

Civil Air Patrol

**ONE CIVIL AIR PATROL, EXCELLING IN SERVICE TO OUR
NATION AND OUR MEMBERS!**

Command Council Meeting

23 August 2018 Anaheim, CA

Welcome

Invocation

Pledge of Allegiance

Roll Call

**ONE CIVIL AIR PATROL, EXCELLING IN SERVICE TO OUR NATION
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Col Bailey

Ch, Col

CMSgt Dandridge

Mr. Salvador

Sattgast

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Introductions

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CAP National

Commander

Opening Remarks

Maj Gen Mark Smith

Director, Security

Protection Directorate

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Air Force Review Board

Agency

Opening Remarks

Mr. Tom Shubert

Recognition of New and Departing Command Council Members

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National Commander Update

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Maj Gen Mark Smith

CAP O Ride Challenge

- **Challenge: Wings that do the best in flying O Rides have lunch on me! You can bring your region CC, too...**
- **Results calculated for 1 Oct 17 – 31 Jul 18**
- **And the winners are:**
- **Our cadets! 25,325 total O Rides!**
- **(3,420 more than previous year)**
- **Large Wing: California Wing with 1,766 total O Rides**
- **Small Wing – Two winners**
- **Delaware Wing with 274% increase**
- **Alaska Wing with 253% increase**

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Overview

- **Framework for mission success**
- **Year 1 initiatives**
- **Ongoing areas of emphasis**
- **Year 2 initiatives**

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Unique opportunity to move CAP to next level of excellence

- **External factors: Air Force, other major customers, funding**
- **Internal factors: Governance changes, intrapersonal relationships**

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My analysis coming into the job...

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Framework for Mission Success

Top Level Imperatives

Credo

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Framework for Mission

Success

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- Two key components: professionalism; staying relevant
- USAF, Federal Agencies, AFA, USCG, BGCA, and others on the horizon
- CAP grew by 5% in CY17. Working on sustaining growth; improving diversity
- Mission-based review of appropriated and corporate budgets; philanthropy
- Numerous cross-functional teams at work; strategic hiring at NHQ
- Cadet program, NCO program, Professional Development

Six Areas of Emphasis

Led Groups ✓

Aircrew Professionalism CFT ✓

Glider Program CFT ✓

Youth Aviation Initiative CFT ✓

Aircraft Maintenance CFT ✓

Cadet in-school program CFT ✓

Mission-based budget review WG

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Staff

-

Year 1 Initiatives

Led Groups ✓

Command Council meetings WG ✓

Region cash reserves WG ✓

Vanguard funds processes WG ✓

Base access WG ✓

Leadership Development WG

Volunteer

-

Mr. John Desmarais

- **Concluded its work in Apr 2018**
- **Follow-on actions to be completed by Apr 2019**
- **Individual**
 - **Commander's Intent**
 - **Aircrew Code of Conduct**
 - **Aircrew Professionalism webpage**
- **Crew**
 - **Crew Resource Management resources being finalized**
 - **Check Pilot Standardization Course materials revised**
- **Organization**
 - **Revision 20- and 70-series regs regarding Stan Eval**
 - **Everyone's help is needed for continued culture change**

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Champion

Aircrew Professionalism

-

Mr. John Desmarais

- **Concluded its work in Apr 2018**
- **Follow-on actions to be completed by Apr 2019**
- **Communicated Commander's vision & strategy for glider program**
- **Filling gaps in regulations**
- **ICLs to CAPR 70-1 and CAPM 60-1G**
- **CAPM 60-1G being reformatted into series of pamphlets**
- **Best Practices being documented, vetted and posted on glider program website**
- **WMIRS modifications being made to better accommodate unique glider release and risk assessment needs**

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Champion

Glider Program

-

Mr. John Desmarais

- **Execution plan completed for \$2.4M program, FY19 start**
- **Four areas of emphasis:**
- **Facilitate cadet flying, up to achieving PPLs (\$1M)**
- **Make flight academies more affordable for all**
- **Assistance for financially-challenged cadets**
- **Fund identified cadets to achieve their PPLs**
- **STEM program expansion (\$500K)**
- **Emphasis on aviation-related STEM kits**
- **Cadet career exploration opportunities (\$500K)**
- **Similar to CEAP program, help disadvantaged cadets attend cadet special activities**
- **O Ride funding for AF/JROTC/ROTC (\$400K)**

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Champion

Youth Aviation

Initiatives

-

Mr. Gary Schneider

- **Team completed its work in June 2018**
- **Follow-on efforts through June 2019**
- **Lean Six Sigma approach to analyzing processes**
- **Short answer – lack of standardized processes**
- **Codified new/existing policies and procedures in an Aircraft Maintenance Officer Handbook – ETA Jan 2019**
- **Creating Aircraft Maintenance Repair & Documentation (AMRAD) application in eServices – ETA Jun 2019**
- **Developed a system to better enable the field and CAP/LGM staff to determine priorities for ordering and shipping parts**
- **Adjusted NHQ procurement policy to allow a greater percentage of purchases to be approved at a lower level and avoid NHQ administrative bottlenecks**
- **Maintenance Officer spending limit raised from \$250 to \$500**

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Champion

Aircraft Maintenance

-

Mr. Curt LaFond

- **Data snapshot: 39 school squadrons operate in 18 states, serving 1,750 cadets (7% of total cadet corps)**
- **Group finished in Apr 2018; follow on actions continue**
- **Solutions map to four priorities:**
 - ***A new Cadets at School Program Guide due Sep 2018***
- **Increase awareness of program with region and wing commanders – new content in RWCC Oct 2018**
- **Provide compliance relief as appropriate by revising school squadron inspection checklists ETA Oct 2018**
- **Help to fund low-income student participation via corporate funds (FY20) and philanthropy**

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Cadet In

Champion

-

School Program

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Champions: Maj Gen Smith, Mr. Salvador

- **Objective: Bottom-up, mission-based scrub of budget to re-baseline appropriated and corporate budgets**
- **More info will be provided in a separate briefing**

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Mission

-

Based Budget Review

Led Initiatives

- **Command Council Working Group**

Champion – Brig Gen Phelka

- **Region Cash Reserves Working Group**

Champion – Col Jon Stokes

- **Vanguard Funds Working Group**
- Champion – Col Tom Kettell**

- **Base Access Working Group**
- Champion – Col Joe Smith**

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Volunteer

-

Leadership Development Working Group

- **Mission:**
- **Initial focus: enhance training for our commanders**
- **Revised focus: examine how we can improve our PD program + enhance the adult volunteer experience**
- **Multiple initiatives:**
- **Determine what PD should look like; determine appropriate course offerings; develop courses**
- **Mentoring, equivalency training, modular/SQTR approach, specialty tracks**
- **Command specialty track, commander's dashboard, executive leadership**

- **Status: Multiple teams working hard**

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Ongoing Area of Emphasis

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Ongoing Emphasis: Recruiting and Retention

Upcoming Initiatives

- **Cadet resiliency/suicide prevention (Col Knowles)**
- **Pilot onboarding and checkout (Mr. Desmarais)**
- **Reduce burden on squadron commanders (Col Melton)**
- **Senior member core values program (Col Smith)**
- **Facilitating innovation (Col Hunt)**
- **Cadet to senior transition (Col Stokes)**
- **Continuous Compliance (Col Fielitz-Scarborough)**

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How Well Do You Know Your Regulations?

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Region with most correct answers at
end of day wins

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Only Wing or Region Commanders
can answer

Rules of Engagement

Credit goes to first correct response

30 Seconds to answer

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Question #1

Question?

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Answer #1

Answer?

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Refreshment

Return at 1015

Break

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Lt Gen Judy Fedder,
USAF (ret)
Chair, CAP Board of
Governors

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Question #2

Question?

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Answer #2

Answer?

Mission Based Budget Review

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Financial Status

Update

Maj Gen Mark Smith
and

Overview

- **Review of the Mission-Based Budget Review Process**

- **Recommended FY19 Corporate Budget**

- **Recommended FY21 Appropriated Budget**

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Mission-Based Budget Review

- **Seven-month “blank-sheet-of-paper” review of both corporate and appropriated budgets**

- **Four phases:**

- 1. Dialogue with customers to define needed mission sets**
- 2. Codify capabilities needed to realize mission sets**

- 3. Assess resources needed to deliver needed capabilities**
- 4. Develop budgets based on needed mission sets**

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Background

Mission-Based Budget Review

- **Produce a validated requirements-based budget**
- **Define current and future capabilities desired by customers**
- **Conduct the first-ever manpower study for NHQ**
- **Produce a validated unfunded list for end-of-year fallout funds**
- **Establish procedures for future mission-based budget reviews;**
5-year cycle

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Goals

Mission-Based Budget Review

- **Broadens reach and capabilities of both aerospace education and cadet programs**
- **Increases flight and ground crew readiness**
- **Positions CAP for technologically-advanced missions**
- **Right-size the staff for future mission success**
- **High-confidence plan to execute Youth Aviation Initiative funds**

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Major Highlights

**Corporate FY18 Approved Total MBBR Rollup FY19
Validated Request**

\$2.5M \$3.3M \$2.9M

- **Modest revenue increases:**
- **Membership growth, 3% from investments, philanthropy**
- **Notable changes in expenditures:**
- **Development Department – Chief and data management positions**
- **Increased amount of cadet scholarships**
- **Added advertising line and increased PA services**
- **Increased support to adult volunteer professional development**

Recommended FY19

Corporate Budget

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Appropriated Line Item FY19 Budget (Proposed) HAF Target (Notional)
MBBR Validated Request O & M \$33.6M \$35.65M \$54.4M Aircraft
Procurement \$10.8M \$10.8M \$11.0M Other Procurement \$1.7M \$5.1M
\$5.1M

Total \$46.1M \$51.55M \$70.5M

FY21 total request is \$24.4M greater than FY 19.

Noteworthy increases:

**\$3.0M salary and benefits \$2.1M repeaters, radios,
equipment**

**\$4.8M full motion equipment (FMV) for aircraft in each
FEMA region**

**\$3.1M for training missions, including Youth Aviation
Initiative \$3.1M additional aircraft maintenance**

**\$1.1M maintenance of FMV equipment \$1.0M VHF-FM
encrypted aircraft radios**

\$640K to replace dated aircraft Nav/Comm units

**• Aircraft procurement as is, plus \$400K annually for
glider refresh**

**• Vehicle/Comm procurement line matches with
HAF/A30 estimate**

**Recommended FY21
Appropriated Budget**

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Question #3

Question?

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Answer #3

Answer?

CAP

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USAF -

Col Mike Tyynismaa

Commander Update

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Question #4

Question?

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Answer #4

Answer?

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National Staff Update

Mr. John Salvador

Aerospace Education

- Aerospace Connections in Education (ACE) – K-6 Program - Record School Year: over 34,000 students; 600 teachers; 210

schools; 48 wings

- STEM – Finishing 6th year - Filled 7300 orders; distributed 15,000 kits - Spent \$2.5M; impacted 410,000 youths - 92% cadet/composite squadrons have kits - 80% cadets/students more interested in AE/STEM careers

- AE Open House: 1300-1800 today, Platinum 1-4

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Orientation Rides Increase

- **16.2% increase in powered O Rides - 3,256 more front and back seat rides!**

- **2.5% increase in glider O Rides - 48 more flights**

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Cadet Cyber & STEM Badges

- Available now at Vanguard
- Authorized in next CAPR 39-1 (Fall)
- Worn on “blues” like a specialty badge
- Program details: CAPP 60-41

[GoCivilAirPatrol.com/CyberBadge
/STEMBadge](http://GoCivilAirPatrol.com/CyberBadge/STEMBadge)

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Cadet Invest: Financial Assistance for Cadets

CEAP Encampment

CADET LIFT NCSA tuition & travel

**TAKE-OFF PROGRAM NFA tuition
& travel**

**CADET WINGS Private Pilot
Certificate**

*Imagine thousands of cadets fiercely
competing for funding to earn one of
50+ private pilot certificates annually!*

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Chaplain Corps

- The Chaplain Corps has launched a partnership with the Air Force Chaplain Recruiting Office that includes CAP in the Air Force's chaplain recruiting materials
- The Air Force Academy has partnered with CAP to produce our new Cadet Character Development program and is doing all the video production for our new instructor training
- The new CAP Cadet Character Development Program should be ready January 1, 2019
- We plan to release online Mission

Chaplain and Chaplain Support Specialist training by January 2019

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Financial Management

- Cooperative Agreement Closeout – Completed the final financial reporting for the seventeen year long cooperative agreement with the Air Force.
- Wing Visit Reports and Wing Operating Instructions – Implemented a new process to improve the turnaround time of communications to the Wings from NHQ.
- Finance Committee – updated the charter in an effort to clarify responsibilities and duties.
- Investment Committee – created a charter, completed a request for proposal (RFP) process for a new investment management company, interviewed and recommended a new firm for CAP investments.
- Participated in the zero based budget review process and compiled data for the FY 21 Appropriated Budget and FY 19 Corporate Budget.
- Met with the NHQ accounting software vendor to begin the process of upgrading the current software

and began discussions on opportunities to improve the consolidation process by allowing all Wings to have access to the same NHQ software.

- Re-write of CAP ONE Regulation CIVIL AIR PATROL, 173-1 EXCELLING is in progress.

IN SERVICE TO OUR NATION AND OUR MEMBERS!

Government Relations

- The GVR

Team—NHQ/wings—conducted another successful Leg Day

- 432 members (one half were cadets)

held 445 meetings in Congress

- NHQ follow-up involved 542 actionable requests

- Result: House/Senate fully funded CAP's FY19 \$46.1 million request

- CAP has received over a half billion dollars in Federal funding since 2006

- New GVR training includes a Specialty Track for later this year

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Col Louisa S. Morse Center for CAP History

- **Outfitting of center proceeding ahead of schedule**
- **All shelving installed and consolidation/movement of artifacts and archives in progress**

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Unit Website Initiative NHQ sponsored hosting services

- **Provide 3rd party hosted website solution, at no cost to units, that will ensure:**
- **Units with limited resources are better able to establish a unit site**
- **Units can retain their existing localized sites, processes and protected (login) pages**

•
**Proper security protocols are in Coming
02.01.2019**

**place to safeguard content from
vulnerabilities and hacks**

- **Responsive Design**

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Learning Design Management

- **New Learning Management System**
- **Axis by Atrixware**
- **Launch Spring 2019**
- **Project Highlights:**
- **Social Media Training**
- **Aerospace Education Learning Communities**
- **Chaplain Corps Training**
- **Inspector General Training**
- **New Initiatives**
- **M3: LDWG Content Development**
- **Governmental Relations Training**
- **Updated Learning Products and Designs**

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Logistics High Points

- We are making excellent progress toward becoming completely ADS-B compliant by a target date of 1 July 2019 – 65% of fleet installed
- LG is scaling down our in-house aircraft refurbishment program and transitioning to contractor-provided refurbished aircraft
- FY18 aircraft and vehicle procurements have been finalized
- This year we are buying vehicles from the GSA schedule
- As a result of the aircraft maintenance CFT the LG staff completely transformed

their processes, added additional staff to facilitate parts procurement/distribution and enhanced status reporting

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Membership

- **Total Membership is up 4.21% since this time last year!**
- **Cadets 25,319 (+5.16%)**
- **Seniors 34,428 (+3.53%)**
- **Total 59,747**
- **Since January we've recruited:**
- **5,909 new Cadets**
- **3,903 new Seniors**

63,000

62,000

61,000

61,027

60,000

59,747

59,000

58,000

57,000

56,000

55,972

55,000

54,000

2010 2011 2012 2013 2014 2015 2016 2017 2018

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Membership Rescreening

- September 2017 major rescreening effort began
- Submitted 13,162 names to Verified volunteer
- 12,806 returned with no charges
- 356 had some type of charge
- 333 were approved to remain members
- 20 were terminated
- 3 are suspended pending outcome of criminal charges
- CAP will now rescreen members every 5 years
- Next batch to be submitted to Verified Volunteer September 2018

- No action required by member unless something reported
- New members will continue to be screened by the FBI

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CAP Media Coverage FY2018

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Question #5

Question?

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Answer #5

Answer?

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Mr. John Desmarais

Operations Update

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Question #6

Question?

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Answer #6

Answer?

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Return

Lunch Break

at

1330

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John and Martha

King

King Schools, Inc.

Civil Air Patrol

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AND AND AND OUR OUR OUR MEMBERS! MEMBERS! MEMBERS!

How The Civil Air Patrol Can Create Great Risk Managers

Martha and John King

An Unprecedented Opportunity For The Civil Air Patrol To Lead The Way

★Mandate from the Air Force for
expanded flight training

★Implementation of your Safety
Management System

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M

Support Use Of Clear And Honest Language

★ Demonstrate intellectual honesty

★ Avoid:

- “Safety is our number one priority”
 - “There can be no compromise with safety”
- ★ Give guidance—talk about Risk Management
- Safety is an outcome
- Risk Management is how you get there

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Encourage Acceptable Terms For Better Results

★ We talk about aeronautical
decision-making and

judgment as if folks don't know
how to make a decision ★ We talk
about the “5 hazardous attitudes” as
if pilots

were character defectives ★ Give
positive guidance instead

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Provide Risk Management Tools

★ All innovations seem simple and obvious in hindsight

- Wheels on luggage
 - PAVE and C-CARE ★ Risk

Management tools give a vocabulary and help

provide situational awareness

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PAVE Gives Guidance On How To Plan For Situational Awareness

★PAVE, for putting risks into the categories of

- P ilot
- A ircraft
- en V ironment
- E xternal/internal pressures

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M

C-CARE Gives Guidance To Maintain Situational Awareness In Flight

★C-CARE, for awareness of

- C hanges –
- C onsequences
- A lternatives
- R eality
- E xternal/internal pressures

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Flight Instruction Is About Developing Habits

- ★ Meticulously inspecting our aircraft before taking it into the air
- ★ Using checklists
- ★ Fastening seatbelts
- ★ Checking flight controls
- ★ Many, many more

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Risk Management Is Just Another One Of Those Habits

★Once developed, it will serve
pilots well for the rest of
their flying

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M

Two Reasons For Poor Risk Management

★“Fat, dumb and happy”

★Resistance to mitigating the risks

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The Cure For "Fat, Dumb And Haploopy" Is Relatively Simple

★ Teach how to use tools like PAVE
and C-CARE as a habit to

- Maintain situational awareness
- Identify risks

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The Cure For Lack Of Risk Mitigation Is More Complicated

★Some pilots are resistant to
mitigating risks ★They fall into at
least two identifiable groups

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1st Group: Big-Shot/Show-Off/Thrill-S eeker

★Step into risk

- Risk is a part of the fun of flying for them ★Think risk-taking makes them look like superior pilots

★Often keep on enjoying risk-taking until they, and their passengers, pay the ultimate price

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2nd Group: The Achiever

★ Good at almost everything they do
★ Movers and shakers of every community they belong to
★ Hard-wired to complete what they set out to do
★ Hate to give up on a goal

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Key Is Understanding The Last "E" In PAVE And C-CARE

★ This is the external and internal pressures that impinge

on pilots ★ How they affect pilots varies with the individual

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Goal-Orientation Is A Wonderful Characteristic In Almost All Of Life

★But as a pilot it can be a risk factor ★The word “mission” can be dangerous

- Requests from “command staff” can create undue pressure ★It tends to make us want to keep on going when good

risk mitigation says we should change our plan

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When Doing Something New

★ Start with “Why are we
doing this?” ★ Brainstorm
ways to mitigate risk ★ Talk to
people who already do it

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Teaching Risk Management Complies With The ACS

★Provides the controlling guidance
for everything a pilot is

required to know, consider and do
for a specific certificate or rating

★Is the controlling guidance for the
FAA Handbooks

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The ACS, For The First Time

★ Provides standards for knowledge

★ Requires applicants to

demonstrate the ability to identify,

assess and mitigate risks

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Standards For Risk Management

- ★ Convert formerly subjective areas into objective ones
- ★ Establish risk management as a habitual process
- ★ Provide needed guidance to instructors and evaluators

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The Airman Certification Standards (ACS) Require

★ A new way of thinking about managing the risks of flight ★ A richer, expanded, more specific vocabulary

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Why This Is Important

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Why This Is Important
How Many People In Here
Know Someone Personally
Who Was Killed In A GA
Aircraft?

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We Urge You To Exercise Leadership

- ★ Ensure pilots learn how to develop the habit of identifying the risks of flight
- ★ Help pilots learn to think proactively about mitigating the risks they have identified
- ★ Develop procedures to help pilots be introspective about why they might be resistant to mitigating risks

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The Future Of The Entire Aviation Community Depends On It

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Question #7

Question?

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Answer #7

Answer?

The Future of CAP Risk Management

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Mr. George Vogt

—

Safety

—

A Core Competency

1.6. Core Competency. The ultimate goal of the CAP Safety Program is for each and every member of the Civil Air Patrol, as well as the organization itself, to embrace and practice Risk Management as a Core Competency of Civil Air Patrol.

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NATION AND AND OUR OUR MEMBERS! MEMBERS!**

A Core Competency

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e

embrace and practice

**Risk Management as a
Core Competency of Civil Air
Patrol.**

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A Timeline

- **CAPR 160-1 – The Safety Management System**
- **Effective ~ January 2019**
- **CAPR 160-2 – Reporting and Review**
- **Effective ~ March 2019**
- **What, Who, How**
- **Tools and Training**

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The Safety Management System

CAP will follow the FAA and Air Force models to adopt state of the art Safety Management System

- Four FAA “Pillars”
- Safety Policy
- Safety Risk Management
- Safety Assurance
- Safety Promotion

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OUR Safety Management System

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CAPR 160-1

- **Chapter 1 - Program Overview**
- **Chapter 2 - Roles and Responsibilities**
- **Chapter 3 - Safety Risk Management**
- **Chapter 4 - Safety Assurance**
- **Chapter 5 - Safety Promotion and Recognition**

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What's New?

- **Everything!**
- **Learning Lab**
- **Friday, Saturday**
- **10:30 – 12:00**

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Safety Assurance

- **The Biggest Change**
- **Continuous Improvement**
- **How well are our risk controls working?**
- **How can we improve them?**

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Safety Assurance

- **Plan, Do, Check, Act (PDCA)**
- **Mishap/Hazard Reporting and Review**
- **Analysis, Response, Tracking**
- **Effectiveness of Previous Enhancements**
- **Example: ORM and Flight Release**

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Safety Assurance

- **Safety Surveys – Targeted**
- **Assistance to Subordinate Units**
- **What’s the plan?**
- **Safety Performance Indicators (SPI)**
- **Activity Safety Audits (ASA)**
- **Command Emphasis Items**

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Safety Assurance

- **Annual SMS Program Review**

- **How well is our SMS working?**

- **A Summary of Your Safety Initiatives**

- **A “Balanced Scorecard”**

- ***Measuring the efforts and their effectiveness***

- **A structured source of “cross tell”**

- **A source of proven “best practices”**

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A Core Competency

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Question #8

Question?

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Answer #8

Answer?

Leadership

Development

Working Group

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Col Regena Aye

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Question #9

Question?

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Answer #9

Answer?

Development and Philanthropy Update

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Ms. Kristina Jones

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Question #10

Question?

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Answer #10

Answer?

BoG, Command Team, CSAG,
Command

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Return In Closed
Session

Refreshment

and CAP

-

USAF

Break

only

Council

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BoG, Command Team,

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CLOSED SESSION

and CAP

-

CSAG

USAF only

, Command Council

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OPEN SESSION

Region Submitted Questions

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of National Importance

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Wings' Best Practices

Best Practices

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Vehicle Inspections

CTWVG/CC

Col

Ridley

Best Practices

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Annual Training Plans

Col

MER/CC

Knowles

Process – How The Sausage Gets Made

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What Gets Measured Gets Done

Best Practices

Saturday STEM

Workshops

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Col

NJWG/CC

Abegg

JB MDL Saturday Morning Library STEM Workshop

➤ The NJWG/AE has been providing Saturday morning STEM Workshops for the children of our active duty personnel in conjunction with the Joint Base McGuire Dix Lakehurst Library programs. ➤ Our goal was to see which educational STEM (Science, Technology, Engineering, and Math) kits/products were currently available that could be used within this unique opportunity to service the needs and stimulate creativity and interest in STEM based activities as potential building blocks for future success and innovation by offering “hands- on” projects designed to stimulate and motivate the children

**living on JBMDL in the area of
Aerospace Education two Saturdays
each month between Jan – Apr each
year. ➤ This program was fully funded
by grant money provided by the Air
Force**

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Best Practices

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Partnering With

Others

SDWG/CC

Col

Small

CAP Partnering with South Dakota Discovery Center

- Focus on bringing Aerospace Education to under-served communities
- Six Rural communities were visited in 2018, over 150 youth reached
- Coordinator is both CAP and Discovery Center member
- Plans are to incorporate Teacher Orientation Program (TOP) with this outreach
- Have included budget request through SD department of military for future funding

STEM Community Outreach

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The Results!

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Cadet Commander's Course

Best Practices

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MNWG/CC

Garlough

Engaging Former Wing Commanders **Best Practices**

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O'Neill

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Maj

Closing Comments

Gen Mark Smith

a survey on the Command Council meeting

<https://www.surveymonkey.com/r/18ccsurvey>

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**Please visit the link below to
complete**

THANK YOU FOR COMING!!

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