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

DRAFT — 11 November 2026

MEMORANDUM FOR NORTH CAROLINA WING MEMBERS

FROM: COL BRENDAN P KEARNS, NCWG/CC

SUBJECT: NORTH CAROLINA WING COMMANDER'S INTENT

After ten months as your Wing Commander, my commitment remains unchanged: serve our members, strengthen our missions, and prepare North Carolina Wing for the future. The progress made this year belongs to our volunteers, cadets, families, and partners. As we enter 2027, our task is to turn that progress into sustained readiness, stronger squadrons, and a better member experience. This revised intent provides direction for that effort, aligned with Civil Air Patrol's Core Values and current national and Mid-Atlantic Region guidance.

My intent is a Wing defined by Professionalism, Excellence, Innovation, and Service across Emergency Services, Aerospace Education, and Cadet Programs. We will sustain effective practices, address gaps candidly, and direct resources toward improvements that benefit our members and communities. Our guiding principle remains: 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 2027 will be:

- **Strategy to Execution:** Translate national and regional guidance into an achievable Wing execution plan. Assign responsible leads, milestones, resource requirements, and measurable outcomes. Establish numerical targets in the execution plan using verified baselines, including review of the existing 1,600-cadet objective against program capacity.
- **Partnerships That Deliver Capability:** Sustain engagement with North Carolina Emergency Management and deepen collaboration with the North Carolina

National Guard, Seymour Johnson AFB, MCAS Cherry Point, educational institutions, and regional CAP units. Focus these relationships on joint training, mission support, access to facilities, and meaningful opportunities for members.

- **Demonstrated Mission Readiness:** Pair qualified personnel with serviceable aircraft, vehicles, equipment, and reliable communications. Strengthen coordination across air, ground, communications, and mission staff functions through realistic exercises. Measure readiness by the capability we can reliably deliver, and turn lessons learned into verified corrective actions.
- **Sustainable Growth and Retention:** Align recruitment with staffing, resources, and program quality. Strengthen onboarding, mentorship, and meaningful participation for cadets and senior members. Address barriers to continued service and give each new member a clear path to learn, contribute, and belong.
- **Leadership Development and Continuity:** Expand access to mission qualifications, specialty-track progression, and command and staff development. Build deliberate mentorship and succession plans for key positions. Share training across squadron and group boundaries so that geography and individual assignments do not unnecessarily limit opportunity or continuity.
- **Cadet Development and Aerospace Education:** Expand consistent, high-quality squadron programming, orientation flights, leadership experiences, and aerospace, STEM, and CyberPatriot opportunities. Deliver a safe, well-supported 2027 Summer Encampment. Broaden participation in Wing and regional activities and strengthen pathways from cadet service to continued senior-member involvement.
- **Squadron Support and Stewardship:** Wing and group staff will provide responsive assistance, clear guidance, and practical solutions that help squadrons succeed. Maintain sound financial controls, accurate property accountability, timely reporting, and continuous compliance. Simplify avoidable administrative burdens without weakening required safeguards.

The Execution that will be required to meet these priorities:

- **Ownership and Empowered Execution:** Authority can be delegated; responsibility cannot. Commanders will establish clear expectations, assign responsibility, and elevate obstacles early. Enable decisions at the lowest appropriate level within regulations, available resources, and this intent. Safety, Cadet Protection, and respect for every member remain nonnegotiable.
- **Visible, Responsive Leadership:** Be present at unit activities, training, and missions. Listen to members, communicate decisions and priorities clearly, and follow through on commitments. Recognize contributions promptly, distribute workloads responsibly, and respect the time and family commitments of our volunteers.
- **Metrics, Feedback, and Improvement:** Review progress quarterly using existing information on retention, participation, training, resources, and

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unresolved compliance issues. Wing staff will consolidate updates, identify support needs, and help commanders adjust achievable milestones to local capacity without duplicate reporting. Measure progress and practical mission value, not activity alone. Invite ideas from every level, share effective practices, and verify that corrective actions resolve the underlying problem. Required reporting and urgent safety or compliance actions remain unchanged.

By the end of 2027, our Desired End State is:

- Stronger, better-supported squadrons delivering consistent programs and demonstrated mission readiness.
- Sustained partnerships that produce practical mission value, joint training, and expanded opportunities for members.
- Greater leadership depth and continuity within a culture of trust, humility, innovation, and accountability.
- Sustainable membership growth, improved retention, and accessible opportunities for cadets and senior members to learn, qualify, lead, and serve.
- A safe, compliant Wing whose resources are properly maintained and accounted for, and whose improvements endure beyond individual assignments and command tours.

Our success will be measured not only by how much we grow, but by how well we prepare, support, retain, and employ our members in service to others. Every headquarters function must help our squadrons succeed, and every improvement must strengthen our ability to deliver the mission. Together, we will build a Wing that is ready today and stronger tomorrow. One team. One Wing. Ready to serve.

BRENDAN P KEARNS, COL, CAP
COMMANDER

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

ANNEX A — 2027 EXECUTION PLAN

DRAFT — Proposed targets for commander approval. These Wing planning goals cover 1 January–31 December 2027; they are not performance results, new regulatory requirements, or automatic unit quotas. Commitments depend on verified baselines, volunteer availability, approved funding, and local capacity. Wing staff will seek approved scope, schedule, or support adjustments when resources or external dependencies constrain delivery. All CAP, safety, Cadet Protection, qualification, maintenance, reporting, and approval requirements remain in force.

1. Baselines, Ownership, and Approval

By 31 March 2027, the Chief of Staff and Wing functional leads will verify and consolidate year-end 2026 membership and qualification counts, 2026 activity totals, and comparable renewal data. Use existing records; request unit data only to fill gaps. Identify essential measures, resource needs, and a coordinating office. The Commander will approve or adjust targets by 30 April based on staffing, funding, and local capacity. Mark missing baselines "not established," not zero, and set a collection milestone before numerical targets. Defer the 1,600-cadet objective pending review; it is not a unit quota. Wing leads coordinate delivery; group and squadron commanders identify feasible contributions and support needs without guaranteeing Wing-wide outcomes.

2. Proposed Targets and Delivery Responsibilities

Priority / Proposed lead	Capacity-based 2027 planning goals	Evidence and milestones
1. Strategy to Execution Chief of Staff coordinates with Deputy Wing Commanders; groups assist; squadrons identify feasible local priorities	By 30 April, groups help squadrons identify one or two achievable priorities, a contact, approximate milestone, and support needs. Use existing plans or brief discussion notes; no separate execution plan. Hold two Wing execution reviews—midyear and year-end—within existing leadership meetings where practical.	Brief priority summaries; Wing action list. Review midyear progress by 31 July 2027 and year-end results by 31 January 2028. Agree revised milestones for capacity constraints.
2. Partnerships That Deliver Capability Commander-designated partnership lead with mission-functional leads	By 30 June, identify up to two priority partnerships and practical opportunities to sustain or strengthen them. Aim to support two joint activities, subject to partner availability and resources. Existing activities count; no unit quota or mid-year minimum.	Engagement and activity records: partner, purpose, participating units, and benefits. Count delivered training, facility access, mission support, or member development—not courtesy contacts alone.
3. Demonstrated Mission Readiness Operations lead with Emergency Services, Communications, and	Support at least one integrated readiness exercise by 31 December, using an existing Wing, regional, or partner event where practical. Match	Existing exercise records, quarterly qualification extracts, and Wing corrective-action list. Integrate air, ground, communications, and mission staff as authorized and

resource-management leads	participation to approved resources and unit capacity. Seek to sustain the validated year-end 2026 count of unique members with a current mission qualification; pursue up to 5% growth as training capacity permits. Wing goal, not a unit quota. Record Wing-led exercise lessons within 45 days, or earlier if required. Prioritize corrective actions by risk, agree realistic due dates, and review open items at scheduled reviews—no blanket closure percentage. Address urgent safety or compliance matters through required channels without delay.	resourced. Count each qualified member once; retain original milestones alongside constraints and approved due-date changes.
4. Sustainable Growth and Retention **Wing Membership lead coordinates tools and outreach; groups support; squadrons provide local welcome and participation opportunities**	Seek to sustain validated 31 December 2026 membership; pursue up to 5% net growth as staffing and program capacity permit. No uniform squadron growth quotas. Seek to sustain comparable 2026 cadet and senior-member renewal rates; aim for up to two percentage points improvement where practical, capped at 100%. Use trends to identify support needs, not guaranteed commander-controlled outcomes. Aim to offer each new member a welcome contact and clear participation opportunity within 45 days. A unit contact or shared mentor may substitute for an individual mentor; brief existing records suffice.	Existing quarterly membership and renewal reports; brief onboarding records. Track cadet and senior trends separately to target assistance. Adjust for member decisions and external factors beyond commanders' control.
5. Leadership Development and Continuity	Offer two cross-unit development opportunities. Existing regional, Wing, group,	Existing training records and brief continuity notes; midyear and year-end reviews. Wing

Wing Education and Training lead coordinates with Chief of Staff and Deputy Wing Commanders; commanders identify priority coverage needs	or virtual offerings count; no quarterly delivery requirement. Identify urgent command and staff coverage gaps by 30 June. By 30 September, prepare a brief continuity checklist and backup, shared support, or development plan for one or two priority functions at each level, as staffing permits. Refer remaining gaps for Wing assistance; full backup coverage is not required.	staff assist with unresolved coverage gaps. Track functions and training needs, not individual rankings.
6. Cadet Development and Aerospace Education **Cadet Programs and Aerospace Education leads**	Wing Cadet Programs staff coordinate encampment planning, approvals, and readiness review by applicable deadlines. Review readiness approximately 30 days before the activity; record lessons within 45 days afterward, or earlier if required. Units assist as staffing permits; no unit staffing quota. Seek to sustain the full-year 2026 count of unique cadets receiving an orientation flight; pursue up to 5% growth as aircraft, pilots, funding, and weather permit. No squadron flight quota. Wing Aerospace Education staff provide shared resources for cadet-serving squadrons to incorporate two aerospace/STEM activities. Existing required programming or joint activities count; applicable program requirements remain unchanged.	Approved plans, required reviews, and existing flight and unit activity records; no duplicate reports. Count each cadet once for flights. Review access and resource constraints at midyear and year-end. Weather, maintenance, and qualification requirements take precedence over flight goals.
7. Squadron Support and Stewardship **Chief of Staff with Deputy Wing**	Complete 100% of required Wing financial and property submissions by applicable deadlines.	Compliance calendar, submission receipts, support-request log, and before-and-after workflows for

Commanders, Finance, Logistics, and other functional leads	Aim to acknowledge routine squadron requests within five business days; provide an answer, referral, or next step within 15 business days. Wing staff service goals, not guaranteed resolution deadlines; advise units of delays. By 31 December, implement one practical, approved improvement where feasible to reduce duplication or administrative effort without weakening controls.	improvements. Immediately address urgent safety, Cadet Protection, and reportable matters through required channels; routine service goals do not replace these requirements.

3. Measurement and Review

- **Consistent calculations:** Net growth: year-end membership change divided by the validated starting count. Renewal rate: renewals divided by eligible members in the same cohort; use identical sources, eligibility rules, and renewal windows for both years. Two percentage points means an absolute rate increase, not 2% relative growth. Percentage improvements are optional Wing aspirations, not minimum unit quotas. For missing or zero baselines, agree a practical milestone instead of an unsupported percentage.
- **Unit capacity and coverage:** Agree contributions using existing records, staffing, unit size, member availability, and local resources—not uniform quotas. Record material unit-status or scope changes at scheduled reviews. Resolve cohort and classification changes to prevent double counting.
- **Quarterly progress updates:** Starting with the quarter ending 31 March, Wing functional leads update a brief consolidated summary within 30 days of quarter-end. Use existing records for results, constraints, support needs, and next steps. Seek unit input only for material gaps; no separate monthly dashboards or duplicate submissions. Regulatory reporting deadlines remain unchanged.
- **Support and adjustment:** Use “on track,” “support needed,” or “replanning required” to guide assistance—not rank commanders or trigger automatic failure findings. Mark unavailable data “not established.” For unrealistic goals, the Wing lead and affected commander identify next steps, support, or adjustments at the next review, sooner if time sensitive. No separate ten-business-day recovery report. Immediate safety, Cadet Protection, and compliance reporting and response requirements remain in force.
- **Change control and closeout:** The Commander approves changes to Wing goals, scope, or annex milestones, considering lead and unit recommendations. Retain original goals and reasons for changes without duplicate reporting. Resolve capacity and funding conflicts before adding tasks; reduce or defer lower-priority work as needed. Wing staff consolidate year-end results by 31 January 2028: progress, unresolved support needs, and practical 2028 follow-up. Regulatory deadlines and standards remain unchanged.

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