

Strategic Plan



2013-2014



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PURPOSE: The 2013-2014 Civil Air Patrol (CAP) Strategic Plan identifies priorities, goals, and objectives for the next two years. This plan is the key operational planning tool of CAP and an implementation of the long-term perspectives chartered by the CAP Command Council and the CAP Board of Governors. The CAP BoG reviews and approves it.

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

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

GOVERNANCE: The CAP Strategic Plan uses the governance framework provided in the CAP Constitution and By-Laws and follows statutory requirements as outlined in Appendix A.

FISCAL RESPONSIBILITY: As outlined in Appendix B, CAP receives funds through four sources: (1) an annual federal appropriation from Congress through the Air Force; (2) state and local funding for designated CAP programs; (3) reimbursement from federal departments or agencies for AF auxiliary services; and (4) fundraising and membership dues.

PRIMARY MISSIONS OF THE U.S. ARMED FORCES: CAP supports three of ten of the primary missions of the U.S. Armed Forces as outlined in the Defense Strategic Guidance dated January 2012 ("Sustaining U.S. Global Leadership: Priorities for the 21st Century Defense"). These are:

- Defend the Homeland and Provide Support to Civil Authorities (directly supported).
- Conduct Humanitarian, Disaster Relief, and Other Operations (directly supported).
- Operate Effectively in Cyberspace and Space (indirectly supported).

AF PRIORITIES: The following AF priorities were used to form the CAP priorities and goals:

1. Continue to strengthen the Air Force nuclear enterprise.
2. Partner with joint and coalition team to win today's fight.
3. Develop and care for Airmen and their families.
4. Modernize our Air, Space, and Cyberspace inventories, organizations, and training.
5. Recapture acquisition excellence.

Alignment of AF Auxiliary priorities with AF priorities:

Air Force Priority	CAP Goal
AFP 2. Partner with joint and coalition team to win today's fight	Goal 2.1. Pursue new mission areas Goal 2.3. Develop CAP "true-blue" initiative Goal 3.1. Increase CAP's brand awareness nationwide Goal 3.2. Develop partnerships with federal, state, and local agencies; local emergency service providers; and corporations/vendors associated with CAP Goal 3.3 Explore opportunities with AF Recruiting Command
AFP 3. Develop and care for Airmen and their families	Goal 3.4 Create Cadet Alumni Association Goal 4.1. Assess Success of Cadet Programs Goal 4.2. Focus on the Fundamentals Goal 4.3. Expand the Cadets at School program (focusing on after-school programs) Goal 4.4. Develop concepts and capabilities to address training cadets and adults to meet the cyber challenge in space and cyberspace mission areas Goal 4.5. Help meet the nation's need for new pilots Goal 5.1. Help expand CAP K-6 program participation by acquiring supplemental funding Goal 5.2. Expand CAP K-12 program for cadets and youth nationwide Goal 5.3. Promote K-12 STEM initiatives by providing and supporting workshops and orientation flights to teachers Goal 6.2. Find the best volunteers
AFP 4. Modernize our Air, Space, and Cyberspace inventories, organizations, and training	Goal 1.1. Enable CAP to better fulfill assigned missions Goal 1.2. Stabilize the acquisition of CAP aircraft, vehicles, equipment, supplies, and other resources Goal 2.2. Identify CAP gaps and capabilities Goal 6.1. Promote member advancement with a world-class professional development program Goal 6.3. Support and achieve financial improvement and audit readiness

CAP PRIORITIES

Priority 1: Obtain and sustain required CAP funding

Goal 1.1. Enable CAP to better fulfill assigned missions. In the 1940s Congress tasked CAP with three missions: Emergency Services, Cadet Programs, and Aerospace Education. There are very few, if any, organizations or agencies that can respond quickly and perform these missions for federal, state, or local agencies at a lower cost. CAP's unpaid professionals have a wide range of skills, allowing them to meet a broad range of requirements. Presently, CAP's operating costs are heavily weighted at 87 percent DoD funding, with the remaining 13 percent equally split between state funding and members' dues. With the forecast of reduced DoD funding, CAP must establish more diverse funding sources to meet future mission needs.

Objective 1.1.1. Increase internal AF funding for aircraft and O&M and reimbursement from other federal agencies requesting CAP support through the AF.

Objective 1.1.2. Apply for other federal funds.

Objective 1.1.3. Investigate alternative corporate and private funds not covered by the cooperative agreement.

Objective 1.1.4. Establish a comprehensive development program for the purpose of building a financial resource for meeting unmet needs and opportunities as they arise in the future and to provide a continuous stream of revenues and resources.

Goal 1.2. Stabilize the acquisition of CAP aircraft, vehicles, equipment, supplies, and other resources.

Since the late 1980s, CAP has transformed its equipment from a mixture of DoD-screened and member furnished equipment to today's standardized corporate resources. Over time, with the influx of new equipment, the funds for needed recapitalization have not met requirements. Procurement funding has been sporadic from Congressional adds and end-of-year funds from the Air Force. CAP's solution is a consistent yearly procurement funding to meet CAP's agreed-upon procurement requirements.

Objective 1.2.1. Collaborate with AF/A8X to build applicable models for resource validation.

Objective 1.2.2. Review long-range funding/recapitalization plan for aircraft, vehicles, and equipment.

Objective 1.2.3. Establish a methodology for identifying and validating aircraft, vehicle and equipment requirements from external customers and within the CAP.

Priority 2: Maximize CAP resources/skill sets to meet emerging mission areas

Goal 2.1. Pursue new mission areas. Federal, state, and local budget crises are causing all agencies to review their missions and determine which ones must continue to be performed by the agency itself and which ones can be performed more efficiently and/or more cost-effectively by other organizations or agencies. This is an excellent opportunity for CAP. CAP's members want to serve their nation and their communities. Analysis shows the organization has the ability with its current membership to take on additional missions. The addition of more meaningful and rewarding missions usually results in increased recruiting and retention, two huge benefits for CAP.

Objective 2.1.1. Border Reconnaissance: Support federal and local authorities to fill command and control gaps.

Objective 2.1.2. RPA Training: Support Combatant Commander and Coalition Partners by training both the ground users of Remotely Piloted Aircraft (RPA) data feeds and RPA crew members.

Objective 2.1.3. Explore opportunities resulting from the AF's (and other DoD/federal agencies like the USCG) downsizing of its existing aircraft fleet and weapon systems, e.g. airlift, et al.

Objective 2.1.4. Establish a methodology for identifying and validating new mission areas from external customers and within CAP.

Goal 2.2. Identify CAP gaps and capabilities. CAP does not have the resources or the expertise to research and determine all the potential opportunities that will be available as federal agencies consider their downsizing options. An outside study of CAP's capabilities and opportunities is needed to make that determination.

Objective 2.2.1. Pursue mission area study through RAND Project AF. (The RAND Corporation is a nonprofit institution that helps improve policy and decision-making through research and analysis.)

Goal 2.3. Develop CAP “true-blue” initiative. CAP has over 1,500 units nationwide. Most of those units are not collocated with an active duty, Guard or Reserve installation. CAP members are proud of the fact that they are the AF auxiliary, and it is important that the AF and CAP expand the opportunities CAP members have to interact with AF members. These “mentoring” opportunities will benefit both organizations and should also aid AF recruiting efforts in the short and long terms as cadets advance and get older.

Objective 2.3.1. Pursue Air Reserve Component partnerships/mentorships to fill gaps.

Objective 2.3.2. Explore military installation access.

Objective 2.3.3. Work with AF/A8 and SAF/MR to pursue “CAP” in the Total Force definition.

Priority 3: Enhance awareness of CAP’s contributions and capabilities

Goal 3.1. Increase CAP’s brand awareness nationwide. Even though CAP has been serving our country and communities for over 70 years, it is still relatively unknown to many people. Awareness also needs to be expanded among AF leaders and AF members as well as civic and community organizations with a natural affinity for patriotism, civic duty, aerospace education, leadership development, and service to community.

Objective: 3.1.1. Conduct market research to identify branding needs and opportunities. Use the research to establish and implement an internal and external branding campaign designed to retain current members by generating excitement and enthusiasm for their CAP service and to attract new members through grassroots and nationally planned initiatives.

Objective 3.1.2. Establish a brand standards policy to ensure seamless brand representation across media platforms, graphic elements, and geographical contexts.

Objective 3.1.3. Publish high-quality articles and photos in publications such as *Air Force Times*, *Air Force Magazine*, *Airman’s Magazine*, joint publications and in industry and general public publications.

Objective 3.1.4. Maximize exposure through grassroots partnerships targeting local civic clubs, schools, Lions Clubs and Rotary Clubs, JROTC and ROTC, Boy Scouts, Girl Scouts, Red Cross, etc.

Objective 3.1.5. Use community service projects as a source for promotional opportunities and publicity.

Objective 3.1.6. Create an inclusive environment and ensure diverse pools of candidates are available for leadership positions. Work with organizations like League of United Latin American Citizens (LULAC), National Association for the Advancement of Colored People (NAACP), Tuskegee Airmen Incorporated (TAI), Women in Aviation International (WAI) and Black Pilots of

America (BPA). Ensure diversity is routinely included in electronic, social, and print media PA initiatives nationwide; target media platforms that appeal to diverse audiences.

Objective 3.1.7. Educate AF Total Force on CAP capabilities.

Objective: 3.1.8. Increase CAP members' awareness of the role of the BoG.

Goal 3.2. Develop partnerships with federal, state, and local agencies; local emergency service providers; and corporations/vendors associated with CAP. While CAP is well-known by some of those we serve, gaps in public awareness still exist nationwide. The AF and CAP need to work together to ensure the benefits of using CAP are well-known to all.

Objective 3.2.1. Strengthen awareness among customers and potential customers through an ongoing awareness program, including dissemination of print and electronic marketing and communications materials and invitations to major events and ceremonies.

Objective 3.2.2. Establish relationships that ensure partnerships include an ongoing interest in publicizing CAP's missions and accomplishments.

Objective 3.2.3. Establish national-level relationships with organizations such as the National Governors Association, the National Search and Rescue Association, State Emergency Coordinators, and other state-related national organizations to brief them annually on CAP's capabilities and missions.

Objective 3.2.4. Establish collaborative partnerships with federal agencies designed to position CAP to help develop national standards for emergency services and in other areas where CAP has significant expertise.

Objective 3.2.5. Establish national-level relationships with key federal agencies such as the National Park Service.

Goal 3.3. Explore opportunities with AF Recruiting Command. CAP does not have the funding or the global reach to get the word out about the great things it is doing or the opportunities available for people who might be inclined to join.

Objective 3.3.1. Explore partnering with AF Recruiting Command to produce public service announcements as well as expand the distribution of CAP materials through recruiting offices.

Goal 3.4. Create Cadet Alumni Association. Enhanced awareness of today's CAP can have a positive effect on a group of potential supporters that remain untapped – former CAP cadets. Cadet alumni are apt to have positive feelings toward CAP, but due to the challenges of adulthood, have drifted away from the organization and are unaware what today's CAP is doing for youth and how they, as busy adults, might contribute to the Cadet Program. This constituency is a potential source of goodwill (financial and otherwise) for CAP.

Objective 3.4.1. Establish a Cadet Alumni Association for the purpose of enhancing awareness of the benefits of cadet training and experience as well as increasing alumni involvement in current and future CAP missions.

Priority 4: Develop “dynamic Americans and aerospace leaders” through the Cadet Program

Goal 4.1. Assess Success of the Cadet Program.

Objective 4.1.1. Conduct a 360-degree success survey of cadets, senior members and parents to determine if CAP is developing dynamic Americans and aerospace leaders. The survey should address four programmatic areas (leadership, character, aerospace, and physical fitness).

Goal 4.2. Focus on the fundamentals. Empirical data has shown that the key to a cadet’s success in the CAP Cadet Program hinges on a handful of fundamentals. Among these fundamentals are the adult leadership at the squadron level, a comprehensive and systematic introduction to cadet life, opportunities to fly and attending an encampment.

Objective 4.2.1. Adult Leaders. Ensure every cadet unit has at least three “Senior Rated” Cadet Program Officers (and, therefore, three Training Leaders of Cadets course graduates) assigned.

Objective 4.2.2. New Cadet Orientations. Provide every cadet and his or her parents with a thorough, systematic orientation to CAP, leading to seventy percent of all new cadets completing the requirements for Achievement 1 within eight weeks of joining CAP.

Objective 4.2.3. Flying. Motivate cadets to help meet the nation’s need for aerospace professionals and future pilots through the orientation flight program. Provide each new cadet with the opportunity for a first flight within 180 days of joining CAP.

Objective 4.2.4. Encampment. Standardize CAP’s encampment program and greatly increase cadet participation from 5,000 cadets annually to 7,000 by December 2014.

Goal 4.3. Expand the Cadets at School program (focusing on after-school programs). Schools with CAP programs report better attendance, higher achievement, less discipline problems, and more parental involvement.

Objective 4.3.1. Collaborate with the AF to explore options for expanding CAP’s cadet program into schools in communities where AFJROTC is not able to meet the school system’s request.

Objective 4.3.2. Seek endorsement from the National Associations of Secondary and Middle Schools and other educational organizations of the CAP Cadet Program as an extracurricular program for schools.

Goal 4.4. Develop concepts and capabilities to address training cadets and adults to meet the cyber challenge in space and cyberspace mission areas. National and Air Force intent exists for developing skills in cyber defense. CAP has joined the Air Force Association (AFA) in encouraging cyber skills in unit activities through the AFA’s high school CyberPatriot program. 218 CAP teams participated in the 2012

CyberPatriot IV program, and 261 teams are participating in the 2013 CyberPatriot V program. CAP teams won the national All Services Division Championship in 2011 and 2012. CAP cadets also won the inaugural 2012 Cyber Forensics challenge, which added another career exploration component to the program. Introduction of a cyber hardware challenge to the 2013 competition will bring another career path exploration opportunity to CAP cadets. CAP cadets have shown they have the skills, dedication, tenacity, and motivation to perform extremely well in the cyber program.

Objective 4.4.1. Develop a curriculum that introduces cadets and adults to cyber fundamentals and use this as a foundation to expand partnerships with cyber industry.

Objective 4.4.2. Increase unit participation in the Air Force Association's CyberPatriot program.

Objective 4.4.3. Establish an incentive (badge, ribbon, patch, certificate, etc.) program for participation in the CyberPatriot program.

Goal 4.5. Help meet the nation's need for new pilots. The United States has seen a decrease in the number of new pilots over the past several years. One of the largest factors in this decline is the cost of pilot training. CAP instructor pilots provide flight training to cadets at numerous flight academies across the country each year. With its fleet of light aircraft and instructor pilots, CAP provides a structured pilot training experience at a minimal cost to cadets.

Objective 4.5.1. Partner with organizations like AOPA and EAA and industry to help fund more opportunities for cadets.

Objective 4.5.2. Develop a plan to recruit additional flight instructors to meet existing and future needs.

Objective 4.5.3. Develop and implement plans to expand programs to increase the number of cadets who receive flight training leading to solo and private pilot licenses each year.

Objective 4.5.4. Identify corporate and organizational partners to help fund and improve already-existing flight training opportunities for CAP cadets in support of the aviation industry's need for new pilots.

Priority 5: Expand Aerospace Education/Science, Technology, Engineering, and Math (STEM) education outreach initiatives to meet America's future national defense workforce requirements

Goal 5.1. Help expand CAP K-6 program participation by acquiring supplemental funding. CAP's 2011-2012 academic year Aerospace Connections in Education (ACE) program included 700 educators in over 90 schools in 27 states. Over 18,000 students participated in this popular enrichment program. More than 90 percent of the teachers who participated expressed the desire to participate again in 2012-2013. The program has a major hands-on component and supports the nation's STEM efforts. ACE has 21 lesson plans per grade level that promote academics, character development, and physical fitness. The biggest limitation to expanding the program to more schools, teachers, and students is corporate funding.

Objective 5.1.1. Provide tools, access, and training for units to be able to identify and solicit local resources for AE funding.

Goal 5.2. Expand CAP K-12 program for cadets and youth nationwide.

Objective 5.2.1. Revise/update and develop new online and/or print CAP curriculum products to promote STEM careers for CAP cadets and youth across the nation.

Goal 5.3. Promote K-12 STEM initiatives by providing and supporting workshops and orientation flights for teachers. CAP currently provides and/or supports numerous workshops for approximately 800 teachers around the country and flies over 250 teachers in CAP aircraft each year. The national standards-based materials teachers receive from CAP and the experience they get at both the workshop and during the flights motivate them to integrate aerospace themes in their classrooms. The teaching tools help inspire thousands of students across the country to excel in STEM subjects and to select STEM-related careers.

Objective 5.3.1. Work with CAP wings and partner organizations to promote aerospace/STEM experiences at workshops and during orientation flights. (Organizational examples could include the Federal Aviation Administration, the Air Force Association, STARBASE, the Association of Model Aeronautics, National Science Teachers Association, NASA centers, state departments of education, etc.)

Objective 5.3.2. Expand industry, organizational, community, museum, and civic club partnerships and endorsements to support CAP's K-12 AE/STEM initiatives for CAP cadets and other youth across America.

Priority 6: Achieve institutional excellence

Goal 6.1. Promote member advancement with a world-class professional development program.

While CAP is known to have excellent training programs for members, it needs to continuously review and update its professional development program to ensure it is meeting the needs of all personnel, from the new recruit to the most senior leader. Shortcomings identified each year must be addressed in a timely manner to ensure problems do not perpetuate. Many training requirements are being added or changed on a national level, and these must be incorporated as well.

Objective 6.1.1. Conduct an end-to-end review of CAP's professional development program.

Objective 6.1.2. Develop a mentoring plan for CAP key leadership personnel.

Objective 6.1.3. Develop a welcome system for active members who move to a new city or state to ensure the local squadron is engaged in the transfer.

Objective 6.1.4. Consistently administer exit surveys nationwide to better understand retention needs and issues.

Goal 6.2. Find the best volunteers. The key to CAP's success over the past 70 years has been the skills and dedication of its volunteers. Recruiting and retaining volunteers with the needed skill sets is crucial for the future of CAP.

Objective 6.2.1. Continue to address marketing strategies to attract, develop, and retain a volunteer force with the professional skills needed to accomplish CAP missions.

Goal 6.3. Support and achieve financial improvement and audit readiness. CAP has earned an unqualified audit over the past several years, and CAP must maintain this rating in order to demonstrate accountability and ensure public trust. This will be critical as CAP seeks other funding sources.

Objective 6.3.1. CAP will follow established financial processes in order to meet its mission requirements and maintain public trust.

Objective 6.3.2. Prepare for and maintain the ability to meet "clean audit" provisions.

Summary

The nation faces significant financial challenges in the years ahead as Congress works to reduce the federal deficit. Federal, state and local agencies are attempting to find new ways to provide programs and services that save these agencies significant amounts of money. Therefore, opportunities should increase for CAP's force of over 61,000 unpaid professionals to fill the gaps created as government agencies reduce services. In 2011 the worth of CAP members' volunteer time was valued at over \$153 Million. The actual cost savings for the agencies CAP members supported was far more than that.

The core element of the CAP strategy is its ability to effectively partner with the Air Force and other federal, state and local agencies as well as the aerospace and cyber industry and nonprofit organizations. In its 2013-2014 Strategic Plan, CAP will explore new mission areas, seek new funding sources, expand education and training programs, and enhance its brand awareness nationwide.

Civil Air Patrol is a well proven, cost-effective force multiplier with the capability and capacity to perform more missions and services for our country during this time of need. CAP members are trained and ready to assist the nation in meeting the challenges that lie ahead.

Appendix A - Governance

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

Appendix B - Fiscal Responsibility

Funds appropriated by Congress specifically for CAP “shall be available only for the exclusive use of [CAP].” 10 U.S.C. § 9445. Some of the funds appropriated by Congress are used to purchase equipment to support CAP programs; these items are considered “federally provided resources.” 10 U.S.C. § 9443. SECAF is also specifically authorized to provide “federally provided resources” to CAP. 10 U.S.C. § 9444. However, these “federally provided resources” need not only be funded or supplied directly by Congress or the USAF, they may be supplied by any federal department or agency: “federally provide resources,” also include any, “equipment, supplies, and other resources, including aircraft, motor vehicles, computers, and communications equipment, provided to [CAP] by a department or agency of the federal government or acquired by or for [CAP] with appropriated funds.” See, 10 U.S.C. § 9443(a) (emphasis added). The USAF has the authority to regulate and oversee CAP corporate activities that are, supported by appropriated funds, use assets procured with appropriated funds, or involve matters where CAP’s activities could give the appearance of endorsement of the action by the Air Force or could be detrimental to the federal government. When not acting as the auxiliary of the Air Force, CAP may only use federally provided resources, “(A) to provide assistance requested by state or local governmental authorities to perform ... emergency missions and activities, and nonemergency missions and activities; and (B) to fulfill its other purposes set forth in section 40302 of title 36.” 10 U.S.C. § 9443(a). However, “AFAMs take priority over all other CAP activities,” followed by, in order of priority, CAP services to other DOD components, CAP services to federal departments or agencies, and CAP services to state and local governments. AFI 10-2701, *Organization and Function of the Civil Air Patrol*, paragraph 2.3; Department of Defense Grant and Agreement Regulations (DoDGARs) § 32.34(d); Statement of Work for Civil Air Patrol (SOW) dated 1 October 2001 attached to the Cooperative Agreement between CAP and US Air Force dated 1 October 2000 (Cooperative Agreement), § 2.2.4. CAP “shall not use equipment acquired with federal funds to provide services to non-federal outside organizations for a fee that is less than private companies charge for equivalent services, unless specifically authorized by federal statute.” DoDGARs § 32.34. Only one such statutory authorization exists (10 U.S.C. § 9443(c)). The statutory authorization is to use federally provided resources for assistance requested by state or local government authorities: “[i]f [CAP] elects to require reimbursement for the provision of assistance [to state or local governmental authorities, CAP] may establish the reimbursement rate at a rate less than the rates charged by private sector sources for equivalent services” (10 U.S.C. § 9443(c)). All the funds mentioned are provided to CAP through the Cooperative Agreement established between CAP and the USAF. Funding for CAP use or reimbursement for services is transferred to the Cooperative Agreement through a modification.

Appendix C – Metrics

Priority 1: Obtain and sustain required CAP funding

Goal 1.1. Enable CAP to better fulfill assigned missions.

Objective 1.1.1. Increase internal AF funding for aircraft and O&M and reimbursement from other federal agencies requesting CAP support through the AF.

Metric 2013: Analyze major maintenance costs and utilization rates and determine rate to charge for full cost of maintenance to non-DoD customers. (LG, DO, FM)

Metric 2014: Publish and begin using established rates. (DO, LG, FM)

Objective 1.1.2. Apply for other federal funds.

Metric 2013: Conduct viability study for obtaining multiple funding sources (awaiting AF/JA opinion on CAP's ability to receive other federal grants.) (FM, CAP-USAF)

Metric 2014: Submit National Defense Education Program (NDEP) funding for \$250K for Aerospace Education/STEM. (AE, CP, COD, PYD)

Objective 1.1.3. Investigate alternative corporate and private funds not covered by the cooperative agreement.

Metric 2013: Continue to develop relationships with corporate sources; target three sources in 2013. (COD)

Provide direct support to wings and squadrons in developing local funding sources. (COD)

Metric 2014: Expand relationship base to target three additional sources of funding. (COD)

Wings will develop plans for funding at the wing and unit levels. (Region and Wing CCs)

Objective 1.1.4. Establish a comprehensive development program for the purpose of building a financial resource for meeting unmet needs and opportunities as they arise in the future and to provide a continuous stream of revenues and resources.

Metric 2013: Create a direct mail program to reach a specific audience for a specific purpose four times each year. (COD)

Create a planned gift website by December 2013. Website will be linked to the CAP website. (COD, CS)

Submit at least two corporate foundation requests for external funding during the year. (COD)

Work closely with OSD/AQR for continuous funding of STEM initiatives through the NDEP funding program. (COD, AE, CP, PYD)

Metric 2014: Evaluate and adjust the direct mail program initiated in 2013. (COD)

Update and monitor the planned gift website. (COD, CS)

Submit at least two additional corporate foundation requests for external funding during the year. (COD)

Work closely with OSD/AQR for continuous funding of STEM initiatives through the NDEP funding program and submit an annual request for NEDP funding. (COD, AE, CP, PYD)

Goal 1.2. Stabilize the acquisition of CAP aircraft, vehicles, equipment, supplies, and other resources.

Objective 1.2.1. Collaborate with AF/A8X to build applicable models for resource validation.

Metric 2013: Work with AF/A8X to determine data needs for aircraft model development. (BoG, LG)

Metric 2014: Expand work with AF/A8X to determine data needs for vehicle and communications model development. (BoG, LG, DO)

Objective 1.2.2. Review long-range funding/recapitalization plan for aircraft, vehicles, and equipment.

Metric 2013: Distribute updated aircraft long-range funding /recapitalization plan to the Air Force and Congress. (LG, DO, Washington office)

Metric 2014: Distribute updated vehicle and communication equipment plan to the Air Force and Congress. (LG, DO, Washington office)

Objective 1.2.3. Establish a methodology for identifying and validating aircraft, vehicle and equipment requirements from external customers and within the CAP.

Metric 2013: Hold a requirements summit with key external customers and CAP leadership to identify and validate new mission opportunities, and the aircraft, vehicle, and equipment requirements that support them. (DO, LG)

As a result of previous requirement meetings with the DHS Science and Technology and Response and Recovery Offices and AFNORTH, finalize RFI and publish RFP for airborne imagery system. (DO, LG)

Metric 2014: Contingent on availability of aircraft procurement funds, install first airborne imagery system as identified above on CAP aircraft. (DO, LG)

Priority 2: Maximize CAP resources/skill sets to meet emerging mission areas

Goal 2.1. Pursue new mission areas.

Objective 2.1.1. Border Reconnaissance: Support federal and local authorities to fill command and control gaps.

Metric 2013: Develop an operations plan template for border operations. (DO)

Hold a requirements summit with key external customers and CAP leadership to identify and validate new mission opportunities and the aircraft, vehicle, and equipment requirements that support them. (DO, LG)

Metric 2014: As part of the broad customer-targeted satisfaction survey referenced in objective 2.1.3 below, target 2013 border operations mission customers to determine if CAP met their specific needs; adjust training plans and qualifications for border operations accordingly. (DO, IT)

Objective 2.1.2. RPA Training: Support Combatant Commander and Coalition Partners by training both the ground users of Remotely Piloted Aircraft (RPA) data feeds and RPA crew members.

Metric 2013: Subject to HAF/ACC funding availability, train 8 to 10 additional CAP SRPA personnel to support GFE/GFW exercises and additional deployments annually. (DO)

Metric 2014: Subject to HAF/ACC funding availability, train 8 to 10 additional CAP SRPA personnel to support GFE/GFW exercises and additional deployments annually. (DO)

Objective 2.1.3. Explore opportunities resulting from the AF's (and other DoD/federal agencies like the USCG) downsizing of its existing aircraft fleet and weapon systems, e.g. airlift, et al.

Metric 2013: Contact HQ DHS to establish lines of communication and further develop opportunities to leverage the GAO report. (DO)

Hold a requirements summit with key external customers and CAP leadership to identify and validate new mission opportunities and the aircraft, vehicle, and equipment requirements that support them. (DO, LG)

Metric 2014: Conduct broad customer satisfaction surveys for all 2013 customers to determine if CAP met each customer's needs and adjust training plans and qualifications accordingly. (DO, IT)

Objective 2.1.4. Establish a methodology for identifying and validating new mission areas from external customers and within CAP.

Metric 2013: Hold a requirements summit with key external customers and CAP leadership to identify and validate new mission opportunities and the aircraft, vehicle, and equipment requirements that support them. (DO, LG)

Metric 2014: As part of the broad customer-targeted satisfaction survey referenced in objective 2.1.3 above, target new mission customers to determine if CAP met their specific needs; adjust training plans and qualifications accordingly. (DO, IT)

Goal 2.2. Identify CAP gaps and capabilities.

Objective 2.2.1. Pursue mission area study through RAND Project AF.

Metric 2013: Request RAND Project AF study through CAP-USAF. (BoG, COA, DO)

Metric 2014: Pending approval, provide data for the RAND Project AF Study. (BoG, CAP-USAF, COA, DO)

Goal 2.3. Develop CAP "true-blue" initiative.

Objective 2.3.1. Pursue Air Reserve Component (ARC) partnerships/mentorships to fill gaps. The ARC includes both the Guard and Reserve.

Metric 2013: Solicit success stories from the wings on how they have partnered with the ARC. Benchmark the best of these and send a letter to the field with suggestions for ways CAP units can reach out/partner with ARC units. (COA, CAP-USAF)

Metric 2014: Work with ARC HQs to disseminate CAP info to ARC units. (BoG, COA, CAP-USAF)

Objective 2.3.2. Explore military installation access.

Metric 2013: Coordinate staff package through CAP-USAF to HQ AF for base access. (BoG, COA, CAP-USAF)

Metric 2014: As an alternative, if the AF is not able to grant base access for CAP members AF-wide, educate the wings on how to work with their AF base commanders to gain access when required. (COA, CAP-USAF)

Objective 2.3.3. Work with AF/A8 and SAF/MR to pursue “CAP” in the Total Force definition.

Metric 2013/2014: Coordinate staff package through CAP-USAF to HQ AF for inclusion in Total Force definition. (BoG, COA, CAP-USAF)

Priority 3: Enhance awareness of CAP’s contributions and capabilities

Goal 3.1. Increase CAP’s brand awareness nationwide.

Objective: 3.1.1. Conduct market research to identify branding needs and opportunities. Use the research to establish and implement an internal and external branding campaign designed to retain current members by generating excitement and enthusiasm for their CAP service and to attract new members through grassroots and nationally planned initiatives.

Metric 2013: Contingent upon funding, utilize an outside contractor to conduct market research that will establish geographic, age, and gender familiarity with CAP’s missions and community service, as well as the level of awareness among Air Force personnel and potential partners nationwide. The research will guide development of a branding campaign. If funding is not available, use data collected during the last study five years ago to guide development of a branding campaign. (PA, CP)

Metric 2014: Implement internal branding campaign and develop and implement an external branding campaign. As a result of implementation of the internal branding campaign, members will understand CAP’s brand and will be able to readily articulate it. The campaigns will include an emphasis on diverse and atypical populations. (PA, Wing and Region PAOs)

Objective: 3.1.2. Establish a brand standards policy to ensure seamless brand representation across media platforms, graphic elements, and geographical contexts.

Metric 2013: CAP members will be provided with a branding resource guide containing the organization’s brand standards. (PA, CR)

Objective 3.1.3. Publish high-quality articles and photos in publications such as *Air Force Times*, *Air Force Magazine*, *Airman’s Magazine*, joint publications and in industry and general public publications.

Metric 2013: Establish a working group of PAOs to partner with NHQ/PA to pitch story ideas to the national media. (PA, Wing and Region PAOs)

Metric 2014: The working group will assist NHQ/PA in pitching and following up on a minimum of one story per quarter. (PA, Wing and Region PAOs)

Objective 3.1.4. Maximize exposure through grassroots partnerships targeting local civic clubs, schools, Lions Clubs and Rotary Clubs, JROTC and ROTC, Boy Scouts, Girl Scouts, Red Cross, etc.

Metric 2013: Meet in person or via electronic media with the Lions Club and Rotary Club national offices and seek their support for CAP's message of community service and youth development. (PA)

Host forums with external agencies to discuss and determine members' views on their roles as citizens serving communities and ways to further embrace and complement our missions through community service; a guide for increasing public awareness through community service will be available to members online. (Wing and Region CCs, PA, ED, COD)

Develop a community service award to recognize the wing and squadron with the most impressive record of community service. (DP, PA, ED, COD)

Metric 2014: Implement the community service award which will recognize the wing and squadron with the most impressive record of community service. (DP)

Develop online template to report community service and publish the results on CAP's website for units and the public to see. (PA, IT)

Objective 3.1.5. Use community service projects as a source for promotional opportunities and publicity.

Metric 2013: Establish a directive for units to work with media outlets in a revision of CAPR 190-1. (PA)

Objective 3.1.6. Create an inclusive environment to help ensure diverse pools of candidates are available for leadership positions. Work with organizations like League of United Latin American Citizens (LULAC), National Association for the Advancement of Colored People (NAACP), Tuskegee Airmen Incorporated (TAI), Women in Aviation International (WAI) and Black Pilots of America (BPA). Ensure diversity is routinely included in electronic, social, and print media PA initiatives nationwide; target media platforms that appeal to diverse audiences.

Metric 2013: CAP will initiate invitations to develop ongoing relationships for coverage with media platforms that appeal to diverse cultures. (PA)

Metric 2014: CAP will follow up on ongoing relationships for coverage with at least two additional media platforms that appeal to diverse cultures. (PA)

Objective 3.1.7. Educate AF Total Force on CAP capabilities.

Metric 2013: Initiate media relations outreach (to include procedures for regular information sharing) with HQ PA offices for the active duty, Guard and Reserve. (PA)

Request AF approval for CAP to provide regular briefings at AF/PA schools. (CAP-USAF, PA)

Complete and release CAP Professional Continuing Education (PCE) Course for AF Personnel. (ED, CAP-USAF)

Provide CAP capabilities briefings to at least 10 AF Incident Management Courses. (DO)

Metric 2014: Invite NHQ PA officers for the active duty, Guard and Reserve to onsite briefings and a tour at NHQ CAP. (PA)

Analyze CAP PCE course completion results; target audiences not fully reached. (ED)

Provide CAP capabilities briefings to at least 10 AF Incident Management Courses. (DO)

Objective: 3.1.8. Increase CAP members' awareness of the role of the BoG.

Metric 2013: Submit a schedule of suggested events to the BoG designed to increase visibility of the BoG to the general membership as well as the BoG's knowledge of CAP services and missions. (CO)

Metric 2014: Obtain feedback from the BoG and CAP leadership on the success of the BoG's attendance at the previous year's events and adjust the schedule accordingly for 2014. (CO)

Goal 3.2. Develop partnerships with federal, state, and local agencies; local emergency service providers; and corporations/vendors associated with CAP.

Objective 3.2.1. Strengthen awareness among customers and potential customers through an ongoing awareness program, including dissemination of print and electronic marketing and communications materials and invitations to major events and ceremonies.

Metric 2013: Update the CAPabilities handbook, brochure, and PowerPoint slides for field use. (DO)

Send the national Legislative Day handout and Annual Report (two separate mailings) to CAPs federal customers and encourage wings to disseminate their wing-specific Legislative Day handout to their state and local customers. (PA, Wing CCs)

Develop an electronic customer database with email addresses for customers and corporations/vendors who are (or should be) working with CAP. Wings should do the same thing at their level. (CR, DO, IT, LG, ED, PA, COD, Wing CCs)

Metric 2014: Using the electronic database created in 2013, email periodic updates to key stakeholders such as the Legislative Day handout, Annual Report, and quarterly magazine. Wings should do the same with their database. (PA, DO, IT, LG, ED, PA, COD, Wing CCs)

Objective 3.2.2. Establish relationships that ensure partnerships include an ongoing interest in publicizing CAP's missions and accomplishments.

Metric 2013: Research and identify partners with a natural interest in CAP's missions. (PA, ED, AE, CP, COD, Wing and Region CCs)

Metric 2014: Reach out to two of the organizations identified in 2013 and request they publicize a story (either internally or externally) with information about how CAP helps their organization. (PA, ED, AE, CP, COD, Wing and Region CCs)

Objective 3.2.3. Establish national-level relationships with organizations such as the National Governors Association, the National Association for Search and Rescue, State Emergency Coordinators, and other state-related national organizations to brief them annually on CAP's capabilities and missions.

Metric 2013: Research and identify national-level organizations with an interest in CAP's missions. (PA, DO, ED, AE, CP, COD, Wing and Region CCs)

Provide briefing to NASAR state and federal SAR Coordinators Group. (DO)

Finalize the International Association of Emergency Managers MOA. (DO, GC)

Metric 2014: Establish a new relationship with at least one of the identified organizations. (DO)

Establish methods for members to track affiliations with other organizations in eServices, and report on member statistics. Specifically track at least AFA, ALEA, AOPA, ARRL, Citizen Corps, IAEM, NASAR, Salvation Army, SSA, and USCG Aux; allow updates annually. (IT, DO, CP, AE, PD)

Objective 3.2.4. Establish collaborative partnerships with federal agencies designed to position CAP to help develop national standards for emergency services and in other areas where CAP has significant expertise.

Metric 2013/2014: Participate annually in the DHS/DoD Joint Interagency Field Exercises (JIFX) for RELIEF. JIFX/RELIEF exercises are hosted several times a year to bring DHS and DoD organizations together to develop and test ideas and equipment that become standards for the future. (DO, CAP Wings/Regions)

Objective 3.2.5. Establish national-level relationships with key federal agencies such as the National Park Service.

Metric 2013/2014: Participate in one panel discussion or working group sponsored by a federal agency annually. (DO)

Goal 3.3. Explore opportunities with AF Recruiting Command.

Objective 3.3.1. Explore partnering with AF Recruiting Command to produce public service announcements as well as expand the distribution of CAP materials through recruiting offices.

Metric 2013: Request AF Recruiting Command distribute agreed-upon materials to recruiters about CAP. (BoG, CAP-USAF, COA)

Request AF Recruiting Command provide CAP annual statistics on the number of people who enter the AF with any previous CAP experience, plus the number of people with previous CAP experience (those who earned the Mitchell Award) who enter the AF as an E3. (BoG, CAP-USAF, COA)

Request AF Recruiting Command encourage their recruiters to talk to cadets about career opportunities. (BoG, CAP-USAF, COA)

Metric 2014: Request Air Force Recruiting Command develop a joint media project with CAP. (BoG, CAP-USAF, PA, COA)

Goal 3.4. Create Cadet Alumni Association.

Objective 3.4.1. Establish a Cadet Alumni Association for the purpose of enhancing awareness of the benefits of cadet training and experience as well as increasing alumni involvement in current and future CAP missions.

Metric 2013: As an ongoing project, begin developing a database of names, contact information, and career/professional information regarding cadet alumni. (Cadet Programs Officer, CP, IT)

Establish a social media presence for cadet alumni (e.g. Facebook, LinkedIn). (Cadet Programs Officer, CP)

Metric 2014: Make contact with an additional 5,000 individuals (who are not currently CAP members) and add them to the alumni database. (Cadet Programs Officer, Region & Wing CCs and DCPs, CP)

Priority 4: Develop “dynamic Americans and aerospace leaders” through the Cadet Program

Goal 4.1. Assess Success of the Cadet Program.

Objective 4.1.1. Conduct a 360-degree success survey of cadets, senior members and parents to determine if CAP is developing dynamic Americans and aerospace leaders. The survey should address four programmatic areas (leadership, character, aerospace, and physical fitness).

Metric 2013: Develop and launch a cadet survey instrument. (CP, IT)

Metric 2014: Analyze and respond to the success rates of the survey group; adjust program components as necessary to address any problems noted. (CP)

Goal 4.2. Focus on the fundamentals.

Objective 4.2.1. Adult Leaders. Ensure every cadet unit has at least three “Senior Rated” Cadet Program Officers (and, therefore, three “Training Leaders of Cadets” course graduates) assigned.

Metric 2013: 50 percent compliance per unit. (Wing, Region, & Unit CCs)

The TLC course will be available online for all members. NHQ will develop a report to help units track completion of this objective. (CP, IT)

Metric 2014: 70 percent compliance per unit. (Wing, Region, & Unit CCs)

Objective 4.2.2. New Cadet Orientations. Provide every cadet and his or her parents with a thorough, systematic orientation to CAP, leading to seventy percent of all new cadets completing the requirements for Achievement 1 within eight weeks of joining CAP.

Metric 2013: 50 percent compliance per unit. (Wing, Region, & Unit CCs)

NHQ will develop a report to help units track completion of this objective. (CP, IT)

Metric 2014: 70 percent compliance per unit. (Wing, Region, & Unit CCs)

Objective 4.2.3. Flying. Motivate cadets to help meet the nation’s need for aerospace professionals and future pilots through the orientation flight program. Provide each new cadet with the opportunity for a first flight within 180 days of joining CAP.

Metric 2013: Provide a tool for the units to measure new cadet orientation flights on the Commander’s Dashboard. (IT, CP)

Establish a 2013 benchmark for accomplishing new cadet orientation flights. (CP)

Metric 2014: Increase 2013 benchmark by 10 percent. (Wing, Region, & Unit CCs)

Objective 4.2.4. Encampment. Standardize CAP's encampment program and greatly increase cadet participation from 5,000 cadets annually to 7,000 by December 2014.

Metric 2013: Launch revised cadet encampment curriculum. (CP)

Metric 2014: Wings collectively partner to increase total cadet attendance to 7,000. (Wing and Region CCs)

Goal 4.3. Expand the Cadets at School program (focusing on after-school programs).

Objective 4.3.1. Collaborate with the AF to explore options for expanding CAP's cadet program into schools in communities where AFJROTC is not able to meet the school system's request.

Metric 2013: Develop tools for CAP units to use to promote, gain acceptance for and institute a Cadets at School program in their community, especially those schools that have an unmet AFJROTC request. (CP)

Metric 2014: Implement the tools in four selected test wings most capable of filling the AFJROTC void and refine the tools based on solicited feedback. (CP)

Objective 4.3.2. Seek endorsement of the National Associations of Secondary and Middle Schools and/or other educational organizations of the CAP Cadet Program as an extracurricular program for schools.

Metric 2013: Collect statistical data on the worth of the Cadets at School program to prepare for solicitation of educational organization endorsements using examples of successful programs, such as those in NM, IN, TX, and FL. (CP, AE, PYD)

Metric 2014: Obtain endorsement from at least one national educational organization. (AE, CP, PYD)

Goal 4.4. Develop concepts and capabilities to address training cadets and adults to meet the cyber challenge in space and cyberspace mission areas.

Objective 4.4.1. Develop a curriculum that introduces cadets and adults to cyber fundamentals and use this as a foundation to expand partnerships with cyber industry.

Metrics 2013: Develop cyber curriculum for CAP members, especially cadets. (AE)
Survey members to find those who work or have ties to the cyber industry. Using these members as liaisons, establish contact with at least three leading companies. (AE, CP)

Metric 2014: Revise cyber curriculum as necessary.

Partner with industry to meet the cyber challenge by establishing cyber-focused beta test units in San Antonio and Baltimore near cyber industry headquarters. (AE, CP, TX and MD Wing CCs)

Objective 4.4.2. Increase unit participation in the Air Force Association's CyberPatriot program.

Metric 2013: Increase unit participation by 15 percent over the 218 teams that participated in 2012. (Wing CCs)

NHQ will develop a report to help units track completion of this objective. (CP, IT)

Metric 2014: Increase unit participation by 15 percent over 2013. (Wing CCs)

Objective 4.4.3. Establish an incentive (badge, ribbon, patch, certificate, etc.) program for participation in the CyberPatriot program.

Metric 2013: Create cyber recognition program for cadets and/or adults. (CP, DP)

Metric 2014: Implement the cyber recognition program. (CP, DP)

Goal 4.5. Help meet the nation's need for new pilots.

Objective 4.5.1. Partner with organizations like AOPA and EAA and industry to help fund more opportunities for cadets.

Metric 2013: Establish or update partnerships through MOUs/MOAs. (AE, CP, GC)

Metric 2014: Request funding for cadet flight scholarships through these partnerships. (AE, CP)

Objective 4.5.2. Develop a plan to recruit flight instructors to meet existing and future needs.

Metric 2013: Determine where flight instructors are needed most urgently (DO, IT, Wing CCs)

Modify Commanders Dashboard to show ratio of IPs to aircraft and VFR pilots. (IT, DO)

Develop and distribute targeted recruiting materials at those locations. (COA, CR, DO, Wing CCs)

Metric 2014: Reach out to the National Association of Flight Instructors to advertise on the NAFI website. (COA, DO)

Objective 4.5.3. Develop and implement plans to expand programs to increase the number of cadets who receive flight training leading to solo and private pilot licenses each year.

Metric 2013: Survey the cadet corps to determine the number of cadets who desire to receive flight training beyond the cadet orientation flight program. (CP, DO, IT)

Metric 2014: Update flight academy curriculum to target cadets identified in survey results. (CP, DO)

Increase scholarship opportunities for powered and glider programs. (FM, COD, CP)

Objective 4.5.4. Identify corporate and organizational partners to help fund and improve already-existing flight training opportunities for CAP cadets in support of the aviation industry's need for new pilots.

Metric 2013: Develop relationships and proposals for flight training programs with organizations like Textron, Flight Safety International, EAA, & AOPA. (CP, PYD, DO)

Metric 2014: Continue developing relationships and proposals for flight training programs with organizations like Textron, EAA, & AOPA. (CP, PYD, DO)

Priority 5: Expand Aerospace Education/Science, Technology, Engineering, and Math (STEM) education outreach initiatives to meet America's future national defense workforce requirements

Goal 5.1. Help expand CAP K-6 program participation by acquiring supplemental funding.

Objective 5.1.1. Provide tools, access, and training for units to be able to identify and solicit local resources for AE funding.

Metric 2013: Explore all distance learning options for a course to train units to identify and solicit funding sources and determine which method would be most effective for a CAP audience. (DL, COD)

Provide three workshops/seminars at the wing/squadron levels throughout the year to develop proposals and materials that will support local fundraising efforts. (COD)

Metric 2014: Publish a distance learning course to train units to identify and solicit funding sources. (DL, COD)

Conduct a workshop for AEO personnel (field staff) in June 2014 to design and produce a standard proposal to be used by wing/squadron AE personnel (COD, AE)

Goal 5.2. Expand CAP K-12 program for cadets and youth nationwide.

Objective 5.2.1. Revise/update and develop new online and/or print CAP curriculum products to promote STEM careers for CAP cadets and youth across the nation.

Metric 2013: Develop two new middle/high school products and revise/update *Aerospace: The Journey of Flight* textbook. (AE)

Identify educational products from other organizations that may be available for use to augment CAP's materials, such as those used by the Galaxy Explorers and aviation magnet high schools. (AE, PYD)

Metric 2014: Develop two new middle/high school products and revise/update two existing products. (AE)

Goal 5.3. Promote K-12 STEM initiatives by providing and supporting workshops and orientation flights for teachers.

Objective 5.3.1. Work with CAP wings and partner organizations to promote aerospace/STEM experiences at workshops and during orientation flights. (Organizational examples could include the Federal Aviation Administration, the Air Force Association, STARBASE, the Association of Model Aeronautics, National Science Teachers Association, NASA centers, state departments of education, etc.)

Metric 2013: Work with at least three organizations to conduct teacher workshops and orientation flights. (AE, PYD)

Explore the use of electronic meeting media to reach larger teacher workshop audiences. (AE, PYD)

Metric 2014: Work with at least three additional organizations to conduct teacher workshops through the use of electronic media and orientation flights. (AE, PYD)

Objective 5.3.2. Expand industry, organizational, community, museum, and civic club partnerships and endorsements to support CAP's K-12 AE/STEM initiatives for CAP cadets and other youth across America.

Metric 2013: Improve CAP's academic credentials for expanded implementation in schools by securing academic endorsement of CAP's curricula by at least one state department of education or educational organization. (AE, PYD)

Metric 2014: Secure partnerships and/or endorsements from at least three additional educational organizations. (AE, PYD)

Priority 6: Achieve institutional excellence

Goal 6.1. Promote member advancement with a world-class professional development program.

Objective 6.1.1. Conduct an end-to-end review of CAP's professional development program.

Metric 2013: Working with CAP's PD committee, complete end-to-end review. (PD)

Metric 2014: Develop and implement recommendations for CAP's professional development program. (PD)

Revise current or select new path of member progression based on evaluation. (PD)

Objective 6.1.2. Develop a mentoring plan for CAP key leadership personnel.

Metric 2013: Release command specialty track and standardize wing commander prep course training program. (PD)

Metric 2014: Select a target group of CAP members to monitor their progression through the program. Evaluate strengths and weaknesses based upon evaluations and modify program as appropriate. (PD)

Objective 6.1.3. Develop a welcome system for active members who move to a new city or state to ensure the local squadron is engaged in the transfer.

Metric 2013: Develop a system in eServices that provides the member's new address to the recruiting officer, unit commander, and wing commander. (COA, IT, DP)

Metric 2014: Survey members who transferred in 2013 to evaluate the process. Make adjustments as necessary to improve the program. (COA, IT, DP)

Objective 6.1.4. Consistently administer exit surveys nationwide to better understand retention needs and issues.

2013 Metric: Send cadet and senior electronic exit survey invitations to non-renewing members. Share the responses quarterly with all directorates and wings/regions, to allow problems to be addressed and changes to be made. (COA, IT, DP)

Evaluate exit survey responses to determine if changes should be made to the process or the survey. (COA, IT, DP)

2014 Metric: Implement the revised exit survey and continue to improve the process. (COA, IT, DP)

Goal 6.2. Find the best volunteers.

Objective 6.2.1. Continue to address marketing strategies to attract, develop, and retain a volunteer force with the professional skills needed to accomplish CAP missions.

Metric 2013: Engage CAP Command Council in discussion to determine areas of expertise CAP requires to meet mission needs. (CAP/CC, Wing and Region CCs)

Metric 2014: Develop targeted recruiting strategies/tools for the wings/regions. (COA, PA, CR, PD, DO, LG, IT, AE, CP, Wing and Region CCs)

Goal 6.3. Support and achieve financial improvement and audit readiness.

Objective 6.3.1. CAP will follow established financial processes in order to meet its mission requirements and maintain public trust.

Metric 2013: Update Civil Air Patrol's financial guide for wings in a manner that allows immediate updates as policies change. (FM)

Metric 2014: Update the consolidated financial guide for CAP/NHQ to include flowcharts documenting paperless processes. (FM)

Objective 6.3.2. Prepare for and maintain the ability to meet "clean audit" provisions.

Metric 2013: Expand Wing Financial Analysts' reviews to include operational missions. (FM)

Metric 2014: Update internal risk matrix to determine potential audit findings based upon prior year findings and anticipated weaknesses. (FM)