

WASHINGTON WING

2016 STRATEGIC PLAN

To: All WAWG Members

In 2014, National Headquarters developed a master strategic plan for Civil Air Patrol. The master plan was revised in late 2015 to be a 5 year plan. WAWG is focusing on the 2016 Annex to this plan. This 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 can be found on the national website.

We in Washington Wing formed a team to review the national plan and the team developed a plan for Washington Wing that is tailored to our needs. That plan draft is attached. It uses national's "priority" items as our "goals." It is a living plan that may be modified as time passes. Our plan highlights the areas of the national plan that we hope to focus on for 2016. 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 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 2016 strategic plan and help us all work to accomplish the goals and objectives we have laid out for the wing.

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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 and support the 2016 Annex to the CAP National Strategic Plan. The primary responsible organization is identified and underlined if more than one.

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.x) Demonstrate continuing relationships with military organizations including AFROTC, JAFROTC, and AF recruiters, Guard units and Air Force Association (Group Commanders)

Measure: Each Group will make contact with the noted ROTC programs in their area by 12/31/2016. Each Group will contact the Air Force office, National Guard, Air Guard, and Air Force Association in their area by 12/31/2016 to determine a level of mutual support. A CAP representative will meet with these organizations at least once per year. Reporting will be through Group commanders.

Objective 1.2 (national 1.2.5) Implement phase 2 of the operational mini-UAV program; establishing programs to support the 7 remaining regions as well as through the National Emergency Services Academy to develop UAV tools for operational missions and train future operators (Operations) (pending specific direction from national)

Measure: Awaiting direction from national

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 2015 as a percent of total officer membership. Increase the number of officers in these specialty ratings by 10% by 12/31/2016. The specialty ratings being tracked initially are: AOBD, CISM, FASC, GBD, GTL, MSO, MSA, OSC, PCS, and PIO.

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 2.1.5) Continue plans to support HF radio support of 1AF mission requirements (Communications)

Measure (a): Increase the average number of HF net check-ins per month from the 2015 baseline of 122 HF net check-ins per month by 5% to an average of 128 HF net check-ins per month by the end of 2016.

Measure (b): Increase the actual number of HF radios in use by 10% from the 2015 baseline of 25 stations to a total of 28 HF stations in use by the end of 2016.

Objective 2.2 (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 2016.

Objective 2.3 (national 2.2.3) Provide for and conduct a successful national level AOPA fly-in in WAWG (Public Affairs)

Measure: Successfully staff and provision for WAWG participation in the AOPA activity.

Objective 2.4 (national 2.2.4) Annually, each 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 (Command)

Measure: One successful meeting with the Washington State governor in 2016.

Objective 2.5 (national 2.2.10) Develop a campaign to tell the CAP story, from grass roots to the national level, in recognition of CAP's 75th Anniversary (Public Affairs)

Measure: Program developed at wing for wing level and group level activities throughout 2016. This includes publication materials, presentations and activities.

Objective 2.6 (national 2.2.x) Each unit will meet with and practice with at least one state and/or local emergency management organization during 2016 (Group Commanders)

Measure: Each unit to demonstrate it contacted at least one local emergency management organization by 12/31/2016. Each local unit will have at least 1 practice activity in 2016 with some emergency management organization (includes missing person search, SAR events, DOT training, flood control, county practice events, hospital training, disaster simulations, etc.) as reported through Group command.

Objective 2.7 (national 2.2.x) Increase fund raising and grant writing opportunities for WAWG (Finance)

Measure: Through our wing fund raiser WAWG was able to secure fund raising through 4 major wing level contacts in 2015. Through our fund raiser's efforts we are targeting 5 more such contacts in 2016.

Objective 2.8 (national 2.2.x) Demonstrate continued relationships with U.S. house and senate representatives and state and local officials (Group Commanders, Legislative Liaison)

Measure: Each Group will develop a plan to contact and meet with the US House Representative in their area in 2016. This plan will include at least one meeting per year with those Representatives. Each Group will develop a plan to contact and meet with at least one state legislator in their area by 12/31/2016. Each unit will meet with at least one local official in their area by 12/31/2016. Reporting will be through Group commanders.

Objective 2.9 (national 2.4.2) Develop an active community service program in our units (Group Commanders)

Measure: Each squadron will demonstrate at least one community involvement activity by 12/31/2016 as reported through Group command.

Goal 3: Inspire ingenuity – increase efficiencies in time and effort to enhance the effectiveness of CAP members.

Objective 3.1 (national 3.3.x) Meet the minimum number of officers per unit who must complete Training Leaders of Cadets (TLC) (Professional Development)

Measure: Meet the minimum TLC requirement of two per squadron by 6/30/2016 and 50% of the units with at least 3 officers so qualified by 12/31/2016.

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 4.1.1) Increase the number of STEM kits WAWG units have ordered for our internal STEM program (Aerospace Education).

Measure: The number of STEM kits ordered in 2015 was 36. There will be 20 additional STEM kits ordered by 12/31/2016.

Objective 4.2 (national 4.1.4) Increase the number of units with a UAV program in the wing (Aerospace Education)

Measure: Eight units will have a cadet UAV program by 12/31/2016.

Objective 4.3 (national 4.1.5) Increase WAWG involvement in and partnership with schools in WAWG that have an internal STEM program (Aerospace Education).

Measure: Provide STEM materials support and active member participation to 5 new schools in 2016.

Objective 4.4 (national 4.2) Increase interest and participation in Cyber Patriot (Information Technology, Aerospace Education, Cadet Programs)

Measure a): Baseline is the number of registered wing teams in 2015, ten. Increase the number of teams by two in 2016.

Measure b): Baseline is the actual number of teams in 2015, seven. Increase the number of teams actually participating by one in 2016.

Objective 4.5 (national 4.3) Increase first cadet orientation flights earlier in the cadet's career (Cadet Programs, Operations)

Measure: Baseline is the number of cadets who joined in the first 6 months of 2015 who received the first orientation ride within 6 months of joining. The number of cadets joining in the first 6 months of 2016 who receive their first flight by 12/31/2016 will be an increase of 10% over the baseline.

Objective 4.6 (national 4.x) Increase the number of AE members associated with WAWG (Aerospace Education)

Measure: At the end of 2015 there were 12 AE members associated with WAWG. There will be an additional 5 members by the end of 2016.

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 (national 5.1.8) Create a master recruiting and retention campaign (Recruiting and Retention and Public Affairs)

Measure: Assign a wing recruiting officer by 3/30/2016 Develop an outline for a recruiting guide by 6/30/2016. Develop retention metrics using national data. Increase wing membership retention of first year members by at least 5% in 2016.

Objective 5.2 (national 5.1.x). Develop/enhance ES training for cadets to qualify in ground operations related areas to provide learning incentives and fun for cadets (Operations, Cadet Programs)

Measure: Conduct 6 ES desktop training exercises for cadets in 2016. Conduct at least 8 ES training and qualifications programs for cadets at the wing training camps.

Goal 6: Build the future – develop CAP’s organizational as well as functional leaders, from cadet to CEO.

Objective 6.1 (national 6.1.x) Implement a mentor program for CAP members in each unit. (Group Commanders)

Measure: Each unit will have a local mentor program for members by 12/31/2016 as reported through Group command.

Objective 6.2 (national 6.3) Increase the number of officers who have advanced at least one professional development level in 2016. (Professional Development)

Measure: In 2015 there were 31 level 2, 3, 4, and 5 completions by officers. The target is 40 such completions by 12/31/2016.

Goal 7: Set the example – sustain institutional excellence.

Objective 7.1 (national 7.1.12) Refresh the look and feel of our websites and make them more user friendly (Public Affairs, Information Technology)

Measure: Wing website will be reviewed for content and relevancy by 6/30/2016. Unit websites will be reviewed with improvement suggestions to the units by 9/30/2016.

Objective 7.2 (national 7.1.x) Implement a program to improve interpersonal skills of our members (Group Commanders)

Measure: A short interpersonal skills mini-class was developed by Major Carl Lindberg and is available for use at the unit level. Units will report actions used locally to improve those skills, through the Group commanders.

Objective 7.3 (national 7.3.x) Complete the 2016 Staff Advisory Visit (SAV) meeting all milestones required. (Command)

Measure: SAV prep work done and reviewed by command by 8/31/2016. All needed staff will be available in October 2016 for the SAV on-site.