

Washington Wing Pamphlet 10

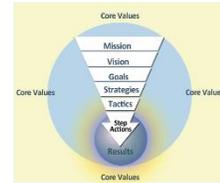
25 February 2020

Revision-1 10 April 2020

**WASHINGTON WING
2020 STRATEGIC PLAN
Year-end status**



WASHINGTON WING 2020 STRATEGIC PLAN 25 February 2020



To: All WAWG Members

In 2015, National Headquarters developed and published a 5 year master strategic plan for Civil Air Patrol. The national plan continues to evolve and now has five major priority areas. Each major priority area has a series of goals and each of these goals is subdivided into a series of objectives. WAWG reviewed each current plan and developed, published and tracked a 2016, 2017, 2018 and 2019 plan tailored to our wing.

We in Washington Wing reviewed the national plan and again developed a 2020 plan for Washington Wing that is tailored to our needs. That plan is attached. It is based on the 2020 Strategic Action Plan from national. It uses National's five "priority" items as our "objectives." Also included are key items from the 2020 Pacific Region Commanders Intent with six emphasis areas. Our plan is a living plan that may be modified as time passes. Our plan highlights the objectives of the national plan and emphasizes areas from the Pacific Region that we hope to focus on for 2020. Most of the items in our plan track to these items. 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 and Squadron Commanders with their unit membership.

I encourage all members of the wing to become familiar with the Washington Wing 2020 strategic plan and help us all work to accomplish the goals and objectives we have laid out for the wing.

Colonel Shelly Norman
Commander

WASHINGTON WING -- 2020 STRATEGIC PLAN

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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 2020 National Strategic Plan and Pacific Region Commander's Intent. The primary responsible organization is identified and underlined if more than one organization can provide support.

Goal 1 -- Strengthen national preparedness, response and resilience by leveraging CAP's capabilities as a valued member of the Total Force

Objective 1.1: (national 1.x, region 3) 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 12/31/2020.

Status June 2020: Wing Commander: Difficult to do due to the Covid-19. Leadership was confirmed for Cascade Falcon but the event was cancelled due to Covid-19. To date Operations has not had any contact with any of the WA State Military agencies. In preparation for the Multi Wing Eval in 2021 Operations will be reaching out to the WA National Guard and FEMA.

Eastern Group: Will plan to extend invitations to Military Installation Leadership operating within Eastern Group. This will be a virtual session with the local Squadron in that geographic area. 21st Fairchild Squadron will reach out to the Commander of Fairchild AFB, near Spokane, WA. Yakima Squadron will reach out to the Military Installation Commander of the Yakima Armory, and the Commander of the Yakima Training Center.

Southwest Group: Will plan to extend invitations to Military Installation Leadership operating within Southwest Group. This will be a virtual session with the local Squadron in that geographic area. The McChord Squadron will reach out to the WAANG Commander of Camp Murray, near Lakewood, WA. The Group Commander will reach out to the Coast Guard Sector, for Puget Sound, WA.

Northwest Group: Will plan to extend invitations to Military Installation Leadership operating within the Northwest Group. This will be a virtual session with the local Squadrons in the geographical area. The Group Commander will assist Squadrons when needed on finding local Military units by working with members at Whidbey Island Naval Air Station and Joint Base Lewis-McChord. Local units will continue to work with their local Military leaders on continuing and building the partnerships.

Status Update Dec 2020: Wing Commander: No further progress has been made.

Southwest Group - No further progress has been made due to the current pandemic environment. This item will be continued as it is on the 2021 plan.

Eastern Group: Mission Success. Invitations and collaboration has been extended to Military Installation Leadership.

Objective 1.2 (national 1.1, region 3) Integrate airborne, sUAS and ground imagery system management into one multimodal imagery program. In particular, the sUAS program is one ES activity that provides great opportunities for the Cadets to participate in a wide range of ES activities. [Emergency Services]

Measure: Complete the integration of sUAS, airborne Ground Imagery and photo processing into an Imaging Department as a part of Operations.

Status June 2020: The WAWG completed the first of a series of Aerial Photography/sUAS training classes 7 March 2020 to start to build a team to just process photos from sUAS and AP missions during a large-scale event. 14 attended the first class which was a mix of AP, sUAS and others that did not fall into either group

but are willing to work from home or a mission base during an exercise or during a real-life mission. Photo processing training will continue throughout fiscal 2020 and beyond until a well-trained staff is available.

Status Update Dec 2020: WAWG Photo Processing team joined members from California, Nevada and Oregon as part of a team lead by Capt Carl Wiley (WAWG) that processed over 5000 photos taken during the real world mission to supply pictures to FEMA and other customers on conditions during and after major wildfires occurred in Oregon State Sept 2020.

Measure: FOC (Full Operational Capable) 10 teams (10 sUAS Technicians and 10 sUAS Mission Pilots) by the end of FY 2020.

Status June 2020: The WAWG has 7 qualified Teams and are working towards reaching the goal of 10 Teams. Unfortunately, the progress towards reaching our goal of 10 sUAS Teams has been severely impacted by the restrictions imposed by the COVID-19 crisis.

Status Update Dec 2020: The WAWG sUAS program now FOC (Full Operational Capable) with 22 qualified sUAS Technicians and of these technicians 12 are qualified sUAS Mission Pilots. This is equal to 11 Teams.

Measure: Conduct 4 classes during FY 2020 for all ES personnel that want to learn mission requirements for photo processing for FEMA and other customers.

Status June 2020: To date the sUAS program has completed 1 online sUAS training class and 1 class on photo processing. Additional training is needed to qualify sUAS team members and will require in person training and our ability to accomplish this training will be dependent on our ability to conduct face to face training classes.

Status Update Dec 2020: The sUAS program has completed 1 online sUAS Mission Pilot class, 1 online technician class and 1 in person photo processing team class in 2020.

Objective 1.3 (national 1.1, region 3) Provide basic sUAS training to cover use regulations, ethics, learning the basics of flying sUAS. This will allow members to acquire preliminary knowledge to be ready for ES training, and will help provide both cadets and seniors with sUAS training by teaching the introduction to sUAS, physics of flying quadcopters, safety, recreational use, etc. [Aerospace Education, Emergency Services]

Measure: WAMA - AE classroom will have one sUAS AE session per training year.

Status June 2020: WAMA has been closed since March. In a sense however, the WAMA-AE classroom goal of one sUAS session per training year is met since Lt Col Karl Moore taught an hybrid ES-AS sUAS class in December 2019. Due to COVID-19, no additional UAS classes were possible. The next sUAS AE-class will happen either in Fall 2020 or Spring 2021 depending on the ability to meet in person.

Status Update Dec 2020: Delivered 1 online class at the unit level (Skagit Squadron) to give members the basic training to move on the Advance in person training when allowed. More are planned for 2021.

WAMA did not provide additional sUAS training. Some units implemented some internal programs such as :

- PCR-WA-039 - McChord Composite Squadron
- PCR-WA-046 - Skagit Composite Squadron as noted above
- PCR-WA-050 - Overlake Composite Squadron with some financial support thanks to a grant from the SPEEA IFPTE Local 2001

- PCR-WA-069 - Renton Composite Squadron where 1st Lt Allan Reitan helped members prepare for the FAA written test
- PCR-WA-080 - Fort Vancouver Composite Squadron

Objective 1.4 (national 1.x, region 3) Pursue at least one new state level support mission for CAP [Operations]

Measure: One new support mission for WAWG resources established in 2020.

Status June 2020: The Operations Department has identified the Washington National Guard as an Organization to work with once the COVID-19 restrictions permit. WAWG Commander held a phone conference with Operations, CAP-USAF ROD, Wing CC and Leroy Alvarez, 62d AW Airspace Manager discussing using CAP to perform Military Training Route Surveys.

Status Update Dec 2020: Operations; There has been no contact with the Washington National Guard to date. However, this is still a priority of the Operations Department and after the first of the year this will be a priority in preparation of the upcoming Joint Region EVAL. In Aug 2020 did a Military Training Route Survey (MTR) for Joint Base Lewis McChord. Conducted several flights and delivered pictures and descriptions of obstacles to the USAF contact.

Objective 1.5 (national 1.x, region 3) Build partnerships with regional, county and city Emergency Management Agencies to expand WAWG visibility and demonstrate capabilities. [Group Commanders]

Measure: Each squadron will make contact with a local Emergency Management organization and participate in activities if invited.

Status June 2020: Operations: As a result of the COVID-19 pandemic Operations has established a working relationship with Spokane County EOC, Whatcom County EOC, Clark County and the Yakima County EOC's to provide assistance as these Counties addressed the needs of their citizens. The services that have been provided include staffing the EOC's distributing food at County operated POD's, food delivery using CAP vans, and transporting COVID-19 test specimens to the WA State Testing Lab in Shoreline, WA. In addition, the WAWG has responded to several requests for assistance to help staff several privately operated Food Banks in Western WA. Members of the following Squadrons have actively participated in the COVID-19 missions since early March: Bellingham, Skagit, Paine Field, Arlington, Overlake, Yakima, Spokane, Columbia Basin, Green River, Mt Rainier, McChord and Ft. Vancouver as well as members of Wing HQ.

Eastern Group: Eastern Group Commander will work with Squadrons that coordinate activities with City, County, and State Emergency Operations Centers and Emergency Management Departments.

Southwest Group: The Southwest Group Commander will communicate with County and State Emergency Operations Centers. Local Squadrons will coordinate with respective City Emergency Management Departments.

Northwest Group: The Northwest Group Commander will work with Squadrons and coordinate activities with local City, County, State Emergency Operation Centers and Emergency Management Departments.

Status Update Dec 2020: Operations: Throughout the Summer months the WAWG was supporting the Salvation Army food distribution Program in Puyallup, The Moses Lake Food Distribution Warehouse, The Emergency Food Network Central Warehouse of Pierce County and the Whatcom County food delivery program. Once school started only the Pierce County EFN Warehouse and Whatcom County Missions have remained active and are expected to be supported at least through the 1st QTR 2021.

Southwest Group: No further progress has been made due to the current pandemic environment. This item will be continued as it on the 2021 plan.

Eastern Group: Mission Success. Coordination and communication has been established and is on-going.

Goal 2 -- Answer America's urgent needs through aerospace education and leadership development to grow our youth into tomorrow's dynamic leaders

Objective 2.1 (national 2.1, region 3) 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. DAE will continue to make contact with local public and private schools as well as school districts and educational organizations. Emphasis will be placed on Title I schools. DAE and AEOs will attend local science and STEM fairs, science days, conferences, conventions and festivals to increase awareness in our AE-STEM programs and resources. Wing Aerospace Education will provide units with a list of local Title I schools. [Group Commanders, Aerospace Education]

Measure: Each unit will have, as part of its unit goals, to visit at least one local Title 1 school annually.

Status June 2020: Eastern Group: The Group Commander will provide support to the Wing and Squadrons for advancement of school outreach programs.

Southwest Group: The Group Commander will provide support to the Wing and Squadrons for advancement of school outreach programs.

Northwest Group: The Group Commander will remind units to visit at least one school annually. Currently looking for a NW Group AEO to assist squadrons develop and advance their AE program.

Status Update Dec 2020: Aerospace Education: DAE emailed the list of Title I schools located in Washington state. But due to COVID-19, the education environment was very disturbed and most teachers stepped back and focused first on teaching their regular program virtually instead of in person, then transitioned back to the classroom when possible. This majorly limited our ability to work with schools. But some contacts were maintained to be able to resume interaction when the situation will have stabilized.

Southwest Group: No further progress has been made due to the current pandemic environment. This item will be continued as it is on the 2021 plan. One particular accomplishment is the Renton AEO teaches with Renton School District Running Start Program for Private Pilot Ground School; AEX, STEM Kits, CyberPatriot, a squadron member attends an annual meeting of the Renton Lions Club to talk about the current Status of our Cadet Programs and the AE Activities that we perform. Multiple members of the squadron attend various City Council meetings and forums related to the Renton Airport FAA Plans.

Northwest Group: Visits made by wing AE External with unit help to Burlington and Concrete highschoools, Homeschool COOP, Business Builders of Skagit County, EAS, FPV Seattle Drone club, 5 members completed a virtual ground school, VFW.

Eastern Group: Visits made by wing AE External with unit help to community AE events, Women in Aviation CWU Ellensburg, WA (attended by an AEO and 2 cadets), External AE at Community Events, Boy Scouts, Camp Fire, VFW, American Legion, Eagle Lodge, Reserve Officers Association, Lion Club; Yakima, WA Business Times Newspaper; Rotary Club, EAA, Girl Scouts, Kingsport Christian School 3 Oct 2019 STEM Night (Flight Sims and Paper Airplanes for K-8), Chiawana High School 21 October 2019 Open House (Flight Sims for high school students).

Measure: Wing staff will attend at least 5 major AE-STEM events in Washington state.

Status June 2020: DAE made contact with aerospace interested teachers at the Northwest aviation conference & trade show (February 22 – 23, 2020). Shortly after this event, our state went into confinement due to COVID-19 so no more in person contacts were possible. All school visits, conferences, conventions, festivals and fairs were cancelled. AEM workshop planned in Alaska where DAE was supposed to present a workshop on electronics and computers was also cancelled. Through our WAWG webpage, DAE provided many online resources for teachers and AEOs to use

from home to be able to continue their instruction virtually. DAE joined multiple online and social media groups to collect and provide resources.

Status Update Dec 2020:

Aerospace Education: During the year 2020, here a list of interactions:

- **Northwest Group**: Burlington and Concrete highschoools, Homeschool COOP
- **Southwest Group**: Renton AEO teaches with Renton School District Running Start Program for Private Pilot Ground School

Objective 2.2 (national 2.x, region 1.3) Emphasize recruiting to develop a more robust membership with special emphasis on shrinking cadet units. [Recruiting and Retention, Cadet Programs]

Measure: A 3% increase in senior membership from 619 in 2019 to 637 in 2020.

Status June 2020: 752 or 21% increase albeit NHQ has postponed membership expiration since March.

Status Update Dec 2020: 670 or 8.2% increase.

Measure: A 50% decrease in the number of units who lost cadet membership in 2019 from 12 to 6 in 2020.

Status June 2020: Due to COVID19, cadet membership has stopped expiring in the past 4 months, therefore measuring it is not meaningful at this time.

Status Update Dec 2020: Same as June status.

Objective 2.3 (national 2.1, region 3) Promote the TOP Flight program to provide orientation flights to teachers [Aerospace Education, Operations].

Measure: Washington Wing flew 12 TOP flights in 2019 and targets to fly 15 in 2020.

Status June 2020: Due to the COVID-19 restrictions all TOP flights have been suspended. The WAWG has an active Mission Number to begin TOP Flights once the COVID-19 restrictions are lifted.

Status Update Dec 2020: COVID-19 levels in Washington continue to be above the levels that will allow the resumption of TOP Flights. The WAWG will have to reach NHQ COVID-19 Phase II at a minimum to commence any TOP Flights. There were no TOP flights in the year 2020 due to COVID-19 restrictions.

Objective 2.4 (national 2.5, region 1.1) Increase interest and participation in NCSA and flight academies [Cadet Programs, Aerospace Education]

Measure : Criteria is the number of cadets participating in national cadet special activities and flight encampments in 2020. The base number is 50 (28 flight academy, 22 NCSA) in 2019. Increase the number of participants by at least 10% to 55 in 2020.

Status June 2020: There will be 0 this year due to COVID19.

Status Update Dec 2020: There were 0 such activities in 2020 because of the COVID restriction. However from Mar 2020 – Sept 2020 -Desert Eagle Flight Academy was conducted online for the Ground School Test training due to COVID-19 restrictions. Some cadets then took the FAA Private Pilot Knowledge Test.

Objective 2.5 (national 2.6, region 3) Increase interest in CyberPatriot [Information Technology, Aerospace Education]

Measure: Increase cadet and senior participation in CyberPatriot from 10 teams in 2019 to 15 teams in 2020 (50% increase). Organize a computer science and cybersecurity camp in the summer of 2020.

Status June 2020: On 24-25 January 2020, 2 teams (Gold Tier 12-1088 & Silver Tier 12-5363) advanced to the semifinals. 4 of our WAWG teams for being State Award Winners in the All Service Division:

- 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

We presently have 3 middle school and 3 high school teams registered for the upcoming AFA CyberPatriot XIII competition season. The deadline for registration is 15 October 2020.

3 AFA Cybercamps have been in the works for Summer 2020.

1. AFA CyberCamp Standard Level - 15-19 June 2020 was attended by 6 cadets, 5 senior members, and USAF Captain Paul Lucero (University of Washington, Seattle, AFROTC Instructor and Cyberspecialist). We used Google Meet and Chat.
2. AFA CyberCamp Standard Level - 20-24 July 2020 will be instructed using Google Classroom, Meet and Chat, by a team of 4 cadets (NCO and officers), 4 senior members, 1 USAF officer, and 1 AEM Computer Engineer. Presently registered: 6 senior members (not including instructors) from 5 wings (AK, DC, MI, NJ, NV) and 25 cadets (not including instructors) from 8 wings (FL, MD, NC, NJ, NY, TX, VA, WA).
3. AFA CyberCamp Advanced Level - 20-24 July 2020 will be instructed using Google Classroom, Meet and Chat, by a team of 4 cadets (NCO and officers), 4 senior members, 1 USAF officer, and 1 AEM Computer Engineer. Presently registered: 6 senior members (not including instructors) from 6 wings (AK, DC, HI, MI, NJ, NV) and 10 cadets (not including instructors) from 6 wings (AK, NC, NJ, NY, VA, WA).
4. As of 12 July 2020, the 20-24 July 2020 AFA CyberCamps, Standard and Advanced levels regrouped, presently have 34 cadets and 7 senior members registered from a total of 13 wings (AK, DC, FL, HI, MD, MI, NC, NJ, NY, NV, TX, VA, WA)

We have received our "CAP School" License for CyberStart cybersecurity video game and have over 50 license tokens for WAWG highschool cadets. Priority is given to our July cyber-campers since we will be using this game as part of our program. Interested HS cadets (14 or older) will participate in this cybersecurity game challenge until the end of September. A free demo was used for recruiting: <https://go.girlsgocyberstart.org/>

Status Update Dec 2020:

- AFA CyberPatriot Competition Season XIII - 21 teams registered but only 10 participated in the November Round 1 and December Round 2, partially due to COVID-19 restrictions limiting training and competing logistics. To support virtual competition, DAE & IT worked together to create Google accounts for the CyberPatriot teams to enable them to use Google Chrome Remote Desktop Access. This allowed us to remove some technical issues, enhance the virtual competition flow, and improve collaboration between competitors.
- DAE has received authorization from CYBER.org (formerly known as NICERC, National Integrated Cyber Education Research Center) to use their Cyber Education curricula for our cadets (ex: <https://cyber.org/enigma>).
- Since November 2020, every first and third Saturdays of the month, the Washington Wing Cyber Education Team (Maj Sylvie Kacmarcik WA-001, 1st Lt Veronica Ho WA-049, 1st Lt Matthew Almanza WA-050, and C/Capt Adrián

Kacmarcik WA-068) has been providing virtual cybersecurity training to our members with the collaboration of the Western Washington University. They have made available to us for free 30 cloud machines on their Cyber Range in support of our computer science education endeavors. In Fall 2020, we focused on Linux-Ubuntu Command Line Interface training.

Objective 2.6 (national 2.4, region 1.2) 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 8 in 2019 to 12 in 2020 (50% increase)

Status June 2020: With the adjusted metrics from meeting 6 out of 10 criteria to meeting 5 of 7 criteria, we currently have 6 units meeting QCUA and would have had 5 units meeting QCUA under old standards.

Status Update Dec 2020: 10 units in WAWG received the QCUA for 2020

QCUA : In 2020, 10 squadrons were awarded the Quality Cadet Unit Award with criteria requirement adjusted due to the COVID-19 pandemic:

1. PCR-WA-003 Spokane Composite Squadron
2. PCR-WA-004 Pangborn Composite Squadron
3. PCR-WA-015 Bellingham Composite Squadron
4. PCR-WA-039 McChord Composite Squadron
5. PCR-WA-044 Yakima Composite Squadron
6. PCR-WA-046 Skagit Composite Squadron
7. PCR-WA-050 Overlake Composite Squadron
8. PCR-WA-068 Northshore Composite Squadron
9. PCR-WA-069 Renton Composite Squadron
10. PCR-WA-093 Arlington Composite Squadron

Objective 2.7 (national 2.1, region 1.3) Provide increased CAP support to Title I schools. Target teachers and schools to maximize engagement with diverse and underserved communities [Aerospace Education]

Measure: Introduce the CAP aerospace program to a minimum of 26 Title I schools.

Status June 2020: DAE made contact with aerospace interested teachers at the Northwest aviation conference & trade show (February 22 – 23, 2020). Shortly after this event, our state went into confinement due to COVID-19 so no more in person contacts were possible. All school visits, conferences, conventions, festivals and fairs were cancelled. AEM workshop planned in Alaska where DAE was supposed to present a workshop on electronics and computers was also cancelled. Through our WAWG webpage, DAE provided many online resources for teachers and AEOs to use from home to be able to continue their instruction virtually. DAE joined multiple online and social media groups to collect and provide resources.

Emails to the Washington state list of Title I schools will be sent in early August before the start of the new school year to remind and/or introduce teachers about our programs.

Status Update Dec 2020: DAE emailed the list of Title I schools located in Washington state. But due to COVID-19, the education environment was very disturbed and most teachers stepped back and focused first on teaching their regular program virtually instead of in person, then transitioned back to the classroom when possible. This majorly

limited our ability to work with schools. But some contacts were maintained to be able to resume interaction when the situation will have stabilized.

Objective 2.8 (national 2.1, region 1.2) Increase CAP Aerospace Education mission participation by encouraging squadrons to earn the newly established Aerospace Education Achievement Award. [Aerospace Education]

Measure: A minimum of 6 units in WAWG will earn the award in 2020, up from 4 in 2019 (50% increase).

Status June 2020: Not possible to earn until the 2020 AE Annual Report is submitted in October 2020.

Status Update Dec 2020: Due to COVID-19 restrictions, units were unable to accumulate enough requirements to earn this award with the exception of the Tri-Cities Composite Squadron, PCR-WA-082. Due to an input mistake while filling in their 2020 Aerospace Education Annual Activity Report, their cadets were not counted for completing their Model Rocketry program and earning their badge and patch. A request is being sent to CAP-NHQ-AE for correction.

Objective 2.9 (national 2, region 1) Increase squadron access to sUAS resources [Aerospace Education]

Measure: Field at least one sUAS STEM kit in 60% of cadet units in 2020, up from 8 units in 2019 (50% increase).

Status June 2020: Not possible to answer until the 2020 AE Annual Report is submitted in October 2020.

Status Update Dec 2020: 9 units have at least one sUAS STEM kit:

- PCR-WA-004 Pangborn Composite Squadron
- PCR-WA-007 Mount Rainier Composite Squadron
- PCR-WA-015 Bellingham Composite Squadron
- PCR-WA-018 Seattle Composite Squadron
- PCR-WA-039 McChord Composite Squadron
- PCR-WA-046 Skagit Composite Squadron
- PCR-WA-050 Overlake Composite Squadron
- PCR-WA-080 Fort Vancouver Composite Squadron
- PCR-WA-110 Lewis County Composite Squadron

In addition, during 2019 WAMA, 13 cadets (9) and senior members (5) from 8 different units (PCR-WA-001 instructor, 004, 005, 015, 018, 039, 049, 069, 080) participated in an Aerospace Education and Emergency Services sUAS training.

Objective 2.10 (national 2.x, region 1.1) Increase emphasis on the Cadet Orientation Ride Program [Cadet Programs, Operations]

Measure: Increase wing o-ride goals from 711 in 2019 to at least 900 in 2020

Status June 2020: Modifying our tracking to be consistent with the way we tracked last year, we are pulling the number of orientation flights based on FY in the commander's dashboard. Therefore we had 620 flights last FY and currently have 173 this FY. Due to the COVID-19 restrictions of safe distancing, limited Cadet Orientation Flights have been completed. The current projection seems to indicate that it may be sometime in August before Cadet O'rides can begin. If this occurs the WAWG will not achieve the 2020 Cadet O'ride objective.

Measure: Increase Cadets with at least one o-ride from 62% in 2019 to 77% wing-wide in 2020.

Status June 2020: As of the end of June we are at 58%. It is highly unlikely the WAWG will not be able to achieve this objective due to the restrictions imposed by the COVID-19 guidelines.

Status Dec 2020: 36 O-flights this FY and 130 last FY

Status Update Dec 2020: Cadet Orientation rides began once the WAWG achieved COVID-19 Phase I however in response to the States implementation of new restrictions as a result of a new COVID-19 surge in Late November Cadet O'rides are once again suspended until the conditions improve and we can safely conduct Cadet O'rides

Objective 2.11 (national 2.x, region 1.x) Increase participation in AEX program both in units and schools [Aerospace Education]

Measure: Increase AEX program participation in units: From 13 registered units with 7 completed in 2019 to 15 registered (15% increase) and 14 completed (200 % increase) in 2020.

Status June 2020: For the year 2019-2020, only 8 units registered for the AEX program as well as WAMA. Reports need to be submitted by 30 September 2020 to earn the award. Reminder emails will be sent in August 2020 to complete these programs. Due to COVID-19, no additional AEX got registered.

Status Update Dec 2020: **AEX** : 8 units and WAMA applied for AEX for the Fiscal Year 2019-2020 and 6 completed at least one AEX by 30 September 2020. They involved at least 200 cadets.

- | | |
|---|---|
| 1. PCR-WA-001 | Washington All Mission Academy
Completed one kit and used many |
| 2. PCR-WA-019 | South Sound Composite Squadron |
| 3. PCR-WA-021 | 21 st Fairchild Composite Squadron
Completed one kit with 15 cadets |
| 4. PCR-WA-039 | McChord Composite Squadron |
| 5. PCR-WA-044
one kit with 20 cadets | Yakima Composite Squadron Completed |
| 6. PCR-WA-050
one kit with 75 cadets | Overlake Composite Squadron Completed |
| 7. PCR-WA-068 | Northshore Composite Squadron
Completed one kit with 30 cadets |
| 8. PCR-WA-093
one kit with 5 cadets | Arlington Composite Squadron Completed |

As of 30 December 2020, 4 units and WAMA have applied for AEX for the Fiscal Year 2020-2021. Due to COVID-19 restrictions, many units are struggling with AEX activities while meeting virtually, thus the drop in completed projects and the lack of enrollment for the new year.

WAMA (WA-001) is a monthly weekend long training activity where the AEX programs are an integral part of the Aerospace, STEM & Cyber Education curriculum. From September 2019 to February 2020, the AE classroom hosted a total of 54 cadets and 12 senior members. On record, up to November 2020, AEMs have received 82 STEM kits.

Measure: Increase AEX program participation in schools: From 14 registered schools with 0 completed in 2019 to 45 registered (321% increase) and 40 completed in 2020.

Status June 2020: For the year 2019-2020, 44 schools registered for the AEX program and only one was completed. Reports need to be submitted by 30 September 2020 to earn the award. Reminder emails will be sent in August 2020 to complete these programs. Due to COVID-19, no additional AEX programs were registered.

Status Update Dec 2020: For the AEX program, 14 schools applied in 2018-19 but none completed. In 2019-20, the number raised to 45 schools applying with only 2 completing the program to get the award. For 2020-21, 8 schools have applied.

Objective 2.12 (national 2.4, region 1.x) Training Leaders of Cadets (TLC) is foundational to building strong cadet units and creating units who meet the Quality Cadet Unit Award criteria [Cadet Programs]

Measure: Hold one each TLC basic and TLC intermediate course in each group in 2020.

Status June 2020: One each online TLC basic and intermediate was held in SW Group in the first half of the year.

Status Update Dec 2020: One online TLC Basic and one TLC Intermediate were offered in 2020.

Measure: Reduce the number of units with fewer than 3 TLC graduates from 6 in 2019 to 3 in 2020.

Status June 2020: From the commander's dashboard, there are currently 6 units with less than 3 TLC graduates.

Status Update Dec 2020: From the commander's dashboard, there are currently 8 units with less than 3 TLC graduates.

Goal 3 -- Uphold the public's trust through a safety-minded culture, safe environment for our members, and responsible stewardship of our valuable resources

Objective 3.1 (national 3.1, region 4) Reduce bodily injuries and aircraft/vehicle related mishaps. In 2019 WAWG had 11 mishaps (4 vehicles, 1 aircraft and 6 personnel). The goal for 2020 is to reduce this incident level. [Safety]

Measure: Reduce the total incident level to 6 incidents or fewer, with aircraft incidents at 2 or fewer, and to reduce the avoidable incidents to zero.

Status June 2020: There has been one personnel mishap in the first half of the year. With respect to Aircraft Operations the WAWG is on track to meet the goal of 2 or fewer aircraft incidents.

Status Update Dec 2020: Two personnel mishaps and three minor van mishaps. There were 0 aircraft related incidents in 2020.

Goal 4: -- Model volunteerism and servant leadership as a respected nonprofit that embraces the power of diversity and inclusion

Objective 4.1 (national 4.2, region 1.3) Increase the diversity of gender and racial backgrounds of the CAP membership. [Diversity, Command, Recruiting and Retention]

Measure: Recruit a wing diversity officer and establish an active diversity program within the wing.

Status June 2020: Recruited Wing Diversity Officer who in turn recruited an assistant to establish an active diversity program in the Wing. WAWG Diversity Team is developing a web page and providing resources on diversity to unit commanders. WAWG Team is creating information/education materials to share with the Wing and collaborating with the newly appointed NHQ Diversity Officer to ensure the WAWG program is in unison with national efforts.

Status Update Dec 2020: WAWG Diversity Officer is an active participant in the PCR Diversity Council, which consists of all Wing DIVs within PCR. This past Fall WAWG Diversity co-sponsored with PCR Diversity Council an aviation forum for cadets, where five USAF/USAFR/ANG female pilots shared their experiences with cadets throughout the Region. This event was well received and it is anticipated more will occur in the coming year. The WAWG Diversity site came online in December. This webpage contains general diversity information, links to pertinent regulations and contact information. This site will continue to grow and evolve throughout FY 21. Slides have been developed as presentation aids for both senior and cadet member audiences. The inaugural WAWG Diversity Newsletter will be published in January, 2021. Lt. Kelly Siebecke, WAWG Diversity Assistant, deserves much credit for putting these efforts in place.

Both the WAWG Diversity Officer and Assistant participated in the virtual 2020 National Conference participating extensively in the Diversity track sessions offered. The WAWG Officer also participated in the Diversity Workshop at the virtual NVWG Fall Conference. Additionally the WAWG Diversity Officer provided diversity training at a WAWG Intermediate TLC this past Summer.

As the National Staff is developing a new National Diversity Plan and review of regulations, WAWG Diversity Officer will submit to the WAWG Vice Commander (CV) an interim plan memorandum NLT 30 JAN 2021.

In the coming year, it is hoped additional team members will be authorized for the WAWG Diversity Team. Specifically, the WAWG Diversity Officer will seek authorization to select a senior cadet, preferably a member of the Wing Cadet Advisory Council, to serve as a cadet liaison, as well as a contributing member of the WAWG Diversity team. The WAWG Diversity Officer will also be seeking authorization to recruit a "deputy". In the past few months WAWG Diversity Officer has declined offers to participate on several national committees because of time commitments. However, participation on these committees is expected and would be beneficial to WAWG. A "deputy" focused on managing efforts of the WAWG Diversity staff (senior member assistant and cadet), would allow the WAWG Diversity Officer to her/his efforts on coordinating with PCR and National efforts and initiatives. Strongly recommend selection of a "deputy", who is senior Captain-Lt Col, with demonstrated staff or leadership/command experience, on a headquarters level, in either CAP, Uniformed Services or public/private organizations.

Measure: Increase outreach to under-represented groups of individuals (i.e. race, gender, religion, disability, etc.) in WAWG. Initial Goals: Increase female membership from by one percent (22.3% to 23.3%), and non-white (other than specifying 'white' on application) membership by a-half percent (28.6 % to 29.1%).

Status June 2020: Female membership 24.2%, non-white membership 31.1%. WAWG Team will be collaborating with WAWG Recruitment and Retention to develop strategies in improving diversity. WAWG Diversity Team has provided unit commanders with suggestions on how to broaden outreach.

Status Update Dec 2020: Female membership 23.7%, non-white membership 19.6% from national statistics.

Measure: Educate and support unit commanders on ways to make their organization more accessible and welcoming to individuals from across society's broad spectrum. Provide updates on CAP Diversity Program and Goals at WAWG's biannual conferences; meet with Group commanders quarterly to discuss goals, issues and concerns; and meet with each unit commander, at least annually to discuss progress, issues and ways Diversity Team can provide support.

Status June 2020: Wing Spring conference was cancelled due to Covid-19. Units holding virtual meetings. WAWG will continue to pursue venues to discuss progress.

Status Update Dec 2020: WAWG Diversity will be prepared to conduct a Diversity Session at the WAWG Spring Conference and the 2021 Cascade Falcon should these events occur. Most likely the presentations will be done using virtual technology. WAWG team is also prepared to render assistance to the National Diversity Staff at the 2021 National CAP Conference scheduled to be held in Bellevue, WA. The WAWG team has assisted several unit commanders with a variety of issues ranging from service animal access to uniform accommodations for religious reasons. The WAWG Diversity officer has also been invited to speak to units in both the MEWG and ILWG about his personal experience in CAP.

Objective 4.2 (national 5, region 5) Seek fundraising to support the missions of CAP [Command, Public Affairs]

Measure: External funds to support the 3 CAP missions have been obtained from 2 organizations, companies or individuals

Status June 2020: Employer matching contributions are encouraged. Tri-Cities has an arrangement with Bank of America. Columbia Basin receives an annual fund from Brotherton Seed Corporation in Moses Lake. Both Boeing and Fred Meyer have arrangements for donations to CAP.

Status Update Dec 2020: Continue to encourage membership to seek out organizations for fundraising. Several squadrons are receiving regular (sometimes monthly) donations through various employer matching funds programs. These squadrons include: Seattle, Skagit, Overlake, Northshore, South Sound, Green River, Bellingham, Mt. Rainier, Peninsula, Spokane and Renton. Among the participating employers are Microsoft, Boeing and Lockheed. Donations are also received through the Combined Federal Campaign.

Objective 4.3 (national 4.1, region 1.2) Recognize our members for the high level of volunteer work they do by significantly increasing the number of "Of the Year" award nominations for the over 1500 cadet and senior WAWG members. There are almost 30 categories to nominate members. In 2019 22 nominations were submitted for 12 award categories. [Personnel]

Measure: Increase the number of nominations for "Of the Year" awards nominations from 22 in 2019 to 40 in 2020.

Status December 2020: Announcement for nominations for "Of the Year" awards was delayed but was published in December awaiting current instructions from PCR HQ. None were received. This should be an adequate window of time and allow units to participate in this process. Unfortunately there is no way to predict the volume of nominations anticipated but the Awards Review Board has made a concerted effort to encourage participation. NOTE: the submission period was extended and a total of 23 nominations were received covering 14 categories.

Objective 4.4 (national 4.1, region 2.2) Increase training for members in SLS, CLC, UCC, and Region Staff College [Professional Development]

Measure: Increase the number of members completing the subject courses from 62 (19 SLS, 29 CLC, 7 UCC and 7 RSC) in 2019 to at least a total of 80 (25 SLS, 35 CLC and 20 UCC) in 2020.

Status June 2020: By mid-year 34 members have completed these courses (23 SLS, 4 CLC, 1 UCC, and 6 RSC).

Status Update Dec 2020: By year-end with data available 54 had completed these courses (23 SLS, 21 CLC, 2 UCC, and 9 RSC)

Objective 4.5 (national 4.1, region 1.4) Streamline/integrate report submittals to wing [Personnel]

Measure: At least 3 reports submitted to the wing will be eliminated, simplified or automated.

Status Update December 2020: Reports previously sent to Cadet Programs and Education & Training (formerly Professional Development) measuring Cadet and Senior Member training and accomplishments have been eliminated. These statistics are now available through eServices. Conversely, CAPF 171 (Unit Commander Financial Disclosure) was eliminated by NHQ, effective 1 October 2020.

Objective 4.6 (national 4.1, region 1.4) Promote an environment where members can balance their personal, professional and volunteer lives in order to maintain an enthusiastic cadre of productive and fulfilled volunteers. (Group Commanders, Wing Commander)

Measure: Group Commanders to work with unit commanders to monitor unit assignments to help prevent burn-out and report quarterly to the Wing Commander.

Status June 2020: Northwest Group: The Group Commander will work with the Group Personnel Officer and Deputy Commander to review unit assignments within squadrons to evaluate if certain members are overloaded and work with the Squadron Commander to try and spread out the workload.

Status Update Dec 2020: Southwest Group: The Southwest Group Commander and staff will continue to with the Group Personnel Officer and other staff to review personal assignments within squadrons to evaluate members are overloaded and then develop recommendations to the Squadron Commanders to try and spread out the workload, this is ongoing and will continue on into 2021.

Eastern Group: The Group Commander will work with each Squadron Commander to review unit assignments within Squadrons to evaluate if certain members are overloaded and work with the Squadron Commander to try and spread out the workload.

Objective 4.7 (national 4.1, region 2.1) Create an inspiring environment of transformational leadership to motivate members beyond their perceived capabilities in order to better understand “The Why” and unleash an audacious spirit of innovation. Encourage freedom of discussion of ideas and increase member understanding of decisions (the Why). (Group Commanders, Wing Commander)

Measure: Group Commanders to work with unit commanders to understand the Why. Communicate discussion topics through chain of command to the Wing Commander quarterly.

Status June 2020: Northwest Group: The Group Commander solicited issues and concerns from the Squadron Commanders in March and passed them up to the Wing Commander. The Group Commander will continue to keep an open door policy for concerns as pass down information along with the “why” as much as possible.

Status Update Dec 2020: Eastern Group: The Group Commander will reach out to all Squadron Commanders and request input regarding Wing, Group, and Squadron Operations. Any and all concerns will be discussed and reviewed.

It is the Group Commanders intention to resolve issues, improve communication, and advance ideas and innovation throughout the Group.

Objective 4.8 (national 4.1, region 2.2) Develop a pipeline for identifying and cultivating members with leadership potential in order to ensure leadership and directional continuity at all levels. Encourage unit commanders to continue developing their replacements. (Group Commanders, Wing Commander)

Measure: Annually, each unit commander will provide the Group Commander a replacement list for their unit of potential candidates by 1 June. The Group Commanders will forward the lists to the Wing Commander by 15 June.

Status June 2020: Northwest Group: The Group Commander will work with the Group Personnel Officer and Deputy Commander to create a list of replacements for the squadrons. So far this year, Paine Field Composite Squadron and Bellingham Composite Squadrons have come up with replacements and the change of command has been executed.

Status Update Dec 2020: Southwest Group: The Southwest Group Commander and Group Level staff will continue to identify personnel within the squadrons under its command to evaluate potential candidates for future leadership opportunities. The Southwest Group Commander and staff will work with these individuals to gain the needed skills and opportunities to develop in candidates that are capable of being recommended for Squadron Commander and other positions of leadership at the Group / Wing level and have the skills and experiences to allow them to be qualified and successful. This is ongoing and will continue on into 2021.

Eastern Group: The Eastern Group Commander and Group Level Staff will continue to identify personnel within the Squadrons under its command to evaluate potential candidates for future leadership opportunities.

Goal 5: -- Enhance understanding of CAP's value to America so that we can grow our organization to better serve the Nation

Objective 5.1 (national 5, region 3) Enhance the external marketing of Washington Wing to the general public [Public Affairs]

Measure: Generate 3 CAP-developed stories published by external news sources

Status June 2020: A number of items have been sent to publications for printing but we are waiting for notification that publication has happened.

Status Dec 2020: No further status is available.

Objective 5.2 (national 5, region 6.1, 6.2) Seek out members of the Washington State Legislature to join CAP and collectively participate [Command]

Measure: Increase Legislative Squadron membership by 5% from 50 to 53.

Status June 2020: Met with Legislatures during the DC trip and encouraged those who are not already members to join. Legislative squadron membership currently remains at 50 at the end of June.

Status Update Dec 2020: Membership in the Legislative unit remains at 50.

Measure: Conduct at least one event where CAP and State Legislators participate

Status June 2020: Spring Conference was cancelled due to covid-19. Events have not been held for the past few months.

Status Update Dec 2020: again the remainder of the 2020 planned events had to be cancelled. The 2021 Fall National conference planning is underway and will be held in Bellevue, WA. Will extend invitations to legislators as the event draws closer. 2021 Legislative day will be virtual and the government relations team is working on handout with public affairs. Appointments are not being scheduled yet.