



Annual Training Plan (ATP)  
FY 16

### **ATP – Commander’s Intent**

The development of the FY 16 Annual Training Plan was a learning exercise in planning. The staff gathered for a Staff Retreat 9-11 October 2015. Prior to the retreat staff members were given pre-work to prepare for the retreat. The process was a review of the National Headquarters (NHQ) Strategic Plan and in particular to focus on the seven (7) NHQ priorities. The Middle East Region (MER) developed strategies to support each of the NHQ priorities. The MER Staff then developed their duties and responsibilities which included the goals, metrics, reports, products, activities, awards, meetings/visits and regulations that were in their lane. We have posted these “swim lanes” on the MER website so the wing staffs can see how the MER staff developed their plans and use them as a template for their planning. The next phase of the process was to develop each staff sections portion of the ATP which clearly identifies which MER strategies, which support the NHQ priorities, goals, metrics and the budget required to support the plan’s implementation. Staff sections with requirements in addition to those that focused on the national strategic plan are also included in the process. We know that each wing in the region will have their own unique needs as they develop their ATP.

The next step is to have a Commander’s retreat 9-11 November at which time the MER ATP will be presented. Additionally the wing commanders will receive the MER Balanced Scorecard which will be used to track performance during FY 16. Separate from the ATP process is the goals and metrics established in the Annual Operations Training Plan (developed in eServices and implemented through WMIRS and the MER Recruiting & Retention Plan (R&R)).

We are developing and implementing the ATP in FY 16 which began 1 October 2015. The intent for FY 17 is to have the plan in place before the start of the Fiscal Year beginning 1 October 2016. The planning cycle for FY 17 is given at the end of the FY 16 ATP.

### **Command Team**

The Commander is responsible for all that is done and not done in his command. He holds monthly Commander’s Calls and quarterly scorecard briefs. He delegates responsibilities as given below. The Vice Commanders are responsible to provide leadership to the wings and staff section they are assigned:

Vice Commander East – Delaware, Maryland, Virginia and the A3 Section

Vice Commander West – National Capital, North Carolina, South Carolina and West Virginia

The Chief of Staff is responsible for supervision of the A1, A4, A5/8, A6, A7 and A9. The Chief of Staff schedules and organizes the monthly Commander's Update Brief (CUB) teleconferences.

### **Staff Sections**

The staff sections are organized per the USAF “A” Staff guide so as to “practice what we teach” our cadets about span of control using the span of control of three to seven with an optimum of five and to organize in a similar way to Air Combat Command and the numbered Air Forces.

All staff sections are tasked to reach out directly to corresponding wing staff members. The region staff member is there as a subject matter expert and a resource for wings. They are also tasked with ensuring

that all reports are submitted on time and complete. As an aid to this, a calendar of when reports are due can be found on the MER website.

With the understanding that the wing staff is in chain of command with their wing commanders and the MER staff do not have command authority, a copy of all correspondence between region staff sections and wing staff sections will include a courtesy copy (cc) to the wing commander. This provides transparency up and down the chain of command.

All principal staff officers will participate in the monthly Commander's Update Briefings (CUB) and report using the established CUB Slide. Additionally in FY 16 staff principals will report quarterly against scorecard metrics for their staff section.

### **NHQ Priorities and MER Strategies**

Below are the NHQ priorities and immediately below each are the MER strategies that support each NHQ priority.

Priority #1: Reinvigorate our Total Force relationship with our United States Air Force and enhance their mission accomplishment as a cost effective force multiplier.

#### **MER Strategies**

- 1.a. Streamline our staffing function to mirror the staff functions used by USAF
- 1.b. Increase opportunities to partner with the Air Force
- 1.c. Increase opportunities to partner with the National Guard
- 1.d. Increase interaction with senior AF staff and officials

Priority #2: Increase our presence in local communities and expand our portfolio to incorporate new Missions for which we are ideally suited.

#### **MER Strategies**

- 2.a. Increase partnerships at the state level
- 2.b. Every wing in the region has a relationship with their state government
- 2.c. State and local government officials are involved in CAP
- 2.d. Use current and new members to expand and improve the relationships

Priority #3: Enhance the effectiveness of CAP members.

#### **MER Strategies**

- 3.a. Use technology for staff meetings and Commanders Call
- 3.b. Use a standard format to provide information to the commander
- 3.c. Provide information in an open and transparent manner to the members
- 3.d. Use distance learning programs where applicable to respect our members' time
- 3.e. Increase knowledge and effectiveness of wing staff areas

Priority #4: Promote CAP's recognition as a leader in Aerospace Education and Science, Technology, Engineering and Mathematics (STEM) education.

#### **MER Strategies**

- 4.a. Create partnerships at the local and state level with school systems
- 4.b. Increase use of CAP AE materials
- 4.c. Teacher education and interaction with CAP
- 4.d. Improve the use of TOPS program

Priority #5: Recognize the value and talent of each CAP member and enhance the fulfillment of the CAP experience.

MER Strategies

- 5.a. Increase the fun in CAP
- 5.b. Leadership/Communication - Improve the level of communication between the MER, the MER staff, wing staff and individual members. Continue the positive leadership tone to break down barriers for effective mission readiness
- 5.c. Recognizing Members - Awards are a very important part of the rewards system we have in CAP while maintaining the integrity of the awards process. Additionally, we will aggressively support the new proposed online award nomination process.
- 5.d. Each wing submits a complete "of the Year" nominees

Priority #6: Develop CAP's organizational as well as functional leaders, from cadet to the National Commander.

MER Strategies

- 6.a. Produce leaders for tomorrow's CAP
- 6.b. Maintain cadets membership in CAP as they transition to adults
- 6.c. Utilize ideas presented by CAC
- 6.d. Utilize ideas presented by Region and National Staff College students

Priority #7: Sustain institutional excellence.

MER Strategies

- 7.a. Increased awareness and communication of CAP strategic goals to subordinate units
- 7.b. Improved training for our wing and regional commanders
- 7.c. Improved training for our more senior staff and squadron leaders

**MER Staff ATP**

Each staff section reviewed each MER strategy to determine if it was in their lane and was either a direct responsibility or a support function. Each staff section's ATP includes the MER strategies that support the NHQ priority they lead or support, the goals that support the MER strategies and additional internal goals the staff section set for themselves, the metrics they put in place to measure performance and the budget they required to support the plan:

**NOTE:**

FY 16 is considered a baseline year so many of the metrics are to determine a baseline number. The FY 16 budget was submitted prior to the Staff Retreat. The intent was to better align the requirements to the budget. The MER Finance Committee will review the staff requirements and work the requirements budget as best as possible to stay within the submitted budget and consider any overage as an Unfinanced Requirement (UFR) and see if additional funds are available.

**A1**

**MER Strategies** - The A1 Section supports the following MER strategies in support of NHQ priorities:

- 1.a. Streamline our staffing function to mirror the staff functions used by USAF
- 3.e. Increase knowledge and effectiveness of wing staff areas (Support)
- 5.a. Increase the fun in CAP
- 5.c. Recognizing Members - Awards are a very important part of the rewards system we have in CAP. Additionally, we will aggressively support the new proposed online award nomination process.
- 5.d. Each wing submits a complete "of the Year" nominees
- 7.b. Improved training for our wing and regional commanders (Support – Retention)
- 7.c. Improved training for our more senior staff and squadron leaders (Support – Retention)

**Goals** - The A1 Section will support the following goals:

1. Work with MER - A5/8 on organizational structure of MER
  2. Increase/improve technical expertise of wing counterparts
  3. Modernize and streamline awards and promotion systems
  4. Working with A7P, prepare future wing and region commanders
  5. Improve communication with region counterparts and improve the preparation/training for future region-level DCS'/Directors (working with A7P)
  6. Understand and improve current MER retention and recruiting
- A1D
7. Working with A7O and A7P, develop cadet- and senior-level recruitment campaign
  8. Create a recruiting and retention campaign
  9. Be the go-to for helping staff with succession planning

**Metrics** - The A1 section established the following metrics to track performance:

1. Align A1 and overall MER structure with HAF, MAJCOM, NAF as appropriate
  2. Review MER org chart monthly
  3. Quarterly, hold Region-level online training (VTC) sessions based on direct input from wing counterparts
  4. Within two weeks of receipt in MER mailbox, upload awards/promotions for consideration by boards; board members
  5. NLT 1QFY16, identify and appoint a recruiting and retention officer
  6. By 4QFY16 and working with MER/A7P, complete a survey of current and former wing commanders to identify training for potential commanders
- A1D
7. Create semi-annual and annual recruitment contests across the region (senior and cadets)
  8. NLT 4QFY16 ID and appoint a recruiting and retention officer in each wing
  9. NLT 4QFY16 ID and appoint a recruiting and retention officer in each wing
  10. Twice per year, host a region-level working group via VTC to leverage lessons learned and best practices to identify gaps in Region-level DCS/director preparation
  11. Improve recruiting by 5% and retention by 5%

**Budget** - The A1 Section established the following budget request for FY16 in support of MER strategies:

Staff Retreat	\$500
Wing Conference	\$1700
Region Conference	\$1000
National Conference	\$1500
Supply	\$200
Postage	\$150
OTY Plaques	\$1,500
<b>TOTAL:</b>	<b>\$6,550</b>

**A3**

MER Strategies – The A3 Section supports the following MER strategies in support of NHQ priorities:

- 1.b. Increase opportunities to partner with the Air Force (support)
- 1.c. Increase opportunities to partner with the National Guard (support)
- 1.d. Increase interaction with senior AF staff and officials (support)
- 2.c. State and local government officials are involved in CAP (support)
- 3.c. Provide information in an open and transparent manner to the members
- 3.e. Increase knowledge and effectiveness of wing staff areas
- 4.d. Improve the use of TOPS program (support)
- 5.a. Increase the fun in CAP
- 5.b. Leadership/Communication - Improve the level of communication between the MER, the MER Staff, wing staff and individual members. Continue the positive leadership tone to break down barriers for effective mission readiness
- 5.c. Recognizing Members - Awards are a very important part of the rewards system we have in CAP while maintaining the integrity of the awards process. Additionally, we will aggressively support the new proposed online award nomination process.
- 6.a. Produce leaders for tomorrow's CAP
- 7.a. Increased awareness and communication of CAP strategic goals to subordinate units

Goals – The A3 Section will support the following goals:

1. Be prepared to operationalize compatible opportunities that come from USAF or National Guard
2. Involve state or local officials during operations in their home jurisdictions
3. Standardize OPOD formatting and establish for standard scenarios.
4. Quarterly (at a minimum) meetings with each staff section with their wing counterparts.
5. Aircraft/crew and budget are available to fly TOPS
6. Provide regional operations and training opportunities that increase our capabilities and effectiveness (i.e. MERSAR type events)
7. Provide the commander with AARs for completed and briefing on upcoming operations
8. Review and provide recommendations for A3 related “of the year” awards.
9. Develop depth in ICS staff functional personnel within each wing.  
For 2016, include ICP track training at MERSAR
10. Quarterly (at a minimum) meetings with each staff section with their wing counter parts
- A3O
11. Conduct events to qualify aircrew in specialty qualifications(i.e. Mountain flying, CFI, check pilot).
12. Develop tracking and reporting of aircraft mission ready vs. down days

- 13. Conduct regional or multi-wing Glider/Powered flight academy(s)  
A3Q
- 14. Increase visibility of interagency programs related to USAF, HLS, DR, etc.  
A3E
- 15. Increase number of qualified ES personnel per the goals set in the ATP
- 16. Meet Aircraft utilization goals

Metrics – The A3 section established the following metrics to track performance:

- 1. Draft and implement operations orders as opportunities are presented.
- 2. Involve 21 state or local official(s) at an operational function in each wing (i.e. SAREX, OpsEval, actual DR, etc.).
- 3. Online library of standard OPORD on A3 section of MER website.
- 4. Conduct quarterly meetings.
- 5. Flew 50 teachers in FY2016
- 6. Planned and executed 12 regional events in FY2016
- 7. Commander is updated with activity AAR's in a timely manner
- 8. Award recommendations are provided in a timely manner (due date).

A3E Internal

- 9. Increase the number qualified in each ICS staff position.

Budget – The A3 section established the following budget request for FY16 in support of MER strategies:

Travel to Wing Conferences	\$8250
Attend National HQ Conference	\$4875
Attend ALL SAREVALS	\$1750
Attend MER Conference	\$2500
Staff Retreat	\$1000
Misc. Office Expenses	\$450
MERSAR	\$880
MER PILOT CLINICS	\$1000
MTN FLYING Academy	\$1250
MER Glider Academy	\$750
<b>Total</b>	<b>\$22705</b>

**A4**

MER Strategies – The A4 Section supports the following MER strategies in support of NHQ priorities:

- 1.a. Streamline our staffing function to mirror the staff functions used by USAF
- 1.b. Increase opportunities to partner with the USAF
- 1.c. Increase opportunities to partner with National Guard
- 1.d. Increase interaction with senior AF staff and officials
- 3.a. Use technology for staff meetings
- 3.b. Use a standard format to provide information to Commander
- 3.c. Provide information in an open and transparent manner to the members

Goals – The A4 Section will support the following goals:

- 1. Assist USAF with Logistics
- 2. Locate an additional A4M LGTM
- 3. Develop “go to meeting” type of conference system for meetings
- 4. Use a Commanders Update Brief (CUB) format for all meetings
- 5. Publish the CUB briefings online for all member to review
- 6. Quarterly (at a minimum) meetings with each staff section with their wing counter parts
- 7. Online “of the Year” awards system for all the wings in the region

Metrics – The A4 section established the following metrics to track performance:

- 1. Complete the annual audit on time (Date Certain)
  - 2. Insure vehicle mileage reporting is completed on time monthly (Date Certain)
- A4 Internal
- 3. Logistics Officer : 1 per wing with at least 1 assistant

Budget – The A3 section established the following budget request for FY16 in support of MER strategies:

Travel to Wing Conferences	\$1000
Travel to National Conference	\$800
Postage	\$100
Vehicle MX	\$500
Office Supplies	\$200
Staff Retreat	\$500
<b>Total</b>	<b>\$3100</b>



**A5/8**

MER Strategies– The A5/8 supports the following MER strategies in support NHQ priorities:

- 1.b. Increase opportunities to partner with the Air Force
- 1.c. Increase opportunities to partner with the National Guard
- 1.d. Increase interaction with senior AF staff and officials
- 2.a. Increase partnerships at the state level
- 2.b. Every wing in the region has a relationship with their state government (Support)
- 2.c. State and local government officials are involved in CAP (Support)
- 2.d. Use current and new members to expand and improve the relationships (Support)
- 3.b. Use a standard format to provide information to the commander
- 3.c. Provide information in an open and transparent manner to the members (Support)
- 3.e. Increase knowledge and effectiveness of wing staff areas
- 4.d. Improve the use of TOPS program (Support)
- 5.a. Increase the fun in CAP (Support)
- 5.b. Leadership/Communication - Improve the level of communication between the MER, the MER staff, wing staff and individual members. Continue the positive leadership tone to break down barriers for effective mission readiness
- 7.a. Increased awareness and communication of CAP strategic goals to subordinate units
- 7.b. Improved training for our wing and regional commanders

7.c. Improved training for our more senior staff and squadron leaders (Support)

Goals – The MER A 5/8 established the following goals in support of the MER strategies:

1. Seek opportunities and interactions with AF (Active, Guard and Reserve) to promote mission capabilities, develop new missions and support AF base, organizational and family support operations
2. Review and improve CUB reporting
3. Collate, review and publish material in a standard format (MER ATP, CUB, Orders)
4. Implement the orders process for staff planning
5. Implement and maintain transparency of planning information
6. Plan annual Staff Retreat
7. Plan annual Commander’s Retreat
8. Collate and monitor FY16 ATP,
9. Develop and execute the FY 17 planning cycle
10. Guide/develop/monitor staff duties & responsibilities
11. Create requirements for a CAP Plans & Programs Specialty Track

Metrics – The A5/8 established the following metrics to track performance:

1. Coordinate meetings between Region leaders and AF leaders. (Number)
  2. Attend AFA, national and state National Guard Association Conferences. (Number)
  3. Publish FY 16 ATP NLT 30 October 16 (date certain)
  4. Publish FY 17 ATP per the FY 17 planning cycle (date certain)
  5. Mentor staff to produce orders and work with A3 to publish orders. (Number Coordinated)
  6. Work with A6I and PAO to insure open and transparent information is disseminated (Information Posted)
  7. Conduct Staff Retreat
  8. Conduct Commander’s Retreat
- A5/8 Internal
9. Execute FY 17 planning cycle on time
  10. Complete FY 17 ATP on time
  11. Coordinate with staff to update staff duties & responsibilities
  12. Submit draft of requirements for a CAP Plan & Programs Specialty Track NLT 30 May 16

Budget – The A5/8 established the following budget request for FY 16 in support of MER Strategies:

Travel	\$700
Supplies	\$100
Postage	\$50
<b>Total</b>	<b>\$850</b>

**A6**

MER Strategies – The A6 supports the following MER strategies in support NHQ priorities:

- 2.c. State and local government officials are involved in CAP
- 2.d. Use current and new members to expand and improve the relationships
- 3.a. Use technology for staff meetings and Commanders Call
- 3.b. Use a standard format to provide information to the commander

- 3.c. Provide information in an open and transparent manner to the members
- 3.d. Use distance learning programs where applicable to respect our members time (support, enable)
- 3.e. Increase knowledge and effectiveness of wing staff areas
- 5.a. Increase the fun in CAP
- 5.b. Leadership/ Communication - Improve the level of communication between the MER, the MER staff, wing staff and individual members.
- 5.c. Recognizing Members - Awards are a very important part of the rewards system we have in CAP, while maintaining the integrity of the awards process. Additionally, we will aggressively support the new proposed online award nomination process. (enable)
- 5.d. Each wing submits a complete "of the Year" nominees
- 6.a. Produce leaders for tomorrow's CAP
- 7.c. Improved training for our more senior staff and squadron leaders

Goals – The MER A6 established the following goals in support of the MER strategies:

- 1. Urge wings to improve ties in relationship with state EOC and other state agencies (Support)
  - 2. Have better coordination with A3 prior to MER events when communications is needed
  - 3. Prior planning for large events viz. Wreaths must be coordinated prior to the event. (NPS Arlington, Ft. Pickett, Joint SAREX's)
  - 4. Encourage friendly completion between wings in communications exercises
  - 5. Encourage those cadets who have a keen interest in communications. Motivate wing Directors of Communications to groom young communicators and instill interest in this field. Provide radio equipment to cadets that have capabilities. Visit all wing conferences provide status on national and region communications.
  - 6. Require report from Wing DC's of compliance with training plans
- A6I
- 7. Develop and maintain "go to meeting" type of conference system for meetings
  - 8. Provide and maintain a Commanders Update Brief (CUB) format for all meetings
  - 9. Publish the CUB briefings online for all members to review
  - 10. Provide means of regular communication with wing Directors of IT
  - 11. Provide technology support to communicate opportunities for fun activities using region web site and social Media.
  - 12. Ensure all region staff have access to region e-mail, including individual accounts, staff section aliases, and mailing lists
  - 13. Provide IT support to region awards process.

Metrics – The MER A6 established the following metrics to track performance:

- 1. Wing statistics of contacts with state officials (e.g. Emergency Management, Dept. of Transportation)
- 2. List projects for MER event support
- 3. Solicit reports on activities as related to wing training plans

A6I

- 4. Verify correct functioning of online meeting system
- 5. Verify and improve CUB format as needed
- 6. Verify all briefings posted to MER website
- 7. Verify working mailing list for wing Directors of IT

Budget - The A6 established the following budget request for FY 16 in support of MER strategies:

Wreaths across America Travel, Lodging, Meals	\$500
MERSAR College Travel	\$500
MER Conference Travel, Lodging, Meals	\$500
Wing Conferences Travel, Lodging, Meals	\$3000
National conference	\$1500
Domain registrations	\$50
IT Supplies	\$250
Annual Web Hosting (\$150 covered by gift in 2016)	
<b>Total:</b>	<b>\$6300</b>

**A7**

MER Strategies - The A6 supports the following MER strategies in support NHQ priorities: 1.b. Increase opportunities to partner with the Air Force (support)

- 1.d. Increase interaction with senior AF staff and officials (support)
- 2.b. Every wing in the region has a relationship with their state government (support)
- 3.a. Use technology for staff meetings and Commanders Call (support)
- 3.b. Use a standard format to provide information to the commander (support)
- 3.e. Increase knowledge and effectiveness of wing staff areas (support)
- 4.a. Create partnerships at the local and state level with school systems
- 4.b. Increase use of CAP AE materials
- 4.c. Teacher education and interaction with CAP
- 4.d. Improve the use of TOPS program
- 5.a. Increase the fun in CAP (support)
- 5.c. Recognizing Members - Awards are a very important part of the rewards system we have in CAP, while maintaining the integrity of the awards process. Additionally, we will aggressively support the new proposed online award nomination process. (support)
- 5.d. Each wing submits a complete "of the Year" nominees (support)
- 6.a. Produce leaders for tomorrow's CAP
- 6.b. Maintain cadets membership in CAP as they transition to adults
- 6.c. Utilize ideas presented by CAC
- 6.d. Utilize ideas presented by Region and National Staff College students
- 7.a. Increased awareness and communication of CAP strategic goals to subordinate units (support)
- 7.c. Improved training for our more senior staff and squadron leaders

Goals – The MER A7 established the following goals in support of the MER strategies:

- 1. Use online teleconference software for staff calls; hold conference calls with wing counterparts on a quarterly basis
- 2. Complete a CUB for each MER staff meeting
- 3. Encourage wings to submit "of the Year" award nominations
- 4. Attend 2016 MER Conference
- 5. Attend 3 wing conferences

A7E

6. Conduct annual MER Aerospace Education Officer School
7. Increase number of Aerospace Education members
8. Increase units completing Aerospace Education Excellence (AEX) program
9. Increase use of STEM kits
10. Increase number of units that make it to CyberPatriot semifinals

A7P

11. Conduct MER Staff College in 2016
12. Conduct online or online/in-person hybrid SLS, CLC, and UCC courses
13. Track PD level completion rates across the Region

A7O

14. Ensure all air shows within MER have CAP support
15. Assist wings with finding USAF leaders to invite to local dining outs, encampments, etc.
16. Offer assistance to Virginia (home state) with legislative liaison duties
17. Encourage use of STEM kits
18. Continue work with VAWG Cyber Group; bring their output products to MER for the 2016 CyberPatriot competition
19. Plan Warrior Challenge as a fun competitive cadet activity
20. Deliberate on awards committee requests in a timely fashion
21. Treat CAC Chair/Vice Chair as assistants to the Region CP staff
22. Run “cadets within 6 mos. of 21” report semiannually and encourage those cadets to transition to senior
23. Set 2-3 substantive goals for the CAC each term
24. Have CAC Chair meet quarterly with Region Commander
25. Serve as instructor at MER Staff College
26. Track cadet milestone completion rates across the Region

Metrics – The MER A7 established the following metrics to track performance:

1. Agenda and minutes are published for each quarterly call
2. Conference attendance recorded for 3 Wings + MER

A7E

3. Number of AEMs increased by 5%
4. Number of units using AEX increased by 5%
5. Number of STEM kits requests increased by 5%
6. At least 10 TOP flights occurred across the Region
7. At least 4 wings submit nominees for each category of the Brewer Award
8. At least 4 wings submit nominees for AE Officer of the Year
9. At least 2 wings submit nominees for AE Teacher of the Year

A7P

10. Number of Wilson Awards increased by 3%
11. 100% of new senior members complete Level I within 90 days
12. At least 4 wings submit nominees for PDO of the Year

A7O

13. All air shows within MER are staffed with CAP support
14. At least 5 wings participate in the inaugural MER Warrior Challenge
15. Disposition on awards committee nominations provided within 5 business days
16. All 7 wings submit Cadet Officer of the Year, NCO of the Year, and Sorenson Award nominations

- 17. At least 4 wings submit nominees for DDR Officer of the Year
- 18. Cadet Competition in 2016 includes all 7 wings and at least 10 teams
- 19. RCLS graduates at least 50 students between the two schools
- 20. CAC has representation from all 7 wings
- 21. Increase number of Mitchell Award recipients by 5%
- 22. Decrease median “time-to-Curry” to 8 weeks

Budget - The A5/8 established the following budget request for FY 16 in support of MER strategies:

A7E Travel	\$700
A7O Travel	\$700
DDRO Travel	\$700
CAC Travel	\$1000
A7P Travel	\$800
A7E Supplies	\$150
A7O Supplies	\$100
DDRO Supplies	\$150
DDRO Postage	\$50
CAC Supplies	\$200
A7P Supplies	\$75
MER Warrior Challenge (A7O)	\$500
CyberPatriot Training (A7E)	\$250
<b>Total</b>	<b>\$5375</b>

**A9**

MER Strategies - The A6 supports the following MER strategies in support NHQ priorities:

- 3c. Provide information in an open and transparent manner to the members
- 5c. Recognize members
- 5d. Each wing submits OTY awards
- 7b. Improved training for our wing and region commanders
- 7c. Improved training for our more senior staff and squadron leaders

Goals – The MER A9 established the following goals in support of the MER strategies:

- 1. Develop region budget
- 2. Publish quarterly updated budget
- 3. Conduct quarterly Finance Committee meeting
- 4. Encourage submission of OTY and other awards
- 5. Support other staff in the development of budgets for training sessions

Metrics - The MER A9 established the following metrics to track performance:

- 1. Budget prepared to reflect ATP
- 2. Publish updated budget 30 days after the end of the quarter
- 3. Publish FM minutes within 5 days of meeting
- 4. Each wing submits OTY award

5. Each training school has an approved budget

Budget – The MER A9 established the following budget request for FY 16 in support of MER Strategies.

Travel	\$700
Supplies	\$100
Postage	\$50
<b>Total</b>	<b>\$850</b>

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**JA**

**MER Strategies** – The JA Staff supports the following MER strategies in support of NHQ priorities:

- 1.a. Streamline our staffing function to mirror the staff functions used by USAF
- 1.b. Increase opportunities to partner with the Air Force, Air Guard
- 3.a. Use technology for staff meetings and Commanders Call
- 3.b. Use a standard format to provide information to the commander
- 3.e. Increase knowledge and effectiveness of wing staff areas
- 5.b. Leadership/Communication - Improve the level of communication between the MER, the MER staff, wing staff and individual members. Continue the positive leadership tone to break down barriers for effective mission readiness
- 5.c. Recognizing Members - Awards are a very important part of the rewards system we have in CAP, while maintaining the integrity of the awards process. Additionally, we will aggressively support the new proposed online award nomination process.
- 7.a. Increase attorney participation at MER events (i.e. MERSAR, RSC, both MER and wing conferences)

**Goals** – The MER JA Staff established the following goals in support of the MER strategies:

- 1. Establish Chief positions within MER for legal specialties: Policy, Torts, Contracts, and Cadet Programs.
- 2. Invite Active Duty and Air Guard JAs in the MER local area to participate in Continuing Legal Education programs sponsored by MER JA.
- 3. Conduct quarterly JA staff teleconference meetings.
- 4. Use CUB slides as the format for MER JA reporting.
- 5. Pass the CUB slide format to the wing Legal Officers for their reporting format during combined MER/Wing JA Staff meetings.
- 6. Develop, publish on the MER website, and implement legal best practices.
- 7. Develop and institute State Bar accredited Continuing Legal Education sessions in a teleconference format.
- 8. Provide avenues to increase the availability of attorneys for advice at the earliest opportunity and publish contact information.
- 9. Encourage wing commanders to officially recognize the efforts of their wing Legal Officers
- 10. Keep MER CC aware of the efforts of the MER Staff JAs
- 11. Provide timely review of all MER awards that require a legal officer review.
- 12. Identify a JA to the event commander/leader as his/her legal point of contact for on-site legal advice
- 13. Increase the training classes attorneys present at MER and wing level conferences

**Metrics** – The JA Section established the following metrics to track performance:

- 1. Assign Chief positions for legal specialties: Policy, Torts, Contracts, and Cadet Programs.

2. Invite all Active Duty and Air Guard JAs to participate in Continuing Legal Education programs sponsored by MER JA.
3. Conduct four (4) quarterly JA staff teleconference meetings, using CUB slides as the format reporting.
4. Meet with wing Legal Officers at least 4 times per year and use the CUB slide format for their reporting format.
5. Develop, publish on the MER website, and implement Legal Best Practices.
6. Develop and institute State Bar accredited Continuing Legal Education sessions in a teleconference format.
7. Publish official contact information for contacting MER JAs.
8. Write to wing commanders to encourage them to officially recognize the efforts of their wing Legal Officers.
9. Keep MER CC aware of the efforts of the MER staff JAs
10. Respond to all MER awards that require a legal officer review within 1 week.
11. Identify a JA to the event commander/leader as his/her legal point of contact for on-site legal advice.
12. Assign MER/Wing attorneys to present a training session at MER and wing level conferences.

**Budget** – The JA staff established the following budget request for FY 16 in support of MER strategies:

Travel to Wing Conferences	\$2000
Travel to Region Conferences	\$1000
Travel to National Conference	\$1000
<b>Total</b>	<b>\$4000</b>

**A&L - GRA**

**MER Strategies**– GRA supports the following MER Strategies in support NHQ Priorities:

- 1.d. Increase interaction with senior AF staff and officials.
- 2.a. Increase partnerships at the state level.
- 2.b. Every Wing in the region has a relationship with their state government.
- 2.c. State and local government officials are involved in CAP.
- 2.d. Use current and new members to expand and improve the relationships.
- 3.b. Use a standard format to provide information to the commander.
- 3.c. Provide information in an open and transparent manner to the members.
- 3.e. Increase knowledge and effectiveness of wing staff area.
- 5.b. Leadership/Communication - Improve the level of communication between the MER, the MER Staff, Wing staff and individual members.
- 5.c. Recognizing Members -Awards are a very important part of the rewards system we have in CAP while maintaining the integrity of the awards process.
- 7.a. Increased awareness and communication of CAP strategic goals to subordinate units.

**Goals** – The GRA established the following goals in support of the MER Strategies:

1. Attend the 2016 AFA Conference in support of CAP 75<sup>th</sup> Anniversary activities. Promote increased awareness within the Total Force and promote mission capabilities, develop new missions and support AF base, organizational and family support operations.
2. Establish ongoing relationship with Wing GRA and Commanders and the Corporate Director of Government Relations. Provide support for needs as they arise. Encourage wings to create a database of wing members that have influence with federal, state, and local officials.
3. Create a GRA resource page on the MER web site.

- 4. Submit at least one worthy nominee for the MER GRA OTY Award.
- 5. Offer support to NHQ in the finalization of the GRA Specialty Track

**Metrics** – The GRA established the following metrics to track performance:

- 1. Contribute to CAP awareness at the 2016 AFA Conference.
- 2. Attend Legislative Day and support region members and the CAP congressional reception.
- 3. Attend the Government Relations Workshop at the CAP National Conference and report takeaways to region staff.
- 4. Attend the MD, DE, and NATCAP Wing Conferences and meet with wing GRA and CC.
- 5. Quarterly (minimum) meetings with each Region GRA
- 6. Attend the Region Conference and Staff Retreat.
- 7. Working GRA webpage on MER website.
- 8. Complete and submit all documentation correctly and on time.
- 9. Coordinate with Region GRAs to update Staff Duties & Responsibilities.
- 10. Offer assistance to Corporate Director of GR to push/finalize GRA Specialty Track.

**Budget** – The GRA established the following budget request for FY 16 in support of MER Strategies:

MER Conference Registration/Travel:	\$700
MER Staff Retreat Travel/Lodging:	\$400
DE & NATCAP Wing Conference Registration/Travel:	\$525
National Conference Registration/Travel/Lodging:	\$850
National Legislative Day Travel/Lodging:	\$300
AFA Conference Travel/Lodging:	\$450

**TOTAL: \$3225**



**Chaplain**

**MER Strategies**– The Chaplain supports the following MER strategies in support of NHQ priorities:

- 1.b. Increase opportunities to partner with the Air Force. (support and lead within HC staff areas)
- 1.c. Increase opportunities to partner with the National Guard. (support and lead within HC staff areas)
- 2. b. Every wing in the region has a relationship with their state government. (support and lead within HC staff areas)
- 3. b. Use a standard format to provide information to the commander (Support)
- 3. c. Provide information in open and transparent manner to members (support and lead within HC staff areas)
- 3. e. Increase knowledge and effectiveness of wing staff areas (support and lead within HC staff areas)
- 5. d. Each wing submits a complete “of the year” nominees (support and lead within HC staff areas)
- 6. a. Produce leaders for tomorrows CAP (support and lead within HC staff areas)
- 7. c. Improved training for more senior staff and squadron leaders (support and lead within HC staff areas)

Goals– The Chaplain established the following goals in support of the MER strategies:

1. Urge wings to meet with chaplains at local active military installations and reserve component units and make them aware of opportunity to join CAP and become a CAP chaplain after completion of Level 1
2. Urge wings to contact state emergency services and non-governmental organizations (NGO) such as Red Cross to facilitate ES chaplaincy contacts
3. Share Commanders Update Brief with wings
4. Quarterly phone/video conferences with wing chaplains assisted by NHQ IT Chaplain
5. Urge wing chaplains to assist in submissions of yearly Character Development Instructor(CDI), squadron chaplain, and senior chaplain awards
6. Communicate VAWG “peer mentors” for cadets program started at encampment
7. Communicate new character development for seniors (Ethics for Command) initiatives
8. Wing and squadron chaplains and CDIs training portions for TLC programs and character development for seniors
9. Encourage chaplains to attend MER Chaplain Corps Staff College (MERCCSC)
10. Encourage CDIs to attend MERCCSC.

**Metrics**– The Chaplain established the following metrics to track performance:

1. Track number of contacts with military chaplains. (Number)
2. Track contacts with state and NGO. (Number)
3. Number of wing chaplain (HC) briefings.
4. Percentage of wing chaplains attending quarterly video conferences.
5. Wing submissions of CDI, squadron chaplain, and senior chaplain awards. (Number)
6. Cadet mentor programs established.
7. Training programs using ethics for command material. (Number)
8. Number of chaplain corps personnel (HC and CDI) training portions of TLC, SLS, and UCC.
9. Number of chaplains attending MERCCSC.
10. Number of CDIs attending MERCCSC.

**Budget**– The Chaplain established the following budget request for FY16 in support of MER strategies :

Travel to CCAC at National Conference	\$500
Travel to Region Staff Planning meeting	\$200
Travel to four of the seven wing conferences	\$800
Travel to MERCCSC	\$200
Travel to three encampments and flight academy	\$800
<b>Total:</b>	<b>\$2500</b>



**Safety**

**MER Strategies** – The MER Safety Section supports the following MER strategies in support NHQ priorities:

- 1b. Increase opportunities to partner with the Air Force
- 1c. Increase opportunities to partner with the National Guard
- 3a. Use technology for staff meetings and Commanders Call
- 3b. Use a standard format to provide information to the commander
- 5d. Each wing submits a complete “of the Year” nominees

7c.Improved training for our more senior staff and squadron leaders

**Goals** – the MER Safety Section established the following goals in support of the MER strategies:

- 1. Create a partnership with USAF Base Safety Department
- 2. Create a partnership with State National Guard Post Safety Department.
- 3.Schedule regular communication with your wing, group, squadron safety officer
- 4. Utilize the Commander Unit Briefing slide during monthly/quarterly meetings.
- 5 Squadron, group and wings shall each submit a Safety Officer of the Year nominee.
- 6. Perform a safety presentation at the annual wing/MER Conference
- 7. Review SMS system at least weekly and provide updates to the MER/CC as needed

**Metrics** – The Safety Section established the following metrics to track performance:

- 1. Communicate in person or via phone/ email on a quarterly basis with Responsible Person.
- 2. Communicate in person or via phone/email on a quarterly basis with Responsible Person.
- 3. Any meeting can be used to perform communication
- 4. Four quadrants should be filled-out in CUB slide
- 5.MER Safety shall forward a Safety Officer of the Year to MER Commander.
- 6. Perform a safety presentation at the annual wing/MER Conference.

**Budget** – The Safety Section established the following budget request in support of MER strategies:

Safety Officer Travel	\$900
Safety Supplies	\$150
Safety Postage	\$20
<b>Total</b>	<b>\$1070</b>

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**IG**

**MER Strategies** - The IG established the following strategies in support of the NHQ priorities:

- 1.a. Streamline our staffing function to mirror the staff functions used by USAF
- 1.d. Increase interaction with senior AF staff and officials
- 5.c. Recognizing Members - Awards are a very important part of the rewards system we have in CAP, while maintaining the integrity of the awards process. Additionally, we will aggressively support the new proposed online award nomination process.
- 5.d. Each Wing submits a complete "of the Year" nominees
- 7.a. Increased awareness and communication of CAP strategic goals to subordinate units
- 7.b. Improved training for our wing and regional commanders
- 7.c. Improved training for our more senior staff and squadron leaders

**Goals** – The IG established the following goals in support of the MER strategies:

- 1. Attending the National IG College
- 2. Annual Region Training Summit.
- 3. Bi-annual offering of the IGSC.
- 4. Wing and Region IGs participate in Wing SAVs.
- 5. Invite the CAP-USAF IG to attend Region IG activities. (Summit, wing and region conferences).

- 6. Nominations from all wings in Region7. Region IG to attend all wing conferences and wing IGs to visit subordinate units other than for inspections.
- 8. Region IG ensure that wing IGs do a periodic update for the privileges and responsibilities for its members.
- 9. Have senior staff complete the IG-IA and IO online courses.
- 10. Have wing and region Commanders attend IGSC.
- 11. Strongly encourage senior command staff at all levels to read and complete the quiz for the IG Audience.

**Metrics** – The IG established the following metrics to track performance:

- 1. 100% Attendance at IG College for Wing IGs.
- 2. 100% Attendance at IG Summit for Wing IGs & Wing IGAs
- 3. IGSC Course Taught Bi-annually
- 4. Number of utilization in Wing SAV.
- 5. Ensure invite extended and acknowledgement for MER activities.
- 6. 100 % participation of submissions.
- 7. 100% visitation by the MER/IG to Wing Conference
- 8. Status report as part of the Annual POA.
- 9. Status report as part of the Annual POA. Added sections will entail
  - a) Giving the required briefing about the IG program to wing members.
  - b) Visitations outside of required inspections.
- 10. 70% completion rate for IA/IO Course
- 11. 70% completion rate for the IGSC
- 12. 100% completion rate for the IG Audience and Quiz

**Budget** – The IG established the following budget request for FY16 in support of the MER Strategies:

Travel \$3000  
**Total \$3000**

**PAO**

**MER Strategies** - The PAO established the following strategies in support of the NHQ priorities:

- 1.a. Streamline our staffing function to mirror the staff functions used by USAF
- 2.c. State and local government officials are involved in CAP
- 3.a. Use technology for staff meetings and Commanders Call
- 3.b. Use a standard format to provide information to the commander
- 3.c. Provide information in an open and transparent manner to the members
- 3.d. Use distance learning programs were applicable to respect our members time
- 3.e. Increase knowledge and effectiveness of wing staff areas
- 5.a. Increase the fun in CAP
- 5.b. Leadership/Communication - Improve the level of communication between the MER, the MER staff, wing staff and individual members. Continue the positive leadership tone to break down barriers for effective mission readiness
- 5.c. Recognizing Members - Awards are a very important part of the rewards system we have in CAP

while maintaining the integrity of the awards process. Additionally, we will aggressively support the new proposed online award nomination process.

5.d. Each Wing submits a complete "of the Year" nominees

7.a. Increased awareness and communication of CAP strategic goals to subordinate units

7.c. Improved training for our more senior staff and squadron leaders

**Goals** – The PAO established the following goals in support of the MER Strategies:

1. Correctly refer to staff functions in media releases, publications, social media, and other products.
2. Counsel wing PAOs to publicize state and local officials involved in CAP.
3. Continue to PAO list-serve for communications with wing PAOs; use VTC and conference calls for group conversations.
4. Submit an updated CUB slide for each staff meeting and commander's call.
5. Ensure communications are sent to entire PAO list-serve to include all.
6. Continue to develop online PAO training modules.
7. Hold MER PAO Academies, teach at region/wing conferences.
8. Continue MER PAO blog.
9. Locate fun give-aways for members attending events.
10. Work with MER to fill out the MER website pages with useful information.
11. Acknowledge outstanding work of PAOs through award submissions; encourage PAOs to submit Balsem nominations, commendation recommendations, and of the year submissions.
12. Recognize member successes on social media, media releases, and MER website.
13. Work with MER staff in advance to effectively market all MER events.
14. Ensure all wings have annual public affairs plan and crisis communication plan submitted in January.

**Metrics** – The PAO established the following metrics to track performance:

1. All wings to have primary and deputy PAO actively training in PA specialty track.
2. Increase social media engagement and increase followers on Facebook and Twitter by 30%.
3. Increase social media presence by starting MER Instagram and Pinterest accounts.
4. Submit at least one MER article to the Volunteer Now per quarter with wing's submitting one article per quarter at a minimum.
5. All required CUB briefing slides will be submitted before deadline.
6. Implement at least three online PAO modules for new PAOs.
7. Hold two PAO Academies, one in the southern part of the region and one in the northern part.
8. Teach PA training session at MER conference.
9. Attend at least three wing conferences.
10. Attend 2016 National PAO Academy.
11. Purchase give-aways to be given out at conferences and other events.
12. Nominate outstanding PAOs for commendations as required.
13. Nominate at least one product for Balsem Awards.
14. MER and all wings will have approved PA Plan and Crisis Communications Plan submitted by end of January.

**Budget** – The PAOP established the following budget request for FY16 in support of the MER strategies:

Travel:	\$1,000
MER PAO Academy (2):	\$ 800
Give-aways:	\$ 300

**\$2,100**

The FY 17 Planning Cycle is:

- Receive and review the NHQ Plan – January-February 2016
- Staff Review and Pre-Work – March 2016
- Staff Retreat- 8-10 April 2016
- Commanders Retreat – Combined with MER Conference 20-22 May 2016
- Wings develop their ATP and Training Plan – June- July 2016
- Wings submit ATP and Training Plan NLT 10 July 2016
- MER review and approve plans NLT 31 July 2016

SCORECARD GOALS

	DEWG	MDWG	DCWG	VAWG	WWWG	NCWG	SCWG	MER
ES								
CP								
AE								
OTHER								

