

**Washington Wing Pamphlet 10**

**28 February 2018**

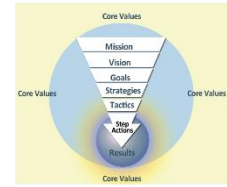


**WASHINGTON WING  
2018 STRATEGIC PLAN**

**Year-end status  
December 2018**



# WASHINGTON WING 2018 STRATEGIC PLAN 28 February 2018



To: All WAWG Members

In 2015, National Headquarters developed and published a 5 year master strategic plan for Civil Air Patrol. The national plan has seven major priority areas. Each major priority area has a series of goals and each of these goals is sub-divided into a series of objectives. This master plan with the annual annexes can be found on the national website. WAWG reviewed the 2016 and 2017 annexes of that plan and developed, published and tracked a 2016 and 2017 plan tailored to our wing.

We in Washington Wing reviewed the national plan and again developed a 2018 plan for Washington Wing that is tailored to our needs. That plan is attached. It is based on the 2018 annex to the national strategic plan. It uses national's "priority" items as our "goals." Also included are key items from the 2018 Pacific Region goals. It is a living plan that may be modified as time passes. Our plan highlights the areas of the national plan and region goals that we hope to focus on for 2018. Most of the items in our plan track to the national plan. Wing staff and Group Commanders will need to be working with the units to accomplish this Washington Wing plan. This plan provides good subject material to be reviewed by Group Commanders with the Squadron Commanders.

This plan does not replace the Washington Wing Unit Evaluation program. That program is intended to be more day-to-day, tactical, in nature and will continue to be used.

I encourage all members of the wing to become familiar with the Washington Wing 2018 strategic plan and help us all work to accomplish the goals and objectives we have laid out for the wing.

Lt Col Norman  
WAWG Commander

Col Furlong  
Former WAWG  
Commander

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## PURPOSE

The purpose of this plan is to showcase Washington Wing as a premier example of how to successfully accomplish the missions of Civil Air Patrol, support the 2018 Annex to the CAP National Strategic Plan and Pacific Region goals. The primary responsible organization is identified and underlined if more than one organization can provide support.

### **Goal 1 -- Be a vigorous part of the Total Force**

Enhance the relationship with our USAF and contribute to their mission accomplishment as a cost effective force multiplier.

**Objective 1.1:** (national 1.1.4) Annually, or following the transition of a new State Adjutant General, provide a capabilities briefing to highlight opportunities to partner with CAP [Wing Commander]

Measure: Command briefing provided by 12/31/2018.

Status Dec 2018: We have made numerous attempts to meet with the Washington AG including using CAP members who are in key Guard positions. Our efforts will continue next year.

**Objective 1.2:** (national 1.1.5) Annually, extend invitations to military installation leadership within the state (active, Guard and Reserve) to observe CAP activities, especially those held on installations [Group Commanders, Wing Commander]

Measure: A minimum of 2 such invitations provided by 12/31/2018.

Status Dec 2018: WAWG Command has had several meetings with the Commander of the 62nd Wing at McChord and her staff. We have also used the facilities of the Reserve unit at McChord. We plan to have military leadership at our cadet encampments and flight academies this summer. Fairchild 21st Squadron PCR-WA-021: Coordinated with 92nd Air Refueling Wing Commander (Air Force Active Duty-Base Commander) and 92nd Aeromedical Group Commander. May 2018, and 15 Jun 2018. Fairchild 21st Squadron Commander is actively conferring with Fairchild AFB Command. This includes new Gate entry protocols and future collaborations with Active Duty Air Force on Base. Yakima Squadron PCR-WA-044: Liaison and Coordination for use of Yakima National Guard Readiness Center and activities. Military Installation Commander is LTC Jay Briggs, WA Army National Guard. April 2018. Yakima Squadron Commander is in weekly coordination with Yakima Readiness Center 1st SGT, and awaiting installation of new 420th Chemical Battalion Commander anticipated by end of Jul 2018. NW Group: Invitations were sent to the specific military officials in charge of the facilities for the Northshore and Arlington Squadrons.

**Objective 1.3** (national 1.2.x) Upgrade mission skills of the membership [Operations]

Measure: Baseline is the number of officers with at least one designated mission specialty rating in at the end of 2017 as a percent of total officer membership. The specialty ratings being tracked are: AOB, CISM, FASC, GBD, GTL, MSO, MSA, OSC, PCS, and PIO.

Goal: Increase the percentage of officers in these specialty ratings by 10% over the 12/31/2017 level of 123 to 135 by 12/31/2018.

Status Dec 2018: As of the end of December there were 123 members with at least one specialty qualification for no increase.

**Objective 1.4** (Region) Emergency Services. Provide incentive for cadets to be given the opportunity to become active in Emergency Services.

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Measure: Increase number of cadets in Wing who have GES to over 50% in 2018.

Status Dec 2018: As of the end of December there were 361 cadets out of 701. Thus 51.5% of the current cadet membership has a GES rating.

## **Goal 2 -- Build Partnerships**

Increase our presence in national and local communities to better serve America and expand our portfolio to incorporate new missions for which we are ideally suited.

**Objective 2.1** (national 2.2.3) Pursue at least one new state level support mission for CAP [Operations]

Measure: One new support mission for WAWG resources established in 2018.

Status Dec 2018: The Mt St Helens Squadron WA070 is an active participant in the county sheriff office SAR Council. Ft Vancouver Squadron WA080 participates in annual full-scale exercises both with air support and augmentation of the ICS Command & General Staff at the Incident Command Post. Over the past two years, the Ft Vancouver Squadron 46080, in attempt to re-ignite a previous relationship, has established a working relationship with the U.S. Forest Service (USFS' Gifford Pinchot National Forest, which includes Mt St Helens and Mt Adams). On training flights, the squadron periodically checks Spirit Lake dam/tunnel infrastructure, landslide potentials around Castle Lake, as well as the USACE Toutle River retention dam condition. Aerial photography is then provided to the POC at the USFS. Wing Operations has developed a relationship with the Mason County Sheriff as a result of supporting the Sheriff with a missing person search in the Lake Cushman, WA area. Planned support is to participate in SAR training during late Spring and Summer 2019.

**Objective 2.2** (national 2.4.1) Establish unit goals to identify local schools to visit and annually complete a minimum of one visit; explain AE programs and make presentations as necessary [Group Commanders]

Measure: Each unit will have, as part of its unit goals, to visit at least one local school annually.

Status Dec 2018: From the wing level, the Wing Director of AE has: 1) worked with the Lake Forest Park elementary school helping with STEM at a science night, 2) worked with the Wenatchee school district following our conference in Wenatchee to explain the program and our STEM kits, 3) participated in STEM fest at Shoreline Community College with the Shoreline School District. WAWG worked with 4 science classes in the Walla Walla school district Pioneer Middle school to build and launch model rockets generating interest by science teachers possibly becoming AE members. Unit example: Twin W Squadron PCR-WA-005: AE Presentation at Assumption Elementary School and Pioneer Middle School in May 2018. NW Group: The two schools within the Group that have been contacted this year are Concrete Middle School and Raisebeck Aviation High School. Concrete is the site of a squadron extension by the Skagit unit, and Raisebeck is regularly visited by Lt Col Edgerton for this purpose.

**Objective 2.3** (national 2.2.4) Annually, the wing commander will meet with their state's Governor to inform them of CAP's contributions to the state and explore opportunities to perform new missions. Encourage the Governor to hold a state level legislative day in the capitol [Wing Commander]

Measure: One successful meeting with the Washington State governor in 2018.

Status Dec 2018: We diligently but unsuccessfully to have a meeting with the governor this year. Because of legislative scheduling issues we were not able to have a legislative day this year. We are planning to have one in 2019. Note: 47 state legislators are members of our Legislative Squadron.

**Objective 2.4** (national 2.4.2) Maintain an active community service program in our units [Group Commanders]

Measure: Each squadron will demonstrate at least one community involvement activity by 12/31/2018.

Status Dec 2018: Yakima Squadron PCR-WA-044: Visited Yakima Chapter of Aero Association with AE on 9 Jun 2018 and collaborated with McAllister Museum of Aviation in Jan 2018 for AE, ES, and Cadet Programs. Twin W Squadron PCR-WA-005: Wreaths Across America Presentation at Reserve Officers Association in Jun 2018, Young Eagles recruiting booth at Walla Walla Airport in May 2018 and color guard at SE Washington Fair. Spokane Squadron PCR-WA-003 supported the Spokane Lilac festival and Patriot Guard and Felts Field day. Spokane Squadron is working toward establishment of a Cyber Patriot Program for 2019. Tri-Cities Squadron PCR-WA-082: Recruiting Display and participation in Richland Airport's Aviation Celebration Fly-In activity, hosted by Richland Airport on Jun 23rd, 2018 and the Prosser balloon rally. Tri-Cities Squadron PCR-WA-082 is working toward the establishment of a Cyber Patriot Program for 2019. Inter-State Squadron PCR-WA-092: Recruiting Display and participation in Colfax Fly-In activity at Colfax Airport, hosted by Lewiston ID. Chapter 328 of the Experimental Aircraft Association on Jun 23rd, 2018. NW Group: To date, the units in the Northwest Group have served at or organized events such as: The Arlington Fly-In, Concrete Fly-In, Paine Field Aviation Days, Heritage Flight events, Wreaths Across America, Veterans Day color guards, Mill Creek Parade. All units in the NW Group have participated in at least one of these events during 2018. Bellingham Squadron PCR-WA-015 participated in Festival of Flags and Airfest. Dungeness Squadron PCR-WA-091 provided a color guard for a marathon. Overlake Squadron PCR-WA-050 participated in both the Salmon days and Mill Creek parades. Seattle Squadron members PCR-WA-018 provided an honor guard for Memorial Day. Peninsula Squadron PCR-WA-051 supported the Bremerton fly-in. Skagit Squadron PCR-WA-046 supported the Heritage Flight Museum provided a color guard at the county fair opening. Paine Field Squadron PCR-WA-049 supported Paine Field Aviation Day and the Mukilteo Lighthouse festival. SW Group was also very active in the community: Ft Vancouver Squadron PCR-WA-080 supported Memorial Day celebration, Green River Squadron PCR-WA-007 helped out at the Freedom Fair. Lewis County Squadron PCR-WA-110 helped out at the Seattle to Portland annual bike run. McChord Squadron PCR-WA-039 supported Armed Forces Day, Mt St Helens Squadron PCR-WA-070 participated in the volunteer fair, Renton Squadron PCR-WA-069 supported Maple Valley Days and South Sound Squadron PCR-WA-019 supported the Olympia Air Show and had a booth at Harbor Days.

**Objective 2.5** (Region) Emphasize recruiting to develop a more robust membership [Recruiting and Retention]

Measure: A 3% increase in membership in 2018.

Status Dec 2018: As of December 2017 total membership was 1492. As of December 2018 total membership is 1476 for a 1.07% loss.

**Objective 2.6** (Region) Place emphasis on keeping our membership [Recruiting and Retention]

Measures: Achieve retention of 85% for seniors and 60% for cadets in 2018.

Status Dec 2018: For January through December of 2017, 343 cadets joined and 158 of those renewed in 2018 for a 46.06% retention rate. For January through December of 2017, 153 seniors joined and 114 have renewed in 2018 for a 74.51% retention rate.

## **Goal 3 -- Inspire ingenuity**

Increase efficiencies in time and effort to enhance the effectiveness of CAP members.

**Objective 3.1** (national 3.2.x) Increase the number of members holding a Senior or Master rating in the wing [Professional Development]

Measure: Increase the total number of Senior and Master ratings of senior members by 5% from 477 on 12/31/2017 to 500 on 12/31/2018.

Status Dec 2018: As of December the number of such ratings is 477 or a 0% increase.

**Objective 3.2** (national 3.3.x): Increase the number of senior members in each Squadron who are Training Leaders of Cadets (TLC) qualified [Cadet Programs, Professional Development, Group Commanders]

Measure: There will be at least two TLC qualified members in each Squadron in 2018.

Status Dec 2018: As of December all units except 1 (WA-070) have the 2 qualified members.



## **Goal 4: -- Be America's STEM leader**

Promote CAP's recognition as a leader in Aerospace Education and Science, Technology, Engineering and Math education to meet America's needs of tomorrow.

**Objective 4.1** (national 4.1.x) Increase interest and participation in STEM related activities [Aerospace Education, Cadet Programs, Information Technology]

Measure : Criteria is the number of members participating in Cyber Patriot, national cadet special activities, Stellar Explorer, First Robotics and flight encampment in 2018. The base number is 78 (30 cyber patriot, 18 flight academy, 30 NCSA) in 2017. Increase the number of participants by 5% to 82 in 2018.

Status Dec 2018: As of December we had 24 cadets attend a NCSA. There were 27 attendees at flight encampment. Eight squadrons with a minimum of 6 cadets were registered with the Air Force Association to participate in Cyber Patriot in 2018. See status on Objective 7.2 for additional STEM participation. In addition, WAWG developed a new wing wide monthly training week-end academy, Washington All Mission Academy (WAMA). WAMA runs every year from September to June and provides 11 hours of AE-STEM activities for up to 20 cadets per class using materials from AE, AEX and STEM kits provided by CAP-AE. From October to December 2018, the monthly WAMA week-end provided a total of 33 hours, covering the topics of Parachutes, Model Rocketry and Astronomy to 33 cadets total. STEM kits used were Model Rocketry, and Astronomy/Telescopes. LtCols Butler and Hanson were able to award 24 cadets their Rocketry Badges.

**Objective 4.2** (national 4.1.12) Develop a program for partnering with STEM related educators and professional in public schools and the private sector. [Aerospace Education]

Measure: Reporting through the quarterly and annual Aerospace Education report

Status Dec 2018: The DAE has developed and maintained a dialogue with a number of the national and local aerospace-themed STEM program owners such as; A. Nationally: the Air Force Association (the DAE is also the Executive VP of the AFA's Seattle Chapter), the Academy of Model Aeronautics, The Federal Aviation Administration (NW Mountain Region), Experimental Aircraft Association (the DAE is a member of the local Cascade Warbirds EAA Chapter), and B. Locally: the Museum of Flight and the Institute of Flight (the DAE serves on the Institute's Teacher Advisory Board). The DAE has also has sought out conversations with home school parents, the Ninety-Nines, The State of Washington Aviation Department, the Department of Aeronautics and aviation at the University of Washington (especially Dr. Chris Lum, Professor of Unmanned Aerial Systems, Control Theory, Automation, and Flight Operations).

During the Spring of 2018, the DAE made contacts with two Girl Scout regional areas, the Boy Scouts Grand Columbia Council, the STEM Like Me organization in the Tri-Cities, WA, A children's STEM Museum in Everett, WA, The Air Museum at McChord AFB, and two STEM teachers in the Wenatchee Public Schools. The DAE broadened this dialogue during the remainder of 2018 by contacting other air museums in the area (such as; Historic Flight and Flying Heritage Museums at Paine Field and the McChord Air Museum at McChord AFB), as well as, the local chapter of the American Institute of Aeronautics and Astronautics.

Fourteen WAWG Squadrons reported partnering with community schools or other groups in STEM related activities. The STEM related activities reported included the use of either STEM kits and/or AEX activities. Along with local schools, community groups that were partnered with included: an Air Show, AF JrROTC, Boy Scouts, EAA Young Eagles program, The Future of Flight STEM Night, Home Schoolers, Institute for Teacher Education, Kiwanis, Rotary, Yakima Valley College Skills Center and the VFW.

In October 2018, Paine Field and Bellingham Composite Squadron AEOs attended the Washington state Science Teacher Association annual conference in Bellingham, WA. CAP AE, STEM and Cadet Programs were presented to almost 400 science teachers and school administrators. From this conference, collaboration started on a WABS- PBL project on UAVs with 3 public schools teachers in collaboration with the King County International Airport. This project will culminate in early June 2019 with a UAVs STEM fair at the King County International Airport where we have been requested as judges. In Fall 2018, Paine Field Composite Squadron AEO, now DAE, has been communicating with the Washington State Center of Excellence for UAS to develop collaborations with local schools and teachers in the K-12+.

**Goal 5: -- Make being a CAP member even more special**

Recognize the value and talent of each CAP member; increase the fun and enhance fulfillment of the CAP experience to make members want to stay and others to want to join.

**Objective 5.1:** (Region) Increase emphasis on the Cadet Orientation Ride Program [Cadet Programs, Operations]

Measures:

- a. Increase wing o-ride goals by at least 15% from the past 8 year average of 688 per year to 791 in 2018.
- b. Increase Cadets with at least one o-ride to 70% wing-wide. Current the wing is at 43%

Status Dec 2018: a. There have been 719 o-rides completed as of December per eServices. b. Mid-June we are at 61.0% of cadets with at least one o-ride per eServices.

**Objective 5.2:** (Region) Increase cadet officer corps to provide more incentives to develop leadership capabilities in the cadet corps [Cadet Programs]

Measure: Increase cadet officer corps to 13% of cadet membership in 2018.

Status Dec 2018: As of Dec the cadet officer corps is 11.4% of the cadet membership.

**Objective 5.3:** (WAWG) Enhance the cadet experience by achieving more Quality Cadet Awards.

Measure: Increase the number of Quality Cadet Awards achieved in Washington Wing from 6 in 2017 to 7 in 2018.

Status Dec 2018: As of December there are 9 units that received the Quality Cadet Unit Award.

## **Goal 6 -- Build the future;**

Develop CAP's organizational as well as functional leaders, from cadet to CEO.

**Objective 6.1** (national 6.3.x) Increase the number of officers who have advanced at least one professional development level in 2018. [Professional Development]

Measure: In 2017 there were 41 level 2, 3, 4, and 5 completions by officers.

The target is 46 such completions by 12/31/2018.

Status Dec 2018: As of December there were 39 such completions.

**Objective 6.2** (national 6.3.x) Increase training for command and command staff members in management skills by encouraging participation in Region Staff College and National Staff College [Professional Development]

Measure: Increase the number of members completing the subject courses from 7 in 2017 to at least 14 in 2018.

Status Dec 2018: As of December 2 members have attended NSC and 4 have attended RSC.

**Objective 6.3** (Region) Upgrade unit commander training and skills to better be able to serve.

Measure: All group and squadron commanders, both new and existing, attend new Unit Commander's Course within one year. [Professional Development]

Status Dec 2018: As of December 16 commanders have completed UCC, 16 had not. Only one of the commanders has completed the new UCC.

## Goal 7 --Set the example – sustain institutional excellence.

**Objective 7.1:** (national 7.6.1) Work with wing membership to make effective and proper use of social media platforms through training classes [Public Affairs]

Measure: At least 2 training classes will be provided at appropriate events throughout 2018.

Status Dec 2018: One training class was conducted at the wing spring conference. Topics included proper photos for social media, uniform violations and a basic overview of social media platforms. A second training class was held at the wing fall conference. There was also a learning seminar during a staff telecon in the fall.

**Objective 7.2:** (Region) Increase participation in AEX program both in units and schools. [Aerospace Education]

Measure: Increase internal program/STEM kit completions from 5 in 2017 to 6 in 2018 in squadrons and demonstrate AEX participation in schools as noted in the Aerospace Education reports.

Status Dec 2018: During the 2017-18 Fiscal Year, according to data in *eServices*, twelve squadrons worked on STEM kits and eight WAWG squadrons (Bellingham, Columbia Basin, Deer Park, Green River, Northshore, Paine Field, Tri-Cities, and Twin W) completed STEM Kit activities that included 183 WAWG cadets. From October to December 2018, the monthly week-end Washington wing All Mission Academy ran STEM activities for 11 hours each week-end (for a total of 33 hours ), covering the topics of Parachutes, Model Rocketry and Astronomy to 33 cadets total. STEM kits used were Model Rocketry , and Astronomy/Telescopes. Eight WAWG squadrons were reported to have completed an AEX activity that included 112 WAWG cadets. Eight schools reported participation in AEX activities.

**Objective 7.3:** (Region) Reduce bodily injuries and aircraft/vehicle related mishaps. [Safety]

In 2017 WAWG had 3 vehicle mishaps, no aircraft mishaps and one personnel related mishap. This represents a very low incident rate for the wing. The goal for 2018 is to not increase this incident level.

Measure: The goal for 2018 is to not increase this incident level.

Status Dec 2018: As of December there have been five aircraft (two involved aircraft being pushed into parking, two were tail strikes while landing, and one when a glider tow rope broke), one vehicle (a stone cracked a CAP van windshield) and two personal mishaps (a cadet fell while running, a cadet may have experienced a possible food allergy reaction).