

PTC/SSC SURVEY ANALYSIS, STRATEGIC IMPLICATIONS & RECOMMENDATIONS

2026 Leadership Forum

Tom Sand, VP Plans



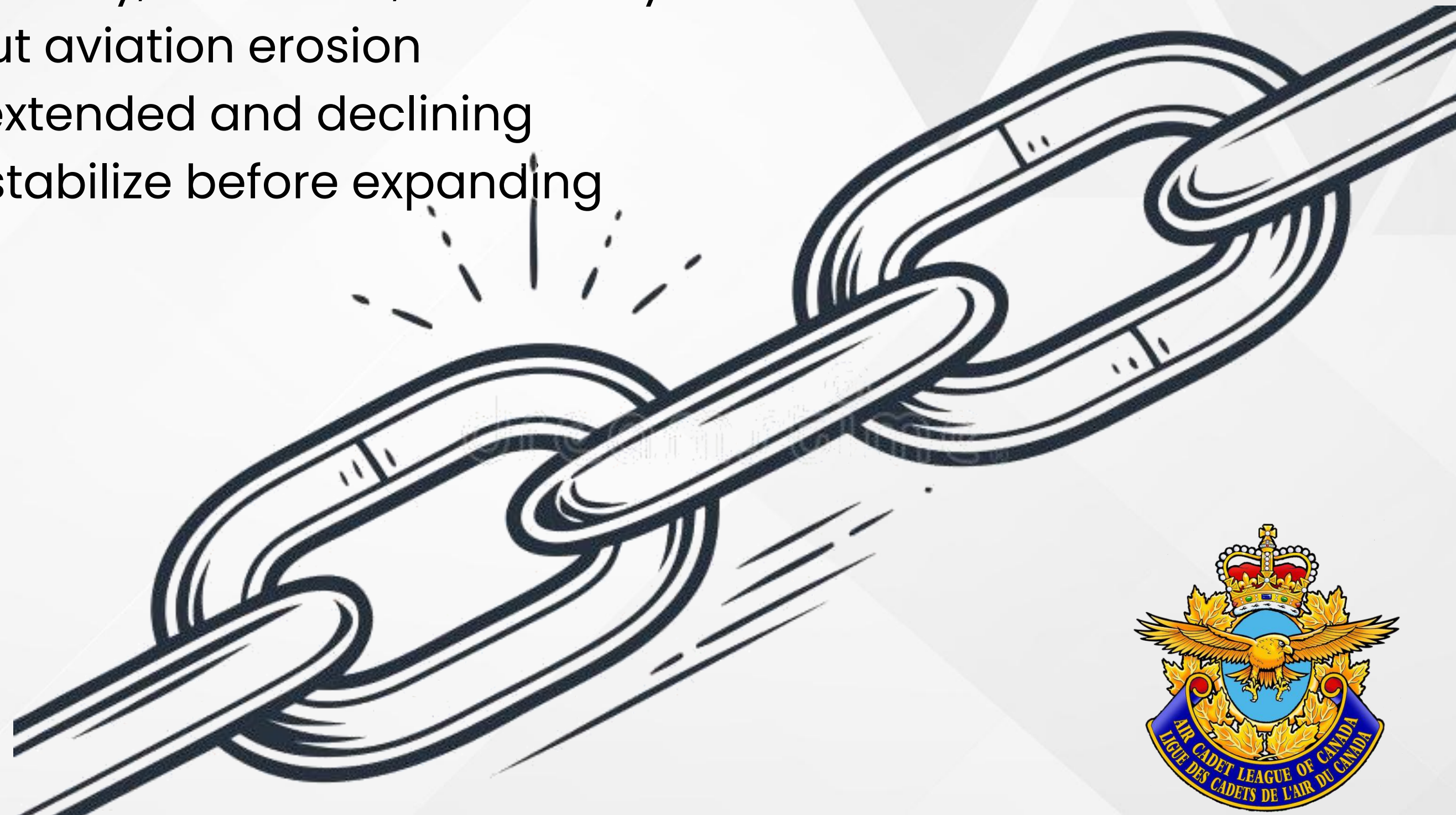
AGENDA

- Quick Look
- Reality
- Volunteer Capacity
- Communication
- Facilities
- Financial Pressure
- Mission Alignment
- Key Risks
- Strategic Implications
- Priority Actions
- Recommendations
- Questions



Quick Look

- System is under strain at squadron level
- Committees lack capacity, resources, and clarity
- Strong concern about aviation erosion
- Volunteers are overextended and declining
- Immediate need to stabilize before expanding



Reality

- Limited facilities and rising costs
 - Volunteer shortages and burnout
 - Increasing program expectations
 - Inconsistent support from higher levels
- Key message: Expectations exceed local capacity

Capacity

Expectations



Volunteer Capacity

- Majority of SSCs:
 - Operating with minimal staff
 - Reliant on few core individuals
- Low readiness for expansion (Q20/Q21)

Volunteers!



Communication

- Average effectiveness: 46.99 / 100
- Common issues:
 - Late information
 - Lack of clarity
 - Poor accessibility



Facilities

- Average adequacy: 2.84/5 (below neutral)
- Increasing:
 - Rental costs
 - Shared/temporary spaces
- Constraints on:
 - Growth
 - Program delivery
 - Visibility



Financial Pressure

- High per-cadet cost consistently flagged
- Fundraising fatigue and inequity concerns
- Perception of low value return



Mission Alignment

- Only partial alignment perceived overall
- Strongest:
 - Leadership
 - Citizenship
- Weakest:
 - Aviation (most cited gap)



Key Risks

- Volunteer collapse
- Program credibility erosion (aviation)
- Financial sustainability challenges



Strategic Implications

- The current operating model is not fully aligned with squadron-level capacity
- Stabilize and build capacity before Expanding
- Focus areas:
 - Volunteers
 - Communication
 - Facilities
 - Core commitments (Aviation)



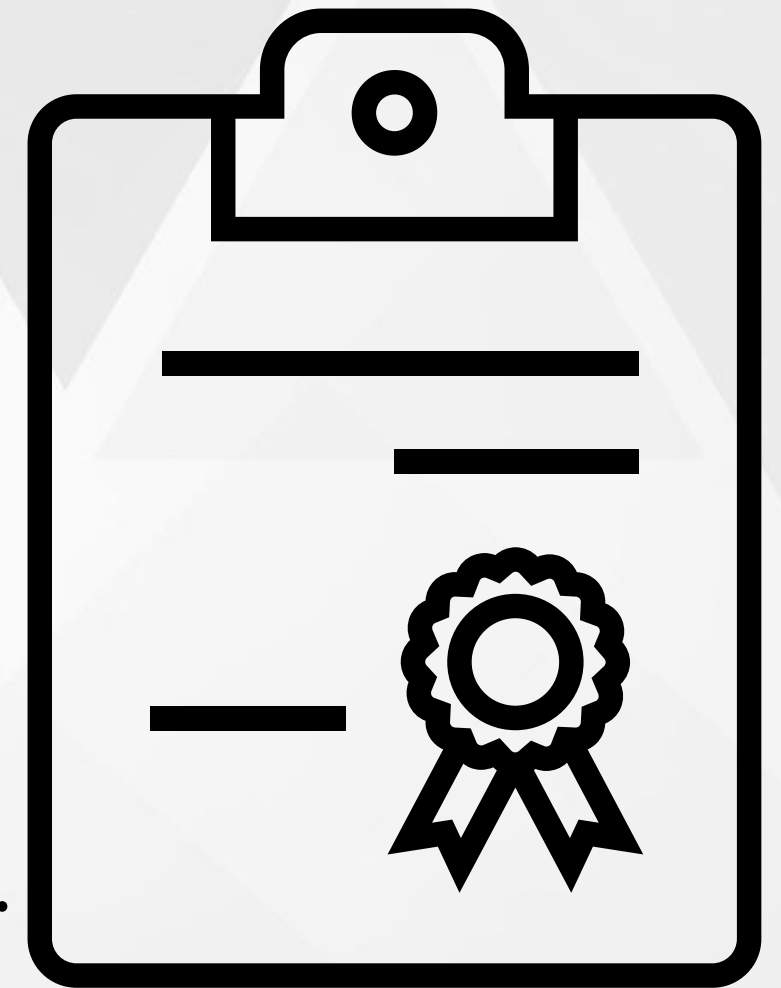
Priority Actions

- Strengthen/stabilize SSC capacity
- Launch volunteer strategy
- Improve communication clarity and consistency
- Support facilities and ACL programs sustainability
- Increase accessibility to aviation and aviation related programming



Recommendations

- Stabilize & build capacity before expanding.
- Invest in volunteer development and enablement through structured training, operational tools, and onboarding/offboarding processes.
- Treat internal communications as mission-critical.
- Sunset, simplify, or regionalize programs to maximize value.



Questions



YOUR VOICE MATTERS!

