get them into the loop, but Wings need to be sure that staff officers are engaging locally as that is where the missions normally start. Some missions have come in as national pushes, but most day-to-day operations start locally. Don't be afraid to ask for help with briefing resources

and such, but understand that local personnel will have to be the face locally in most cases.

What is the plan for CAP to contribute to the AF pilot training shortfall?

Answer: The US Air Force views CAP as part of the solution to the pilot shortage. As such, beginning in FY19, an additional \$2.4 Million is being added to CAP's appropriation to focus on a few key areas:

- Funded flight training for cadets.
- Expanded support for AFROTC and AFJROTC flying programs.
- Expanded STEM outreach program support.
- Expanded career exploration program support.

A Youth Aviation Cross Functional Team Chartered by CAP/CC is working to develop the plans for implementation to be briefed to the BoG later this spring.

What is the status for mission use of small unmanned aircraft systems (sUAS), or drones?

Answer: CAP currently has 22 Wings/Units that have received mission sUAS kits and are working to train personnel to operate them. CAP/DO has been working with federal partners to develop a framework for our regulations that will be fielded to them in draft this March for first cuts, and we expect implementation this spring or summer as Wings/ Units meet qualification requirements to become operational. The current plan is to continue on the path to implement this in all Wings by 2020.

Mission -- are we considering the drone world?

Answer: Yes, as noted above, CAP currently has 22 Wings/Units that have received mission sUAS kits that are working to train personnel to operate them. CAP/DO has been working with federal partners to develop a framework for our regulations that will be fielded to them in draft this March for first cuts, and we expect implementation this spring or summer as Wings/ Units meet qualification requirements to become operational. The current plan is to continue on the path to implement this in all Wings by 2020.

What new flying missions is NHQ working on to maintain or increase total flying hours?

Answer: At the national level we are working with Air Combat Command HQ and other federal counterparts to identify new missions, and expand on successful partnerships. For example, Remotely Piloted Aircraft (RPA) escort missions are expected to be expanded to Ellington, TX, and we're also working to establish other expanded partnerships for Joint Terminal Attack Controller (JTAC) training, Low Level Route Surveys, and Range Support. That said, establishing national level programs take time. Wings are encouraged to continue to develop and maintain local relationships with bases and units in their areas to support missions. Though they may seem like small missions, they add up, and can lead to justification for larger programs down the line.

Will CAP use radio position reporting to track its planes, vehicles, and people in the field? (ref Ham Radio APRS).

Answer: CAP does employ Friendly Force Tracking (FFT) tools provided by the Air Force for critical missions, and is working with our National Radar Analysis Team to develop Sandbox tracking tools for our aircraft using available radar and developing ADS-B feeds and resources. We are not opposed to developing and fielding tracking tools, but they must be done within our legal framework for the spectrum in which we operate for our missions, and the requirements need to be truly defined to meet the needs for justification to do that. CAP/DO staff is remaining engaged in FFT programs and working with the Air Force to meet critical needs, but this again is a long term program that will need to be prioritized and funded.

Can we get a better option for real time passing of video and high quality still photography from CAP aircraft over long distances? The DAART system has not been a successful option either with cellular or Army PRC-117 radio. The ARNG customer is demanding real time video from aircraft as a high priority. There are COTS solution available on the marketplace, but are expensive.

Answer: Customers requiring these capabilities need to be prepared to fund them. Otherwise, they get what we are resourced for at the present time. If they cannot fund it or provide the tools, their assistance in truly defining and justifying the requirements is appreciated as we work with the CAP/CC's Mission-Based Budget Review Working Group to prioritize needs and secure funding for critical projects and programs.

Regarding the MOU between CAP and the USCG Auxiliary: what, if any, missions/activities have been accomplished under its authority in the recent past?

Answer: There have not been any specific missions for the USCG Auxiliary in recent times. The National leadership met with the USCG Auxiliary during the 2018 Winter Command Council in Washington, DC to reinvigorate joint programs, and has appointed a national liaison that is getting these issues going that is working within the operations directorate. Both agencies are eager to work together and share best practices.

Should all wing check pilots (CP's) be required to take their or annual CAPF 5 Flight Reviews with a CAP-USAF CP?

Answer: Though we encourage CAP-USAF involvement in flight evaluations of our members, requiring this across the country is not realistic in many cases with manning limitations in some areas of CAP-USAF.

Question Background: JROTC/ROTC detachment commanders are seeking more CAP provided orientation flights. We have also fielded requests for primary flight instruction. While SCWG can support the increased orientation flights, the current charter with JROTC/ROTC does not allow

primary flight instruction, nor do we currently have the resources to provide primary flight instruction to JROTC/ROTC students. Given the increased pilot need, interest and AF funding for primary flight instruction for both JROTC and ROTC students, what changes if any will affect CAP's current flight instruction programs?

Answer: Going forward, we would not anticipate providing flight instruction to AFJROTC and AFROTC cadets on any significant basis, and not to be expanded soon. We do expect that the orientation flight program will return to past peak levels with increased funding in FY19, and we may see these cadets encouraged to join CAP after completing flight training programs funded by AFROTC and AFJROTC and possibly even have some of their flying funded with us to maintain their interest. That is still being worked for FY19 and beyond.

Are there plans to formalize the glider program to the level we do the powered flight program? I'm still a fan of having a specific duty position in E-Services under ops for glider coordinator and it not being a 'local appointment' so to speak. That gives responsibility and accountability to a particular person and less shoulder shrugging.

Answer: The Glider Operations Cross Functional Team chartered by CAP/CC is working to develop recommendations to improve the program both rapidly as well as strategically. That team is expected to provide recommendations in early April to CAP/CC for briefing to the BoG, with the expectation that organizational changes will happen after that both in the near and long term.

When are the SQTRs going to be updated to be more in line with how we actually do missions today? We are required to do fire extinguisher training when we have removed fire extinguishers from vehicles; yet aircrew are not required to do fire extinguisher training to use the extinguishers in the aircraft. Familiarization and preparation prerequisites are looked at as stumbling blocks rather than useful requirements. Training does not come from the experienced people at Wing level and is not done at SAREXs anymore; it is left to units and members to train themselves.

Answer: Teams are already working updates to SQTRs, and the staff is exploring opportunities to move many knowledge-based task training to self-paced online training where possible so that hands-on activities can be the focus of personnel in the field. Most of this is in the strategic plan to happen over the next two years. Yes, a lot of training can happen locally, but Wings are still expected to organize and train their personnel since Wings are generally the execution point for missions.

Why is CAP not actively promoting the training and development of Incident Commanders? Is it because the insurance/legal risk is higher than CAP is willing to take on newer ICs? Or is it a leftover of the "good old boys" club? CAP should be a premier organization in training people on the incident command process.

Answer: Incident commander training is not being discouraged. In fact, we have been working with FEMA and the Emergency Management Institute (EMI) to actually send people to EMI to get training, and serve as an independent certification authority to train our own personnel since it is often hard for members to attend state level training during the work week when they are normally scheduled. Wings should encourage personnel to move up and serve in leadership positions, not only within units, but on the mission staff as well. This “new blood” allows operations to grow and be successful. It does take time though.

Mission -- how about new wing-mounted cameras? -- IR sensors on 182s?

Answer: National Headquarters is working with the Air Force to explore a variety of new sensor options for CAP resources. As previously mentioned, much of this comes down to funding. Some sensors, though ideal for our missions, are also more expensive than the aircraft we fly, and working to develop the requirements to get funding to support these initiatives takes time. We also will likely never be able to equip every aircraft, vehicle or drone with every tool available, so there will have to be prioritized and strategic implementation with whatever we do.

Professional Development

What can be done to help squadron leaders and staff become more efficient? (possible solutions)

- a. Make tried and true CAP materials widely available. Don't make us search for them on the internet. Provide published versions to us, same as each cadet member is given. Our AEOs don't know what is in cadet instruction books. Leadership and Drill even Character Development are lost to digital space.

Answer: Speaking solely for our adult member professional development materials: It is simply cost-prohibitive to do this.

Professional Development programs in and of themselves do not qualify for appropriated funding, which is where the bulk of CAP's revenue is generated. We rely solely on corporate funding... the vast majority of which is member dues. Corporate funding is especially hard to come by, and is used to provide items such as stipends for region operations, offsets for cadet activities, chaplain support, and any other expense which CAP incurs (which may be critical to one of over 3 dozen areas and programs) but is considered a non-allowable expense on the appropriated side. The budgets are balanced to the penny, and printing just isn't the most efficient way to get the most current information to the most number of people.

Additionally, electronic documents are far easier to keep current. Once a publication is revised, created and approved, it can be posted almost immediately. In contrast, printed documents are far more perishable and difficult to keep current when issuing. As an

example: the new Unit Commanders Course released just last year is being revised to account for regulatory changes. The same has been done with the new member kit, and critical elements of SLS and CLC. If all of these items were to be printed and sent to units or individuals, thousands of costly copies would be needed.

- b. Give squadrons a set of most current cadet guides, at minimum. Make printed resources available free of charge or at reasonable prices, not through expensive Vanguard retailer who charges tax, shipping, and restocking fees of every up-marked item. Some squadrons do not have laptops with internet connections or even savvy leaders willing to research, download and save to recall at meetings. Some squadrons do not have a WiFi connection. Give commanders and Cadet Program Leaders a squadron set of the same printed materials cadets get.

Answer: We certainly understand the desire to have printed publications and the challenges units face with internet connectivity. CAP spends more than \$225,000 annually on printed materials and the cost is only increasing. At such a high cost, it's vital that CAP consider alternatives to be cost effective will still continuing to provide quality training to our members. The mission-based budget review currently underway will consider such alternatives.

- c. Give appointed cadet leaders eServices access to handle information downloads and uploads, e.g., meeting/activity attendance Logs. Have an online check system that cross populates data to Safety, Character, DDRx, SAREX participation etc.

Answer: This sounds intriguing, but as CAP faces resources constraints this initiative will have to be prioritized with competing initiatives.

Given the importance of the national level colleges (IG/Safety/Legal), has any thought been given to the feasibility of offering all three courses on an annual basis, similar to NSC and RWCC? I fully understand the financial and logistic implications, but given we are in a period of re-baselining our overall budget, could an "improved" appropriated budget allow for annual iterations of these courses. Moreover, do we have enough qualified members in all three categories to yield a proper class sizes on a yearly basis?

Answer: Speaking for Safety and NSOC, we already have a budget line, and we are formulating plans to offer NSOC opportunities every year. Current planning calls for the premier week-long in-residence course in odd-numbered years. In even-numbered years, we hope to offer several opportunities for a blended learning curriculum, including readings, webinars and on-line modules, followed by a short in-residence meeting of a couple days. These will probably be over a weekend and placed throughout the country to facilitate easier member attendance.

These colleges are very expensive so, even with the re-baselining of the budgets, having them annually is probably not going to be feasible. We believe we need to look at more

economical ways of offering continued training to our members. There are several tools for online training that we could use to supplement the on-site courses.

Since CAP is a quasi-military organization, why must only cadets attend Summer "Boot" Encampments? A one-week, wing-held, Senior Indoctrination Course for new members would go a long way in establishing a more professional membership for CAP. Here, expectations, Core Values, teamwork, professional development, "the Big Picture" could be established at the outset of a new member's career. A drive-thru SOS. (includes 10 minutes of close-order drill each day- if medically able).

Answer: Individual wings are certainly welcome to develop their own programs to test curriculum and concepts. If the concept proves itself at the wing level, it can be submitted to region and national as a best practice and possible national release. In fact that's how a lot of programs that are eventually offered nationally begin. For instance, the National Emergency Services Academy began as a local wing program.

Should the prestigious CAP colleges—NLOC, Chaplain, IG—be more closely coordinated with the corresponding USAF colleges, including cross-participation?

Answer: That's an interesting question. Many of the CAP schools have speakers and/or borrow or adapt curriculum from USAF and other Federal schools, especially for leadership/management topics. CAP regularly briefs classes at Air University (AU) (group commander's courses, Emergency Operations Center Directors Courses, JAG school, etc.) on its operations. And recently, CAP-awareness has been built into the standard curriculum for ROTC and Squadron Officer School, among others.

CAP members and USAF members are now able to cross-talk during the distance learning options for SOS, ACSC and AWC because those courses have changed how they approach distance learning. So, in a way, there is more cross-participation. These courses do not contain classified information. Those electives that do require clearances are barred from CAP members.

If the question is 'can CAP members participate in the in-residence courses such as SOS or ACSC,' unfortunately the answer is 'not at this time.' There are several reasons for this including cost versus the benefit to the Air Force, that security clearances are required for in-residence participation for some activities, and the relative expense to the CAP student even if the Air Force agreed to slot a CAP member. Assuming a member could stay on base, the cost for food and lodging would be over \$100/day. That would be \$5,600 just to be at Maxwell AFB for SOS and almost \$30,000 for ACSC.

While not included in the original question's list of "prestigious" CAP colleges, Safety is happy to respond. NSOC is primarily geared towards giving our Directors of Safety and Safety Officers a mastery of the CAP Safety Program itself, in addition to a strong foundation of safety and risk management theory and practice. The USAF Safety Officer

School provides excellent instruction but is geared towards the duties of an AF Safety Officer in the context of Air Force instructions and processes. That training does not directly transfer to the everyday practice of risk management in CAP. That being said, once CAP Safety Risk Management education and training is in place to meet the needs of all our members, it would be beneficial to explore opportunities for cross training and attendance at USAF Safety Courses when available.

NLOC is designed specifically for CAP's legal officers' training and it responds to CAP's unique legal needs. Hence, it is not aligned with the AF Judge Advocate School. However, CAP-USAF/JAs are always invited to attend NLOC and AF lawyers have been guest speakers at the activity.

Public Affairs and Branding

What is being done to increase CAP's brand / name recognition? Most members the public can think of the Air Force active duty component as well as its Reserve and National Guard (though the latter two do often get lumped together). How can we add "Auxiliary" to that list?

Answer: In regard to increasing brand awareness, this is the mission statement for the CAP/PA team: "Brand IS Perception. Perception DRIVES Understanding. Stories DRIVE Perception."

External Initiatives

CAP.news is the No. 1 priority of the CAP/PA team this year, as the organization's primary story telling outlet. All national features and wing news stories posted there are readily sharable across social media platforms. Rapidly growing analytics for CAP.news substantiates its effectiveness in telling CAP's stories: Total viewership currently exceeds 204,000 for a weekly average of 5,230. Some 66 percent – more than 134,000, or 3,466 a week – are unique viewers.

Social Media storytelling is also having a profound effective on our brand:

- Facebook fans have grown by 12.5% in last year; total number of fans, 55,121.
- Twitter followers have grown by 21% in last year; total followers, 8,208.
- LinkedIn followers have grown by 12.8% in the last year; 6,971 followers.
- Instagram followers have grown by 25.4% since January 2017; 2,824 followers.
- YouTube subscribers have grown by 76% in the last year; 1,790 subscribers.

NHQ's social media calendar is driving ongoing content to encompass topics and issues of national interest as well as those specific to CAP. General Smith and General Phelka's Twitter accounts are expanding the conversations about our stories nationwide.

Mission storytelling initiatives are supported by a PA checklist provided to each wing when a mission opens in WMIRS. For high profile missions, NHQ/PA partners with the region/wings, appointing, as appropriate, a region PIO to lead/generate wing storytelling.

Printed storytelling is driven by several impactful initiatives:

- **Civil Air Patrol Volunteer**, now in its 12th year, has generated 688 articles, 3,688 photos and 3,040 pages of copy. Many of these stories are now posted on CAP.news, further expanding their reach across the nation. An electronic version of each edition of *Civil Air Patrol Volunteer* is also available via CAP.news → Features → Magazine.
- **Wing customized handouts** disseminated annually on Capitol Hill are also used effectively throughout the year to tell the wing's stories at the local level.
- **The Annual Financial Report (former Report to Congress)** provides an excellent overview of our stories; the copy sans the data is published online for wings to use as a separate publication.
- **The CAP Factsheet**, published annually online, provides a concise overview of CAP's stories.

Internal Initiatives (visit CAPmembers.com → Members → National Staff Areas → Public Affairs to download the items mentioned below)

- **Social Media Guidelines (CAPP 152)** provides guidance on how to set up platforms and how to use them effectively; online social media training prioritized as a PA initiative with NHQ's new instructional design manager.
- Online **Branding Resource Guide, How to Guide** and **Branding Master Plan** guide members' storytelling tactics and brand consistency initiatives.
- Emphasizing the importance of **video**, purchase of GoPro for every wing proposed in PA's mission-based budget.
- **Rewrite of CAPR 900-2**, emphasizing brand consistency nationwide, is nearing completion.
- **PA Resource Library** designed to empower all members to tell our stories via traditional and social media is under development.
- **CAP.news photo archives** working group established to grow/expand stories represented by professional-quality photos.
- **PAO Academy**, now in its ninth year, provides participants with tools, trends and techniques designed to increase local storytelling.

How can we add "Auxiliary" to that list?

- **Air Force Relationships** are essential. NHQ/PA follows, likes, retweets and shares AF-related stories and the AF in turn is doing the same with our content, which reinforces our relationship to the AF.
- **AFNORTH/PA and AFRCC are now embracing CAP's AFAM stories**, taking the initiative to write their own articles and posts and then sharing them across social media – a giant step forward in storytelling.
- CAP is now contributing to Defense Visual Information Distribution Service (**DIVIDS**), an important AF resource for stories and photos.

- CAP has fully embraced our **70th anniversary as the AF auxiliary**, using this occasion as the theme for the annual conference. A specially designed logo is being used widely throughout the year. A kickoff celebration marking the occasion was held during Legislative Day and will be publicized nationally.
- **Special events associated with the AF**, such as visits at NHQ by the Secretary of the AF and other AF VIPs as well as the Congressional Gold Medal, 75th anniversary celebration, and becoming a part of the Total Force are widely publicized and shared on the AF side.
- Creation of a national **calendar noting key events across America** will provide storytelling opportunities covering all of our missions, including those associated with the AF.

Publications and Administration

We are reviewing and renumbering all our regulations and publications. Regulations are being made less complicated but that is creating a number of supplemental publications. Previously we tracked these additional non-regulatory items as CAP Pamphlets but we seem to be moving away from this. Recently I was asked to print out some copies as a favor for a family member. The new CAPR 60-1, the new SDA guide, the new National Cadet Competition Curriculum, and the new fitness program. I spent ten times more time trying to find them than printing them. The CAP Knowledge base was not very helpful – search “NCC Curriculum” – nothing there. Found most of them sleuthing through the cadet programs page and the cadet blog. We need to assign numerical (ex:CAPP-60-12345) to every publication so it can be found on the publications page as well as the specific mission programs page. If it is a publication it should be easy to find in one spot and the numbering needs to match the series.

Answer: Every cadet pamphlet is numbered and is available online in the Publications section. To help people with the transition to the new numbering system (i.e.: cadet publications are in the 60-series now), a cross-reference or “cheat sheet” is available in CAPR 60-1, Attachment 4.

What is the forecast completion of update of CAP regulations?

Answer: The original estimate to update all CAP publications was three years starting from November 2016. Since that start, higher priorities, such as the many cross-functional and mission-based funding working group initiatives, have caused the publications timeline to slip. To date, CAP has rewritten 10 regulations and a variety of pamphlets, targeted seven regulations for rescission, and anticipates releasing 13 more regulations by the end of 2018.

NHQ considered establishing an online file plan, and repository, for subordinate units at the Wing level. Given the need to ensure compliance with ever changing regulations, would such a centralized approach make it easier for Wings, and their subordinate units, to ensure continuous compliance?

Answer: CAP could certainly consider establishing an online file plan and CAPR 1-2, *Publications Management*, recommends units use CAP's online publications library as the official source for publications. One of the challenges with rewriting CAPR 10-2, Files Maintenance and Records Disposition, was getting consensus on when records should be disposed. We continue to work through this challenge as each functional area requires different timelines.

Recruiting and Retention

What is CAP doing to get ahead of the changing demographics of this country? If we aren't already, should we be considering more use of bilingual documents (e.g., forms, recruiting materials)?

Answer: Maj Gen Smith has appointed a group tasked to look at our current membership demographics as a reflection of our nation's demographics, and ways we can improve. In addition, we are looking at ways we can improve our standing in the communities we serve, and more importantly, those communities we presently don't serve.

As far as bilingual recruiting materials: Presently, printed recruiting materials are listed as a key factor in "why a new member joins" less than 5% of the time. As we move to more digital and targeted advertising, you can expect our recruiting efforts to reflect the language of the targeted demographics.

CAP has two items available in Spanish – the Parent's Guide and the Cadet Recruiting Card. Both products are geared towards parents or prospective cadets who may not speak English. All of our training materials and eServices applications are in English, so members must be fluent in English in order to be successful in the program. This is one topic the Diversity Working Group is reviewing.

Safety

Why isn't Safety part of the minimum monthly curriculum for cadets?

Answer: The requirement for all members to receive monthly safety education applies to cadets as well as senior members. It would be ideal if this safety education is tailored to the needs and activities of the cadets. The new CAPR 60-1, *Cadet Program Management*, embraces risk management skills as part of the key content of the Character element of the Cadet Program. Safety and Cadet Programs will continue to work together to explore new and innovative ways of incorporating Risk Management training into Cadet activities. In CAPR 60-1, *Cadet Program Management*, the "monthly training requirements" for cadets (Table 4.2) points to CAPR 62-1, *Safety Responsibilities & Procedures*, for information about safety training requirements.

Uniforms

When will CAP members be able to purchase uniforms directly from AAFES online?

Answer: See below answer

Can we have the option to purchase ABUs from AAFES as a secondary source in addition to Vanguard as defined in CAPR 39-1? Since we're to transition to ABUs by 2021 our ability to acquire these uniforms is somewhat limited for units not conveniently located near an AAFES clothing sales facility. CAPR 39-1, Chapter 1, para 1.3, subparagraph 1.3.2.1 and 1.3.2.2 addresses our ability as CAP members to purchase ABUs from the online AAFES catalog sales. Unfortunately, this has not been possible for the online ordering system does not recognize "CAP only" members as a viable customer for ordering uniforms. This needs to be addressed by National Headquarters to resolve this access with AAFES. Even calling the 800 number did not result in our ability to access their system and was told we're not eligible to purchase through this online system.

Answer: AAFES changed their order processing system some time ago and can no longer accommodate the previous system for validating CAP membership and accepting fax or phone orders. AAFES is a commercial vendor that serves millions of customers and unfortunately, customizing their system to accommodate our very fluid membership is a cost prohibitive option. We've had a number of discussions with them, but so far have not been able to come up with a solution. Their last proposal involved identifying one member in each unit who would make all purchases for the unit with his/her personal credit card. The authorized purchaser for the unit would only be able to be updated annually. While this option was not feasible, we will continue to look for other accommodations. Unfortunately there is no quick solution to this issue.

Why Vanguard -- why does it have a chokehold on all things CAP? The quality of items are poor and the price is high compared to other places the equivalent items are offered. Members understand the need for uniformity but think that there is better value for the money that other places can supply, especially for uniform items.

Answer: CAP contracted with Vanguard about 12 years ago to provide CAP distinctive badges/devices and uniform items. We changed from an in-house store that operated at a loss, to a commercial manufacturer who supplies uniform items to all branches of the US Armed Forces. Many CAP items did not have true product specifications and this contributed to some of the growing pains that we experienced. Vanguard has been very responsive to feedback from CAP and has made tremendous strides in standardizing their products and ensuring the highest quality possible. Vanguard is the only supplier authorized to sell CAP distinctive items to ensure the member receives items that are

specifically authorized and approved by Civil Air Patrol. However, members can purchase Air Force uniform/clothing items from any authorized vendor. While Vanguard pricing may be higher than “issue items” available at AAFES, they are comparable with other commercial vendors selling upgraded uniform items.

We also can't forget that a percentage of each Vanguard sale is returned to Civil Air Patrol. The Corporation receives over \$100,000 annually from these sales. The funds have been returned to the field in a number of ways including upgrades to training facilities at Blue Beret and Hawk Mountain; lump sum disbursements to each Region for member-related events; and additional support for member Professional Development.

Vanguard size charts need to be more accurate.

Answer: Vanguard is working on updating their sizing charts and many items have the manufacturer's sizing chart available when you select the product.