



STRATEGIC PLAN

Texas Wing Civil Air Patrol

This plan was developed to coordinate with the NHQ and SWR Strategic Plans in order to assure that Texas Wing is not only HIGHLY SUCCESSFUL but that we are firmly aligned with the wishes of higher headquarters.

FY 2016

Texas Wing Goals

Goal 1: In order to maintain our ability to prosecute missions we will obtain funding from the state while expanding our customer base to use those funds.

Objective 1.1 Continue to lobby for support of our funding request by writing to state representatives requesting support for Civil Air Patrol.

Objective 1.2 Encourage Groups and Squadrons to seek support for our funding request through calls to county judges, EOCs, county sheriffs, etc.

Objective 1.3 We will continue seeking support for our missions by reaching out to timber lobbies, insurance lobbies, SIMON Malls, Inc, and other groups that would benefit from our air support and offer us meeting/EOC space.

Objective 1.4 Continue to grow TEXSAR (advanced ground teams) in order to strengthen our ground capabilities for our customers.

Objective 1.5 Share success stories and best practices in order to replicate these practices.

Objective 1.6 Continue the SIMCELL program in order to force proper and effective evaluation of training events in order to effectively use resources and funding.

Goal 2: As training dollars diminish we need to have a more consolidated, efficient way to train. The DO, DOS and DOV will seek assistance from each Group Staff in order to coordinate training needs and spend our AF funding efficiently and effectively.

Objective 2.1 We will begin working the training requests (already entered in WMIRS) early in order to coordinate central locations and spend funds effectively.

Objective 2.2 The Ops/ES Staff will investigate opportunities for new mission areas using equipment/technology we currently have.

Objective 2.3 The ES Staff will continue the Simcell concept with three of the six planned exercises per year in order to identify training gaps.

Goal 3: Using the model being established by the SFA students in Nacogdoches, we will market Texas CAP to targeted groups in order to be able to effectively meet the needs of the organization.

Objective 3.1 Use marketing strategies to recruit pilots and ground team members (adults) by focusing on areas where likely candidates can be found (airports, aerospace organizations, HAM radio, volunteer EMS and fire departments).

Objective 3.2 Use similar strategies to recruit cadets and educators for AE and CP.

Objective 3.3 Coordinate with the Recruiting Command at Randolph AFB in order to educate them about the importance of CAPs STEM initiatives (request from NHQ).

Objective 3.4 Create a marketing presentation that can be posted on the Wing webpage and presented by Groups to potential customers.

Goal 3: (con't)

Objective 3.5 Create a Public Affairs toolbox and have it assigned at each group for Squadrons to check out for public events. Ie: school presentations, air shows, malls events.

Goal 4: Focus on meeting the needs of the cadet program by strengthening support at the Group level.

Objective 4.1 Create scholarship opportunities for cadets

Objective 4.2 Support and strengthen the CAC at all levels

Objective 4.3 Hold Airman Leadership Schools in support of the CTEP progression plan.

Objective 4.4 Increase the number of participants in the Cyber-Patriot Program by 10% over last year.

Objective 4.5 Conduct a trial "Type B" encampment geared towards the School units.

Goal 5: Strengthen Texas Wing by streamlining the way we do business on a daily basis.

Objective 5.1 Develop more volunteers to support the jobs previously done by paid employees.

Objective 5.2 Educate units to call on Wing staff for questions or assistance rather than calling Wing HQ.

Objective 5.3 Groups will be more proactive in getting reports turned in on time rather than forcing Wing staff to spend all of their time tracking them down.

Objective 5.4 Update the list of reports due and the dates they are due as revised by new regulations.

Objective 5.5 Wing will ensure that Groups share equipment and people in order to make the most of finite assets and materials.

Goal 6: Communicating with members is critical to developing an organizational culture that attracts new members and retains current members.

Objective 6.1 Group commanders will hold regular meetings (face to face or telephonic) in order to convey important information from upper echelons and to ascertain needs at the unit level.

Objective 6.2 By their positive actions, Group Commanders will model behaviors that will demonstrate the professional behavior we wish to see in our members.

Objective 6.3 Groups will develop a Public Affairs program that will inform both internally and externally.

Objective 6.4 Cadet Programs and Operations at the Group and Wing levels work together to get new cadets in the air within 90 days of joining.

Goal 7: We will develop a way of doing business that makes all programs “inspection ready” at a moment’s notice to support our “Culture of Compliance”.

Objective 7.1 All ROS items will be cleared as rapidly as possible by appointing investigators at the lowest level to clear out losses rapidly.

Objective 7.2 Units will dispose of unused but serviceable equipment through the Wing Logistics Officer.

Objective 7.3 Units will assure that safety currency is not just regulatory, it is an essential part of being a CAP volunteer professional.

Objective 7.4 We will promote the Professional Development Program at all levels.

Goal 8: We will Strengthen Texas Wing by training each Squadron and Group Commander to obtain at minimum a technical rating in each of CAP Core missions: Cadet Programs, Aerospace Education, and Emergency Services. Having Commanders with a solid foundation in our missions will build and strengthen units and will increase retention.

Objective 8.1 All Texas Wing commanders at group and squadron levels will be enrolled and working towards obtaining a minimum technical specialty track in Cadet Programs.

Objective 8.2 All Texas Wing commanders at group and squadron levels will be enrolled and working towards obtaining a minimum technical specialty track in Aerospace Education.

Objective 8.3 All Texas Wing commanders at group and squadron levels will be enrolled and working towards obtaining a minimum technical specialty track in Emergency Services.

Objective 8.4 All Texas Wing commanders at group and squadron levels will have completed or will complete a Training Leaders of Cadets (TLC) course basic course by December 31, 2016.

Objective 8.5 All Texas Wing commanders at group and squadron levels will have completed or will complete a Training Leaders of Cadets (TLC) course advanced basic course by December 31, 2017.

Timeline and Responsibility

Goal 1: In order to maintain our ability to prosecute missions we will obtain funding from the state while expanding our customer base to use those funds.

| OBJECTIVE | RESPONSIBLE PARTY | DUE DATE |
|------------------|--------------------------------|---|
| Obj. 1.1 | TxWgCC and selected Wing staff | By 1 June of each year. |
| Obj. 1.2 | Group CCs and staff | Proof of 1 contact per squadron by end of FY 16 |
| Obj. 1.3 | All Commanders and staff | 2 corporate partnerships by end of FY 16 |
| Obj. 1.4 | Wing and Group ES Staff | Each Group will have a team performing missions by the end of FY 16 |
| Obj. 1.5 | All Staff at all levels | Ongoing |
| Obj. 1.6 | All Staff at all levels | Ongoing |

Goal 2: As training dollars diminish we need to have a more consolidated, efficient way to train. The DO, DOS and DOV will seek assistance from each Group Staff in order to coordinate training needs and spend our AF funding efficiently and effectively.

| OBJECTIVE | RESPONSIBLE PARTY | DUE DATE |
|------------------|--------------------------------|--------------------------------------|
| Obj. 2.1 | TxWgCC and selected Wing staff | Ongoing |
| Obj. 2.2 | DOS, DO and selected staff | One new mission/opportunity per year |
| Obj. 2.3 | DOS and Sim Team | 3 SAREXs with Sim input during FY 16 |

Goal 3: Using the model being established by the SFA students in Nacogdoches, we will market Texas CAP to targeted groups in order to be able to effectively meet the needs of the organization.

| OBJECTIVE | RESPONSIBLE PARTY | DUE DATE |
|------------------|-------------------------------------|---|
| Obj. 3.1 | PAO along with Wing and Group staff | 4% growth of seniors |
| Obj. 3.2 | DAE with all Group and Wing staff | 4% growth in cadets and AE members |
| Obj. 3.3 | Assign a R&R Task Team | Visit with AF Recruiting Command and follow up plans. |
| Obj. 3.4 | Wg PAO with a Task Team | A complete plan will be posted during FY 16 |

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| Obj 3.5 | PAO toolbox assigned to Groups | Jan 2016 |
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Goal 4: Focus on meeting the needs of the cadet program by strengthening support at the Group level.

| OBJECTIVE | RESPONSIBLE PARTY | DUE DATE |
|------------------|--------------------------|---|
| Obj. 4.1 | Group CC and staff | Ongoing |
| Obj. 4.2 | Group CC and staff | Continue Gp and Wg CAC participation building on FY15 progress |
| Obj. 4.3 | TXWG DCP and Group CPO | Standardized curriculum and one ALS in each Group during FY 16 |
| Obj. 4.4 | CP, AE and Group CCs | Increase participants by 2 teams in FY 16 |
| Obj. 4.5 | TXWG DCP and Group CPO | Increase additional encampment attendees by 5% than FY15 |
| Obj. 4.6 | TXWG DCP and TXWG PD | Increase the assigned Commanders with a CP Specialty by 15% over FY15 |

Goal 5: Strengthen Texas Wing by streamlining the way we do business on a daily basis.

| OBJECTIVE | RESPONSIBLE PARTY | DUE DATE |
|------------------|--------------------------|---------------------------------|
| Obj. 5.1 | Wing CC and staff | Ongoing |
| Obj. 5.2 | Group CC and staff | Ongoing |
| Obj. 5.3 | Group CC and Staff | 100% report collection in FY 16 |
| Obj. 5.4 | TXWG CoS and Webmaster | Update as regulations change |
| Obj. 5.5 | TXWG Staff | Ongoing |

Goal 6: Communicating with members is critical to developing an organizational culture that attracts new members and retains current members.

| OBJECTIVE | RESPONSIBLE PARTY | DUE DATE |
|------------------|-------------------------------|--|
| Obj.6.1 | Group CC and staff | Ongoing |
| Obj. 6.2 | Group CC and staff | Ongoing |
| Obj. 6.3 | TXWG PAO, Group CC and Staff | Each Sq and Group will have an ACTUAL PAO by the end of FY 16 with no commanders acting as placeholder |
| Obj. 6.4 | TXWG DO, DCP and Group Staffs | Statistics at the end of FY 16 will demonstrate 90% compliance |

Goal 7: We will develop a way of doing business that makes all programs “inspection ready” at a moment’s notice to support our “Culture of Compliance”.

| OBJECTIVE | RESPONSIBLE PARTY | DUE DATE |
|------------------|----------------------------|--|
| Obj. 7.1 | Wing CC and Group CCs | No more than 10 ROS at the end of FY 16 |
| Obj. 7.2 | TXWG staff | “Turn It In” opportunity each FY |
| Obj. 7.3 | All TX WG members | Increase the safety compliance at all levels |
| Obj. 7.4 | TXWG Staff and Group Staff | Small Groups will have 1 SLS/CLC/UCC per year and large Groups will have 2 classes |

Goal 8: We will Strengthen Texas Wing by training each Squadron and Group Commander to obtain at minimum a technical rating in each of CAP Core missions: Cadet Programs, Aerospace Education, and Emergency Services. Having Commanders with a solid foundation in our missions will build, strengthen our units and will increase membership retention. Each Squadron and Group Commander will also need to attend a Training Leaders of Cadets (TLC) basic and advanced course.

| OBJECTIVE | RESPONSIBLE PARTY | DUE DATE |
|------------------|------------------------------|-----------------|
| Obj. 8.1 | TXWG DCP, Group CC and Staff | Ongoing |
| Obj. 8.2 | TXWG DOE, Group CC And Staff | Ongoing |

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| Obj. 8.3 | TXWG AEO, Group CC and Staff | Ongoing |
| Obj. 8.4 | TXWG Group and Squadron CC | December 31, 2016. |
| Obj. 8.5 | TXWG Group and Squadron CC | December 31, 2017. |

NOTES



Texas Wing Civil Air Patrol

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