

**Washington Wing Pamphlet 10**

**28 February 2019**

**WASHINGTON WING  
2019 STRATEGIC PLAN  
End - Year Status**



# WASHINGTON WING 2019 STRATEGIC PLAN 28 February 2019



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 subdivided into a series of objectives. This master plan with the annual annexes can be found on the national website. WAWG reviewed the previous annexes of that plan and developed, published and tracked 2016, 2017 and 2018 plans tailored to our wing.

We in Washington Wing reviewed the national plan and again developed a 2019 plan for Washington Wing that is tailored to our needs. That plan is attached. It is based on the 2019 annex to the national strategic plan. It uses national's "priority" items as our "objectives." Also included are key items from the 2018 Pacific Region goals continuing into 2019. Our plan 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 2019. 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 2019 strategic plan and help us all work to accomplish the goals and objectives we have laid out for the wing.

Colonel Shelly J. Norman  
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 2019 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 12/31/2019.

Status Dec 2019: Just made contact and met along with ADO Dean Richardson, with someone from WA National Guard who works with the Adjutant General. She will work on coordinating another meeting when the AG is available.

**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 12/31/2019.

Status Dec 2019: The commander of McChord Field participated in the 2019 WAWG spring conference and participated in the awards presentation. WAWG has worked with the Radar Analysis Team at McChord field. In May 2019, Pacific Region Staff College was hosted by Washington Wing at JBLM. Participants were hosted by the 22d Special Tactics Squadron and Western Air Defense Section, NORAD. Washington Wing Fall Banquet was attended by special guest Col Erin Staine-Pyne, 62nd Airlift Wing CV and incoming CC. She was also our guest speaker for the banquet and again for WAA. In addition, The Washington Wing Commander met with her along with the CAP-USAf ADO Dean Richardson.

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

Measure: a) Baseline is the number of seniors with at least one of the following designated mission specialty ratings at the end of 2019 as a percent of total senior membership. The specialty ratings being tracked are: AOBD, CISM, FASC, GBD, MSO, OSC, PCS, and PIO. Goal is a 5% increase from 123 in 2018 to 129 at the end of 2019.

Measure: b) Baseline is the number of cadets and seniors with at least one of the following designated mission specialty ratings at the end of 2018 as a percent of total membership. The specialty ratings being tracked are: GTL, GTM1, GTM2, GTM3, MSA, PODC and UDF. Goal is a 25% increase (in qualifications held) from 291 at the end of 2018 to 364 at the end of 2019.

Status Dec 2019:

- a. There are 42 members qualified in either AOBD, CISM, FASC, GBD, MSO, OSC, PCS, or PIO
- b. There are 170 members qualified in either GTL, GTM1, GTM2, GTM3, MSA, PODC and UDF Note: members may possess more than one specialty rating.
- c. The WAWG Ground SAR Academy (GSAR) was successfully launched in 2019 and plans are underway for 2020.

**Objective 1.4** (Region) Provide incentive for cadets to be given the opportunity to become active in Emergency Services and expose more senior members to Emergency Services training. [Emergency Services, Operations]

Measure: a) Increase number of cadets in Wing who have GES to over 50% in 2019.

Status Dec 2019: 414 out of 767 cadets 54.0% of cadets in WAWG have GES.

Measure: b) Increase the number of seniors in the wing who have GES by 10% from 507 to 558.

Status Dec 2019: 525 out of 831 or 63.2% of non-cadet members in WAWG have GES.

**Objective 1.5** (national 1.2.13) Implement phase 3 of the national operational small unmanned aerial systems (sUAS) program in Washington Wing. [Emergency Services, Operations]

Measure: IOC (Initial Operational Capable) 5 teams (5 sUAS Technicians and 5 sUAS Mission Pilots) by the end of 2019.

Status Dec 2019: WAWG reached IOC in Sept 2019 with 6 teams (6 sUAS Mission Pilots and 6 sUAS Technicians. For all of 2019 WAWG has 39 members that have started training to be a sUAS team member. Of these 27 completed a CAP Form 5U flight evaluation and 19 have their FAA Part 107 unmanned pilot license. 12 members have started the sUAS Mission Pilot training and 6 have completed the training requirements and passed the CAP Form 91U mission pilot evaluation.

## **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 2019.

Status Dec 2019: Several attempts were made to contact state departments, but no new state-wide support missions were started in 2019. However, Wing personnel met with LTJG Peryea from the US Coast Guard. He indicated he would like to coordinate some kind of training informational exchange in the future. WAWG will continue to pursue a new mission in 2020.

**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. Wing Aerospace Education will assist. [Group Commanders, Aerospace Education]

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

Status Dec 2019: Through mid-year DAE has visited 5 local schools and attended the Pacific Northwest Montessori Association Spring Sharing Fair, where she presented CAP, its missions and programs, and exhibited our STEM kits and publications. She spent a day in an elementary school, with 150 fifth graders doing AE STEM activities on flight. DAE spent half a day in a middle school with 60 sixth graders doing AE STEM activities on quadcopters/sUAS. She has also worked with three middle school teachers on a joint Problem Based Learning project in collaboration with the Washington Alliance for Better Schools and the King County International Airport. Group Commanders continue to work with units to visit local schools.

Since mid-year, DAE has continued to visit schools and educators at community events or at school events. DAE spent 3 days at the joint National Science Teacher Association & Washington State Science Teacher Association area conference. These area conferences draw 2,000 to 4,000 attendees including educators and administrators. During this event, DAE shared information about our AE & STEM programs and products, and connected with some organizations in the hope of developing some future collaboration: The Museum of Flight in Seattle, the Puget Sound Naval Shipyard (US Navy) for aquatic robotics training, NICERC (National Integrated Cyber Education Research Center) for cyber training and robotics, and some other ones still in the works.

The CAP Aerospace Connections in Education (ACE) elementary program has been growing significantly in WAWG:

- In Fall 2017 - 1 school with 60 students
- In Fall 2018 - 2 schools with 78 students
- In Fall 2019 - 10 schools with 1411 students total.

In addition to supporting the community in events such as air shows, fairs, festivals, or museum days, our squadrons were busy interacting on the educational side too:

**- Eastern Group:**

- Pangborn Squadron assisted some local educators in AEX and Model Rocketry, and visited VFW of East Wenatchee, WA and The 911 Spirit of America Memorial.
- Twin W Squadron assisted local schools with Model Rocketry and STEM Kits and assisted Reserves Officers Association, AMVETS, VFW.
- Deer Park Squadron assisted local schools with aerospace topics and Model Rocketry, as well as the Girl Scouts and the Experimental Aircraft Association
- Northern Desert Squadron assisted some local Boy Scout groups.
- Columbia Basin Squadron assisted the local Lions Club.
- Yakima Squadron assisted local educators with AEX, Model Rocketry, TOP Flight, and participated to the Girls In Aviation Day in Ellensburg, WA.

**- Northwestern Group:**

- Bellingham Squadron did a presentation at a local 4H Club, and Lynden Academy teachers.
- Skagit Squadron developed a collaboration with the Skagit Radio Control Club, and assisted
- Burlington Highschool, Concrete Highschool, Boy Scouts, Homeschool Coop, Business Builders Of
- Skagit County, Skagit and Island Counties Builders Association, EAA Chapter 818, with AE/STEM programs.
- Overlake Squadron contacted Diversity in Drones.
- Paine Field Squadron participated in STEM events at the Future of Flight and Shoreline Community College.
- Arlington Squadron held a booth at the Arlington Fly-In for recruiting and Aerospace & STEM education, and assisted with the Young Eagles and the Cascade Warbirds.

**- Southwestern Group:**

- Green River Squadron participated in a local school STEM fair with AEX, STEM Kits.
- Renton Squadron met with a Kent School District Board Member.
- Lewis County Squadron worked with the EAA.

**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 2019.

Status Dec 2019: WAWG has attempted to set up a meeting with the governor. But was highly constrained with time much of the year as he was a candidate for president. Further attempts were unsuccessful. In addition, currently there are 51 members of the state legislature who are in CAP.

**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 12/31/2019.

Status Dec 2019: **Wing HQ:** Women Fly booth at Museum of Flight, JBLM Armed Forces Day, Alaska Airlines Day at Sea-Tac., Wreaths Across America at several cemeteries, veterans day celebrations in Auburn and other venues. **Eastern Group:** Fairchild Squadron participated in Spokane Lilac Festival and Skyfest at Fairchild AFB. Columbia Basin Squadron participated in the Wenatchee Apple Blossom parade and the Moses Lake Spring festival parade. Pangborn Squadron presented the color guard at the guns and roses hockey game. Spokane Squadron provided a color guard at a retirement ceremony, support to veterans on Memorial Day, helped at Adams Elementary school spring carnival, participated in Felts Field Neighbor Days, Cheney parade and the Spokane Fair. Yakima Squadron participated in a local Ham radio festival, provided support to the Clear Lake half-marathon and supported the Prosser Balloon Rally. Inter-state Squadron supported the Palouse Empire Fair and the Colfax fly-in. **Northwest Group:** Arlington Squadron provided planning work for the Arlington Fly-in, Community Airport days and a Veterans appreciation dinner. Bellingham Squadron supported a triathlon relay, color guard for Bellingham Bells, Bellingham Airfest, and a Salvation Army event. Dungeness Squadron supported a fly-in at Fairchild Field. Overlake Squadron provided a color guard at a Mariners home game, supported the Mill Creek Memorial Day parade, the Bellevue Street Fair, Issaquah Salmon Days and provided colors at a veterans event. Paine Field Squadron supported the Mukilteo Lighthouse Festival. Skagit Squadron supported the Concrete Lions Club community party and recruited at the Darrington school district assembly. **Southwest Group:** Ft Vancouver Squadron supported Memorial Day activities at historic Ft. Vancouver, provided support to COSTCO hero night, supported Camas health/fire and safety fair and the Old Apple Tree festival. Renton Squadron participated in the Maple Valley Days parade. South Sound Squadron supported the Lacey STEM fair, the Olympic Air Show, Lacey BBQ festival and Olympia Harbor Days. Lewis County supported the Seattle to Portland bike festival. McChord Squadron attended and recruited at the Seattle Museum of Flight.

As also noted in 2.2 above, Washiington Wing DAE has continued to visit schools and educators at community events or at school events (Arlington Fly In, local school science or STEM fairs/days, teacher meetings). DAE also spent 3 days at the joint National Science Teacher Association & Washington State Science Teacher Association area conference. These area conferences draw 2,000 to 4,000 attendees including educators and administrators. During this event, DAE shared information about our AE & STEM programs and products, and connected with some organizations in the hope of developing some future collaboration: The Museum of Flight in Seattle, the Puget Sound Naval Shipyard (US Navy) for aquatic robotics training, NICERC (National Integrated Cyber Education Research Center) for cyber training and robotics, and some other ones still in the works.

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

Measure: A 5% increase in membership from 1476 in 2018 to 1550 in 2019. (5% increase per region, last year was 3%)

Status Dec 2019: WAWG currently has 1503 members on 24 Dec 19.

**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 2019. In 2018 senior retention was 74% and cadet retention was 46%.

Status Dec 2019: As of the end of December senior retention was 82% and cadet retention was 56%

**Objective 2.7** (Region) Promote the TOP Flight program to provide orientation flights to teachers [Aerospace Education, Operations].

Measure: Washington Wing will target 5 TOP flights in 2019.

Status Dec 2019: From 1 Jan 2019 to 31 Dec 2019, WAWG DAE received TOP flight requests from 27 educators and 12 were able to fly.

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

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

**Objective 3.1** (national 3.1.x) Develop online applications and local training videos and provide recordings of key meetings to allow broader access to training and information. [Wing staff]

Measure: Develop and post a minimum of 4 online applications and training videos for members use in 2019. Continue posting key wing staff meeting discussions in 2019 on the wing web site.

Status Dec 2019: Chief of Staff hosts weekly recorded "Learning Lab" and regularly features guest-hosts in order to broaden the subject matter expertise. Topics have included "How to Complete Unit Vehicle Logs," "How to Post to Social Media regarding the Civil Air Patrol Experience" (with special guest, National Social Media & Marketing Manager Lt Col Paul Cianciolo), and a series of discussions covering the National Commander's Core Values and Leadership videos. National Commander Maj Gen Mark Smith has also been a guest. Videos are hosted on the Wing's YouTube channel, linked from the Wing Webpage, and distributed to members via email each week in a meeting reminder. The Recruitment department has begun to develop a series of training videos as well.

Online Activity submission system

Online Award tracking portal

Online application for Wing staff positions

Online Ticket Portal for IT Requests, automation of email account based on eServices membership, automating password resets, "portable" login accounts using free Azure technology.

Online Information Request system for prospective members that provides auto-responses

Online tracking system created for Annual Briefings submissions

Online tracking system created for Core Values briefings

### **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 NCSA, flight academies, Robotics and other STEM related multi-day activities including those at WAMA [Aerospace Education, Cadet Programs,]

Measure : Criteria is the number of cadets participating in national cadet special activities, First-Robotics, flight encampments and STEM related activities at the Washington All Mission Academy in 2019. The base number is 51 (27 flight academy, 24 NCSA) in 2018. Increase the number of participants by at least 20% to 61 in 2019.

Status Dec 2019: WAWG had 28 flight academy graduates. WAWG had 22 cadets attending NCSA, with 2 of them attending 2 NCSA. Total of 50 event participants.

In addition, WAWG continued our new wing wide monthly training week-end academy, Washington All Mission Academy (WAMA). WAMA runs every year from September to June and provides 10 to 12 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 September to December 2019, the AE/STEM classroom of WAMA hosted a total of 57 cadets and 10 senior members. Thus, from January to December 2019, the WAMA AE-STEM classroom hosted a total of 145 student cadets and 29 senior members.

Seven squadrons with one to three teams of 2 to 6 cadets were registered with the Air Force Association to participate in Cyber Patriot in 2019. See status on Objective 7.2 for additional STEM participation. Two of our teams advanced to the semifinals and 4 of the WAWG teams are State Award Winners:

- 2nd Place Award - Platinum Tier - Tri-Cities Composite Squadron
- 2nd Place Tier Award - Gold Tier - Spokane Composite Squadron
- 1st Place Tier Award - Silver Tier - Renton Composite Squadron
- 3rd Place Tier Award - Silver Tier - Bellingham Composite Squadron

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

Measure: Reporting through the quarterly and annual Aerospace Education report

Status Dec 2019: DAE has been reaching out to local schools and educational organizations such as Washington Science Teacher Association, Pacific Northwest Montessori Association, and many school districts to promote CAP's Aerospace and STEM education programs and resources. Our AEM count has increased from 16 at the end of 2018 to 93 AEMs, so a 581.25% growth thanks to all WAWG CAP members' hard work. DAE will continue working in collaboration with units to recruit more AEMs and to help support them. She has started an AEM Google Group to help communication and sharing.

DAE has also worked with three middle school teachers on a joint Problem Based Learning project in collaboration with the Washington Alliance for Better Schools and the King County International Airport.

DAE and units have taken the opportunity of all community events to spread the information about our AE & STEM programs, as well as doing outreach in educational environments. DAE and some other members have also attended conferences and fairs to share information about our resources.

DAE also spent 3 days at the joint National Science Teacher Association & Washington State Science Teacher Association area conference. These area conferences draw 2,000 to 4,000 attendees including educators and administrators. DAE shared information about our AE & STEM

programs and products, and connected with some organizations in the hope of developing some future collaboration.

**Objective 4.3** Increase interest in Cyber Patriot. [Information Technology, Aerospace Education]

Measure: Increase cadet and senior participation in CyberPatriot from 8 teams in 2018 to 10 teams in 2019.

Status Dec 2019: DAE organized an AFA CyberCamp Standard or Basic which was to be hosted at the WAWG headquarters at JBLM. The camp was structured to receive 20 to 30 student cadets, 5 staff cadets and at least 9 senior members (organizers, training officers/mentors and instructors). Unfortunately, the CyberCamp was cancelled due to lack of student cadets enrollment.

To enrich the AFA CyberCamp program, we are planning on adding some computer science education classes and some panel discussions with CyberSecurity specialists from military, computer and aerospace industries. Our hope is to promote this program and to help teams starting up by providing training to interested cadets and potential team coaches or mentors.

DAE has created a webpage on the wing's website to help promote cybersecurity and to keep members informed. DAE held a computer science concepts and introduction to cybersecurity at WAMA in September 2019 to help launch the CyberPatriot XII competition season. More awareness to this program, and more training and materials is needed to help squadrons join in.

**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 front seat goals by at least 15% from the past year of 780 to 897 in 2019.
- b. Increase Cadets with at least one o-ride to 70% wing-wide. Currently the wing is at 61%.

Status Dec 2019:

- a. WAWG has completed 711 front seat orientation flights in 2019.
  - i. there were 72 Glider orientation flights in 2019
- b. 62 % of cadets in WAWG have had their first flight.

**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 from 11.4% in 2018 to 13% of cadet membership in 2019.

Status Dec 2019: 12.0% of cadets in WAWG are cadet officers.

**Objective 5.3:** (WAWG) Enhance the cadet experience by achieving more Quality Cadet Unit Awards [Cadet Programs]

Measure: Increase the number of Quality Cadet Unit Awards achieved in Washington Wing from 9 in 2018 to 10 in 2019.

Status Dec 2019: 5 units met the criteria for 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 2018 there were 39 level 2, 3, 4, and 5 completions by officers.

The target is 46 such completions by 12/31/2019. (46 was our 2018 goal)

Status Dec 2019: There have been 33 completions of level 2, 3, 4, and 5 by officers in 2019.

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

Measure: Increase the number of members completing the subject courses from 7 (1 UCC) in 2018 to at least 16 in 2019. (There was no UCC class in 2018).

Status Dec 2019: There have been 7 UCC completions, 7 attendees at Region Staff College and 2 attendees at National Staff College in 2019.

**Objective 6.3** (national 6.3.x) Encourage squadrons to train the member serving as 7 key primary staff positions to the technician level or higher. The 7 positions are: Aerospace Education, Finance, Professional Development, Safety, Cadet Programs, Logistics and Personnel. [Professional Development, Wing staff]

Measure: Increase the number of squadron staff members in the key 7 positions to hold at least a Technician rating in that staff specialty from 81 in 2018 to a minimum of 95 in 2019. There are 26 squadrons with 7 such positions for a potential of 182 such qualified staff members.

Status Dec 2019:

83 of 162 (51.2%) filled primary billets have qualified personnel in them

- 12 of 22 assigned primary CDCs have at least a Technician Rating in CP
- 19 of 26 assigned primary AEOs have at least a Technician Rating in AE
- 11 of 26 assigned primary Finance Officers have at least a Technician Rating in FM
- 17 of 23 assigned primary PDOs have at least a Technician Rating in PD
- 12 of 22 assigned primary Personnel Officers have at least a Technician Rating in DP
- 7 of 22 assigned primary Safety Officers have at least a Technician Rating in SE
- 5 of 21 assigned primary Logistics Officers have at least a Technician Rating in LG

**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 2019.

Status Dec 2019: Online “Learning Lab” held via nationwide recorded webinar. This recorded session has since been added to NHQ’s library of “social media training” videos on the national CAP YouTube channel. A class held at April 2019 Spring conference. A “working with the Community” class was held at the November fall conference.

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

Measure: Increase internal program/STEM kit completions from 8 in 2018 to 10 in 2019 in squadrons and demonstrate AEX participation in schools to a minimum of 10 as noted in the Aerospace Education reports.

Status Dec 2019:

AEX program applications submitted:

- AEX program applications in units: 8 for 2017-2018 with 4 completed
- AEX program applications in units: 13 for 2018-2019 with 7 completed
- AEX program applications in units: 6 for 2019-2020 (as of 31 Dec 2019) - in progress
- AEX program applications in schools: 14 for 2017-2018 but 0 completed
- AEX program applications in schools: 14 for 2018-2019 but 0 completed
- AEX program applications in schools: 42 for 2019-2020 (as of 31 Dec 2019) - in progress

DAE will contact educators and AEOs to help them in the process of logging their activities to make sure they complete their AEX program and get their certificates.

New STEM kits received:

- STEM kits in units: 10 for 2018-2019
- STEM kits in units: 14 for 2019-2020 (as of 10 Jul 2019)
- STEM kits in schools: 11 for 2018-2019
- STEM kits in schools: 14 for 2019-2020 (as of 10 Jul 2019)
- Spreadsheet from CAP website does not list the dates of STEM kit requests anymore.

STEM kit evaluations from units that are outstanding on eServices as of 31 December 2019:

- 5 from Fiscal Year 2018
- 9 from Fiscal Year 2019
- 1 from Fiscal Year 2020

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

In 2018 WAWG had 1 vehicle mishap, 5 aircraft mishaps and 2 personnel related mishaps. This represents a higher than desired incident rate for the wing. The goal for 2019 is to reduce this incident level.

Measure: The goal for 2019 is to reduce the total incident level to 6 incidents or fewer and to reduce the avoidable incidents to zero.

Status Dec 2019: WAWG has had 11 mishaps in 2019 (4 vehicle, 1 aircraft and 6 personnel).