HEADQUARTERS NORTH CAROLINA WING
CIVIL AIR PATROL
UNITED STATES AIR FORCE AUXILIARY
3520 Alamance Road
Burlington NC 27215

17 January 2026

MEMORANDUM FOR NORTH CAROLINA WING MEMBERS

FROM: COL BRENDAN P KEARNS, NCWG/CC

SUBJECT: NORTH CAROLINA WING COMMANDER'S INTENT

I am proud to be a member of the North Carolina Wing, and to be your Wing Commander. North Carolina Wing has an exemplary history of service to our country, the state of North Carolina as well as our fellow citizens; we will aim as a team to continue this tradition and move the wing to higher levels of service. The purpose of this document is to provide clear guidance and priorities for the North Carolina Wing, aligning our operations with Civil Air Patrol's Core Values and the 2024–2026 Strategic Plan.

The Commander's Intent for the North Carolina Wing will be to always operate with Professionalism, Excellence, Innovation, and Service in every mission area—Emergency Services, Aerospace Education, and Cadet Programs. Our guiding principle: Volunteers Serving America's Communities, Saving Lives, and Shaping Futures.

The Key Leadership Principles that will be promoted at all levels of the Wing:

- **Thought Generation:** Encourage ideas and act on them to improve programs and mission execution.
- **Trust:** Model integrity, transparency, and responsiveness; build confidence in leadership.
- **Humility:** Listen first, lead with a servant's heart, and prioritize team success.
- **Develop Leaders:** Mentor and prepare the next generation for command and staff roles.

The Key Priorities for the Wing will be:

- **Strategic Alignment:** Implement CAP's 2024–2026 Strategic Plan objectives and SMART goals.
- **Partnerships:** Monthly NCEM SEOC meetings; re-engage Seymour Johnson AFB within 90 days; expand MCAS Cherry Point collaboration; leverage MAR integration for joint training.
- **Mission Readiness:** Modernize ES communications; strengthen AE STEM and CyberPatriot programs; enforce Cadet Protection compliance.

- **Recruitment & Retention:** Achieve 1,600 cadets; improve retention through immersive programming and mentorship.
- **Education & Training:** Deliver career-relevant qualifications and leadership development for all members.

The Execution that will be required to meet these priorities:

- **Extreme Ownership:** Authority can be delegated; responsibility cannot. All commanders will be accountable for their actions and those of their teams.
- **Visible Leadership:** Command presence at major Wing events, training, and missions.
- **Metrics & Feedback:** Monthly performance reviews; transparent reporting on recruitment, retention, training, and mission readiness.

The End State that we will strive to achieve will encompass the following objectives:

- A Wing that is mission-ready, compliant, and continuously improving.
- Strong partnerships with NC Emergency Management, military installations, and regional CAP units.
- A culture of trust, humility, and accountability where leaders at all levels take ownership.
- Expanded cadet engagement and retention, with a target of 1,600 cadets and enhanced STEM/aviation opportunities.
- Embedded innovation in ES communications, AE curriculum, and digital member tools.

North Carolina Wing is a thriving, highly effective and operational wing with both adult members and cadets who enthusiastically serve our community and fellow members displaying the core principles of integrity, volunteerism, excellence, and respect. Our communities and strategic partners have come to rely on us in times of need even more so now after our performance in the past and we will together as a team develop the wing so that we can meet these opportunities to serve in the future.

Brendan Kearns

BRENDAN P KEARNS, COL, CAP
COMMANDER

CC: NCWG CD-E
CC: NCWG CD-W
CC: NCWG CS
CC: NCWG SEL