



2014-2015 Strategic Plan

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PURPOSE: The 2014-2015 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).

DoD STRATEGIC MANAGEMENT PLAN FY14-15 GOALS:

Goal 1: Optimize DoD personnel by developing and instituting policies and practices that focus on readiness and support for Service members, their families, those transitioning to veteran status, and civilian staff, in a constrained fiscal environment.

Goal 2: Strengthen DoD financial management to respond to Warfighter needs and sustain public confidence through auditable financial statements.

Goal 3: Build agile and secure information capabilities to enhance combat power and decision making while optimizing value.

Goal 4: Strengthen DoD Acquisition processes, spanning requirements determination, development, procurement, support and disposal to ensure that the Department's force structure and supporting infrastructure is modernized, recapitalized, and sustained within available resources.

AF PRIORITIES: Four of the following five AF priorities were used to form 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 Total Force 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 Service Goal 6.3. Broaden information on experience of our members
AFP 3. Develop and care for Airmen and their families	Goal 4.1. Ensure 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 4.5. Help meet the nation’s need for new pilots and other aerospace professionals 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. Recruit and retain the best personnel Goal 7.1 Reduce the administrative and other burdens imposed on CAP members Goal 7.2 Value the service of CAP members Goal 7.3 Create alumni association
AFP 4. Modernize our Air, Space, and Cyberspace inventories, organizations, and training	Goal 2.2. Identify CAP gaps and capabilities 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 6.1. Promote member advancement with a world-class professional development Program Goal 6.4. Support and achieve financial improvement and audit readiness Goal 6.5. Build secure processes and communication methods
AFP 5. Recapture acquisition excellence.	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

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 than CAP. 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, dependable 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 once HAF/JAA renders an opinion allowing this.

Objective 1.1.3. Investigate alternative corporate and private grant funds not covered by the cooperative agreement. Use Alternate Funding Source Working Group. Example: Partner with major airlines to fund ground training and proficiency flying for pilots who could (with additional experience) meet airline hiring requirements. Also, similarly help cadets who are interested in pursuing airline pilot careers.

Objective 1.1.4. Build network to communicate CAP capabilities, impact, value and results with the overall goal of increasing the number of customers/missions CAP performs.

Objective 1.1.5. Further expand development program for the purpose of building financial resources to address needs and capitalize on opportunities that could 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. The goal is to get an Air Force approved requirements document to validate CAP's budget inputs.

Objective 1.2.1. Continue to collaborate with HQ AF, MAJCOMS and other federal agencies to build requirements for resource validation.

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

Objective 1.2.3. Continue to review methodology used for identifying and validating aircraft, vehicle and equipment requirements from external customers and within the CAP.

Objective 1.2.4. Work with HQ AF and SAF/MRR to identify/establish a CAP position at the HQ AF level to actively support the AF strategic planning and programming process

Goal 1.3 Build network to inform key stakeholders of the value/impact of CAP capabilities on communities and the nation. This effort should help secure a larger customer base.

Objective 1.3.1. CAP wings develop grassroots member networks with their US representatives and senators.

Objective 1.3.2. Establish similar grassroots member networks with state governors, representatives, senators and heads of key state agencies.

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 can result 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 both federal and state customers as well as within CAP. The current joint effort between the AF and CAP to validate requirements will greatly assist with this process.

Objective 2.1.5. Explore opportunities for RPA operations like RPA chase, acquisition of RPAs and expanding aerospace education to include RPAs.

Goal 2.2. Identify CAP gaps and capabilities. Determine potential opportunities that will be available as federal agencies consider their downsizing options.

Objective 2.2.1. Use GAO report to help increase the support CAP provides to DHS agencies.

Objective 2.2.2. Use CAP's members' current job assignments (civilian and military) for insights into potential opportunities.

Goal 2.3. Develop CAP Total Force initiative. CAP has over 1,500 units nationwide. Most of those units are not collocated with or within reasonable proximity to a Regular AF, Guard or Reserve installation. Being recognized as part of the Total Force confirms CAP is a key AF partner and it adds to CAP's credibility when dealing with other organizations and agencies. 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. For example, expanding partnerships with the Regular AF, Guard and Reserve recruiting services (1) gets an AF member in front of CAP cadets in remote locations, (2) promotes "sense of team" with senior

members, and (3) presents recruiters with core-value-minded, leadership trained, diverse, professional cadets...just what the AF needs today.

Objective 2.3.1. Pursue Regular AF, Guard and Reserve partnerships/mentorships.

Objective 2.3.2. Develop a plan to connect more CAP Chaplains with AF airmen in need of chaplain services and spiritual support.

Objective 2.3.3. Explore military installation access.

Objective 2.3.4. Work to integrate CAP into the developing AF strategic planning and programming process.

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. Today's CAP is far different than it was even 10 years ago. CAP has modern equipment and highly trained personnel who meet National Incident Management System qualification standards. Awareness 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. 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. Implement a brand standards policy to ensure seamless brand representation across media platforms, graphic elements, and geographical contexts.

Objective 3.1.3. Publish CAP articles and photos in publications such as *Air Force Times*, *Air Force Magazine*, *Airman's Magazine*, ARC periodicals, joint publications and in industry and general public publications.

Objective 3.1.4. Maximize exposure through grassroots partnerships targeting groups and organizations with a national and common interest in CAP.

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.

Objective 3.1.7. Educate AF Total Force on CAP capabilities, responsiveness and value.

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 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.

Objective 3.2.3. Establish collaborative partnerships with federal agencies designed to position CAP to help develop national standards for emergency services and in other areas like aerospace education and cadet programs where CAP has significant expertise.

Objective 3.2.4. Establish national-level MOAs/MOUs with key federal agencies such as the National Park Service.

Goal 3.3. Explore opportunities with AF Recruiting Service. 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. Continue partnering with all Total Force recruiting services to help publicize CAP's programs and present recruiters with professional, core value/leadership trained cadets.

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

Goal 4.1. Ensure Success of the Cadet Program.

Objective 4.1.1. Local Program Excellence: Motivate local and wing-level cadet leaders to strive for excellence in how they operate their programs.

Objective 4.1.2. Cadet Character Education: Position CAP to be a recognized leader in youth character education, which will include an emphasis on the drug-free lifestyle and core values.

Objective 4.1.3. Cadet Physical Fitness Education: Build the cadet fitness program to reflect the latest evidence-based practices.

Objective 4.1.4. Service Learning: Provide more opportunities for cadets to contribute to CAP's real-world humanitarian and educational missions and assist with duties that adult members currently perform, where appropriate.

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. It is also important to note some cadets are now

expressing a greater interest in operating RPAs or preventing cyber attacks than they are in flying orientation flights.

Objective 4.2.1. Adult Leadership: Prepare adult volunteers at all levels to be effective leaders of cadets.

Objective 4.2.2. New Cadet Orientations. Provide every cadet and his or her parents with a thorough, systematic orientation to CAP.

Goal 4.3. Enhance the CAP Cadet Program's relationships with schools. Schools are natural partners for the CAP Cadet Program. Through the "Cadets at School" program, schools host squadrons on campus and provide an alternative to AFJROTC. CAP also can motivate cadets in both school-based and community-based squadrons to strive for academic excellence.

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.

Objective 4.4.1. Continue to expand partnerships with cyber industry.

Objective 4.4.2. Increase participation in cyber activities

Goal 4.5. Help meet the nation's need for new pilots (including RPA pilots) and other aerospace professionals. 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 and industry to help fund more aerospace opportunities for cadets.

Objective 4.5.2. Recruit additional flight instructors to meet existing and future needs.

Objective 4.5.3. 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. Motivate cadets to help meet the nation's need for pilots.

Objective 4.5.5. Motivate cadets to help meet the nation's need for aerospace professionals.

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. Expand CAP K-6 program participation by acquiring supplemental funding. CAP's 2013-2014 academic year Aerospace Connections in Education (ACE) program included 700 educators in over 90 schools in 28 states. Over 16,000 students participated in this popular enrichment program. More than 90 percent of the teachers who participated expressed the desire to participate again in 2013-2014. 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 ACE funding.

Objective 5.1.2. Find ways to help CAP units/wings understand the importance of and grow the ACE program.

Goal 5.2. Expand CAP K-12 STEM 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.

Objective 5.2.2. Develop STEM partnerships to include potential funding sources with private entities and industry.

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 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.

Objective 5.3.3. Expand public relations coverage about CAP's STEM accomplishments. Continue to provide updates at the Command Council and Board of Governors meetings and the National Conference.

Objective 5.3.4. Seek out other opportunities that are occurring across the country to expand CAP's STEM involvement.

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. Continually assess CAP's professional development program to affect desired outcomes.

Objective 6.1.2. Continue a mentoring program for CAP's key leadership personnel to include developing CAP's next generation of leaders.

Objective 6.1.3. Continually assess 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. Continue a five year cycle for review and revision of specialty tracks.

Objective 6.1.5. Provide on-line and on-line/in-residence (blended learning) options for Professional Development courses.

Objective 6.1.6. Integrate the new NCO Corps into the Professional Development Program.

Goal 6.2. Recruit and retain the best personnel. The key to CAP's success over the past 70 years has been the skills and dedication of its personnel. Recruiting and retaining personnel 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.

Objective 6.2.2. Conduct exit surveys to better understand retention needs and issues.

Goal 6.3. Broaden information on experience of our members.

Objective 6.3.1. Expand the information collected on our members to include their professional skills and experience.

Goal 6.4. 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 6.4.1. Continue to follow established financial processes in order to meet mission requirements and maintain public trust.

Objective 6.4.2. Continue to maintain superior audit ratings.

Goal 6.5. Build secure processes and communication methods.

Objective 6.5.1. Ensure CAP's IT and communications processes are secure.

Objective 6.5.2. Review CAP's personally identifiable information (PII) requirements and processes in order to protect both the organization and personnel.

Priority 7: Value the service of CAP members

Goal 7.1. Reduce the administrative and other burdens imposed on CAP members.

Objective 7.1.1. Conduct climate surveys to assess the needs, gaps and concerns of the organization's personnel.

Objective 7.1.2. Review and streamline existing CAP forms, regulations and processes.

Objective 7.1.3. Review and implement measures to reduce the financial burdens on the membership.

Goal 7.2. Value the service of CAP members.

Objective 7.2.1. Survey members to determine what is most meaningful to them.

Objective 7.2.2. Determine ways to add value to being a CAP member.

Goal 7.3. Create alumni association. Enhanced awareness of CAP's activities today can have a positive effect on a group of potential supporters that remain untapped – both former CAP cadets and adult members. CAP alumni are apt to have positive feelings toward CAP, but due to life's challenges, have drifted away from the organization and are unaware what CAP is doing today and how they, as busy adults, might contribute to the Cadet Program and CAP in general. This constituency is a potential source of goodwill (financial and otherwise) for CAP. Like the AF, CAP recruits members but often retains families.

Objective 7.3.1. Establish the CAP Alumni Association as a vehicle to reconnect with former members, both cadet and seniors who have shared CAP experience. To provide former members a forum from which they can rekindle past relationships with other members of CAP.

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 60,000 members to fill the gaps created as government agencies reduce services. In 2013, the worth of CAP members' volunteer time was valued at over \$155 Million. The actual cost savings for the agencies CAP members supported was far more than that.

The core element of CAP's 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 industries and nonprofit organizations. In its 2014-2015 Strategic Plan, CAP will explore new mission areas, seek new funding sources, expand education and training programs, enhance its brand awareness nationwide and take initiatives to better meet the needs of our members.

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.