



HEADQUARTERS – ORANGE COUNTY CADET SQUADRON  
CIVIL AIR PATROL  
UNITED STATES AIR FORCE AUXILIARY  
1 Maguire Way, Bldg 203  
Newburgh, NY 12550



17 February 2021

MEMORANDUM FOR ALL SQUADRON MEMBERS

FROM: Capt Ezra Kuliszewski, Commander

SUBJECT: Commander's Intent and Goals

1. Commander's Intent – The only way for a leader to be successful is to set a clear mission and precise expectations. This is called commander's intent. With that in mind, I want you to understand our mission and my expectations.
2. Mission – The cadet squadron's mission in Civil Air Patrol is to mold cadets into "dynamic Americans and aerospace leaders." This is executed through our curriculum of leadership, aerospace education, character development, and physical fitness. The cadet squadron must also support the other two Civil Air Patrol missions – providing aerospace education outside of our unit and emergency services.
3. Expectations – You are expected to incorporate the principles listed below into your habits as a Civil Air Patrol leader.
  - a. Initiative – Accomplishment of the mission comes first. Every leader must aggressively pursue it. You are expected to exercise personal courage and step outside of your comfort zone to do this. Every member should continuously strive to develop themselves and those around them and create the highest quality cadet program possible.
  - b. Discipline – Discipline leads to mission effectiveness. Discipline is based on professional pride, on meticulous attention to details, and on mutual respect and confidence. Discipline is a habit. Discipline is not rigid or harsh. It is merely meeting the standards as required. Achieving discipline is dependent on the leaders of the unit. Leaders who fail to correct errors or to praise excellence are ineffective. Leaders must set the example and be assertive. They must display superior courage, bearing, and appearance. This will lead to the completion of the mission.
  - c. Ownership – Every member of the squadron must take ownership of their role. This may be a staff section, a flight or element of cadets, or simply a cadet taking ownership of their success. Every member should understand how their role contributes to the squadron's success and take responsibility for it.
  - d. Cooperation – Respect between members is required. Members will set personal disagreements or quarrels aside to improve the unit. We cannot achieve the mission if members do not work together and assist each other.
  - e. Simplicity – Leaders must give instructions in a way that can be easily understood and implemented by their followers. Complicated instructions and procedures lead to confusion. Too little direction also leads to confusion. Leaders must find balance.



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- f. Prioritize and Execute – In the words of General George Patton, "A good plan violently executed now is better than a perfect plan next week." Figure out what is the most pressing problem that you face. Immediately and aggressively pursue the solutions to that problem. Repeat this for each problem you face. When a situation seems overwhelming, and all of the issues you encounter seem to be priorities, relax, take a moment and gather some information. Then decide which one to solve first and execute your plan.
  - g. Decentralized Command – Leaders at every level must do their utmost to empower subordinate leaders to execute plans and solve problems at the lowest level possible. Leaders must exercise sound judgment when passing issues up the chain of command. Make every effort to solve a problem before passing it up to your supervisor.
4. Goals – To accomplish our mission, the cadet commander and I are setting the attached page's goals. Review these goals and find ways that you can assist in achieving them.
5. Note on Sources – Many of the concepts in this memo are not mine and are adapted and tailored for our unit. They come from General George Patton's "Letter of Instruction Number 2", dated 3 April 1944, and the book *Extreme Ownership* by US Navy LTCDR Jocko Willink and LT Leif Babin. I strongly recommend that all members read and study the practice of leadership to improve themselves continuously.

A handwritten signature in black ink, appearing to read "Ezra K".

EZRA S KULISZEWSKI, Capt  
Commander



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## **SQUADRON GOALS**

1. Develop a vibrant, cadet-led program through fun, engaging, and rewarding activities, regardless of whether unit meetings are held in person or a virtual environment.
2. Emphasize internal aerospace education.
3. Increase the number of personnel qualified in emergency services to support the Catskill Mountain Group ground team, aircrew, and mission base staff.
4. Improve the operational and administrative functions of the unit.

### *During COVID Virtual Meetings*

1. Re-implement flight time
2. Implement the Cadet-of-the-Month Program
3. Implement the Great Start Program
4. Complete the Model Rocketry program
5. Assist cadet instructors with developing high-quality content to present to the squadron through
  - a. The Cadet Leadership Group
  - b. The Safety NCOs, under the leadership of the Safety Officer
  - c. Aerospace Education, including topics from the Aerospace Dimensions modules
6. Improve the new member onboarding process
7. Continue the NRA Winchester Marksmanship Program and the CyberPatriot Team
8. Conduct activities with neighboring cadet units
9. Promote attendance at NCSAs and Wing activities
10. Meet benchmarks for the Quality Cadet Unit Award
11. Prepare for resuming in-person meetings post-COVID
  - a. Secure a meeting location
  - b. Commit to writing a plan for the transition

### *After COVID Virtual Meetings End*

1. Execute remobilization plan
2. Continue all goals during virtual meetings
3. Conduct additional cadet activities
  - a. Train a unit color guard
  - b. Complete the Raspberry Pi STEM Kit
  - c. Arrange activities with 105th Airlift Wing – C-17 Orientation Flight/Career Shadow Day
  - d. Conduct sUAS orientation flights and flight clinics
  - e. Perform community service activities
  - f. Participate in public ceremonies and events (such as parades, Memorial Day, etc.)
4. Conduct emergency services training