

Hawaii Wing



Strategic Plan 2019-2023



We Are the Hawaii Wing



of Civil Air Patrol



U.S. Air Force Auxiliary

Our Slogan is:
Citizens Serving Communities

Above and Beyond

Our Vision Statement:

Civil Air Patrol, America's Air Force auxiliary, building the nation's finest force of citizen volunteers serving America.

Our Mission Statement:

Supporting America's communities with emergency response, diverse aviation and ground services, youth development, and promotion of air, space and cyber power.

Our Core Values:

Integrity – Volunteer Service – Excellence – Respect

Our Motto:

Semper Vigilans – “Always Vigilant”

Our Purpose:

Established by Title 36 - PATRIOTIC AND NATIONAL OBSERVANCES, CEREMONIES, AND ORGANIZATIONS; Subtitle II - Patriotic and National Organizations; Part B - Organizations CHAPTER 403 - CIVIL AIR PATROL; Sec. 40302 – as of 03 January 2016

- (1) To provide an organization to -
 - (A) encourage and aid citizens of the United States in contributing their efforts, services, and resources in developing **aviation** and in maintaining air supremacy; and
 - (B) encourage and develop by example the voluntary contribution of private citizens to the public welfare.
- (2) To provide **aviation** education and training especially to its senior and cadet members.
- (3) To encourage and foster civil **aviation** in local communities.
- (4) To provide an organization of private citizens with adequate facilities to assist in meeting local and national emergencies.
- (5) To assist the Department of the Air Force in fulfilling its noncombat programs and missions.

36 U.S.C. §40302

Our Statement of Objectives:

Attached to Air Force Grant/Cooperative Agreement 1 Oct 2017- 30 Sep 2022

- (1) Aviation, Aerospace, and STEM education and training
- (2) Information technology and data protection
- (3) Inspections, compliance, and complaint resolution
- (4) Member development
- (5) Mishap reporting and mismanagement

Our Priorities

- (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.
- (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.
- (3) Inspire ingenuity – increase efficiencies in time and effort to enhance the effectiveness of CAP members.
- (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.
- (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.
- (6) Build the future – develop CAP’s organizational as well as functional leaders, from cadet to CEO.
- (7) Set the example – sustain institutional excellence.

From Civil Air Patrol’s 2016-2020 Strategic Plan:

“Our Civil Air Patrol has an amazing history. It all started with members of local communities answering a call to serve their nation and their neighbors. We’ve been doing this since 1941 – transforming everyday people into hometown heroes. Surprisingly, even though most would agree we’re not our father’s CAP anymore, our missions and principles are essentially the same as in December of 1941. Missions such as coastal/border patrol, search and rescue, natural disaster support, air defense support, fire spotting, and flight/ground training of military members are still in our portfolio. The biggest differences between today’s missions and those of our early years are the resources with which we conduct the missions, our partners requesting our services, and the speed in which decision makers require our products.

As an organization charged by Congress to serve our Nation and her communities, it’s important to synchronize our strategic vision with that of our mission partners.

From the White House to each CAP Wing, select components of each subordinate plan are aligned (when applicable) to complement like elements of higher echelon strategies. Additionally, each plan has tailored elements that are applicable only to that organization. This is our vision of what we want our Civil Air Patrol to be in five years. This plan serves to guide all CAP members in shaping who we are as an organization and how we’ll conduct future programs and missions. As our North Star, this plan aids decision making to save our scarce resources, namely funding, effort and time. In essence, if an initiative does not directly contribute to one of our priorities, then the initiative should not be supported. “

Moving the Plan Forward in Hawaii:

Beyond this plan, Wing members will contribute to identifying objectives to achieve the goals and meet the priorities of higher headquarters - each one targeted to address the unit's respective priority and progress over time. If the priority is the overarching theme, then the goal is a milestone to improve the priority and the objective is the actionable item to attain the goal. For example:

Priority 1

Goal 1

Objective 1.1.

Objective 1.2.

Goal 2

Objective 2.1.

We will use the SMART principle to develop objectives, an acronym that represents:

- S**pecific – details what needs to be done to accomplish the objective, no guesswork as to the expected end state; one should know if the desired task is complete
- M**easurable – progress or objective accomplishment can be measured, status can be determined and tracked; delays and potential showstoppers are identifiable; enables accountability
- A**ttainable – don't set the bar so high that failure is inevitable; knowing that an objective is unattainable is demoralizing to those working the task
- R**elevant – if the objective doesn't contribute to goal or priority attainment, then the objective should not be attempted, as effort will be wasted
- T**ime Bound – completion dates should be defined and realistic; objectives stating "continue to ..." are not time bound and therefore can't really be attained

Although this is a five-year plan, it's not possible to accurately predict our operating environment five years from now. External factors such as changing levels of federal appropriations, introduction of new technologies, or changes to laws or a partner organization's procedures influence our goals and objectives. Therefore, goals and objectives should be reviewed annually for relevance and deleting, adjusting and adding of new ones, when necessary.

This plan is **OUR** vision for the future – not just the National Commander's or the Region or even the Wing Commanders'. Collectively, we all play a part in shaping our Civil Air Patrol of tomorrow. Together, we will create and achieve SMART objectives for our Wing under guidance of this strategic plan.

Alignment of Goals:

Department of Education - Aerospace Education and Cadet Programs

1. Increase College Access, Quality, and Affordability

HIWG Goals

- 4.1. Sustain a first class Aerospace Education program
- 4.2. Position CAP to be America's leader in youth cyber defense education
- 4.3. Make aviation more accessible to cadets

2. Improve Elementary and Secondary Education

HIWG Goals

- 2.4. Increase community awareness of CAP AE programs through visits and presentations at local schools and organizations
- 4.4. Increase the effectiveness of our cadet career exploration courses (NCSA)
- 6.1. Produce first class leaders for tomorrow's CAP

Department of Homeland Security – Emergency Services

1. Prevent Terrorism and Enhance Security

HIWG Goals

- 1.1. Increase opportunities to partner with the Air Force
- 1.2. Present cost effective alternatives to fulfill Air Force and other federal agencies' needs
- 7.2. Increase America's confidence that One CAP stands ready to serve

2. Secure and Manage Our Borders

HIWG Goals

- 1.1. Increase opportunities to partner with the Air Force
- 1.2. Present cost effective alternatives to fulfill Air Force and other federal agencies' needs
- 7.1. Increase America's confidence that One CAP stands ready to serve

4. Safeguard and Secure Cyberspace

HIWG Goals

- 4.2. Position CAP to be America's leader in youth cyber defense education

5. Strengthen National Preparedness and Resilience

HIWG Goals

- 1.1. Increase opportunities to partner with the Air Force
- 1.2. Present cost effective alternatives to fulfill Air Force and other federal agencies' needs
- 2.2. Establish enduring partnerships
- 7.2. Increase America's confidence that One CAP stands ready to serve

Defense Strategic Guidance – Aerospace Education and Emergency Services

5. Operate Effectively in Cyberspace and Space

HIWG Goals

- 1.1. Increase opportunities to partner with the Air Force
- 1.2. Present cost effective alternatives to fulfill Air Force and other federal agencies' needs
- 4.2. Position CAP to be America's leader in youth cyber defense education

10. Conduct Humanitarian, Disaster Relief, and Other Operations

HIWG Goals

- 1.1. Increase opportunities to partner with the Air Force
- 1.2. Present cost effective alternatives to fulfill Air Force and other federal agencies' needs
- 7.2. Increase America's confidence that One CAP stands ready to serve

DoD Strategic Management Plan – Emergency Services

1. Optimize DoD Personnel Through Actions Focusing on Readiness

HIWG Goals

- 1.1. Increase opportunities to partner with the Air Force
- 1.2. Present cost effective alternatives to fulfill Air Force and other federal agencies' needs
- 3.2. Enhance education and training of our members
- 7.2. Improve CAP's culture across the full spectrum of missions, programs and processes
- 7.4. Implement a Safety Management System that imbeds risk management into every process of the Corporation and instills a safety culture that becomes a way of life

4. Strengthen DoD Acquisition Processes

HIWG Goals

- 7.3. Enhance CAP's stewardship

Air Force Priority – Cadet Programs, Aerospace Education, and Emergency Services

1. Develop and Care for Airmen and Their Families

HIWG Goals

- 5.2. Take care of our members
- 6.4. Enhance our portfolio of cadet leadership and character development activities
- 6.5. Support cadets in their efforts to improve their physical fitness
- 7.5. Maintain America's confidence in the CAP Cadet Program

2. Balancing Readiness and Modernization

HIWG Goals

- 3.2. Enhance education and training of our members
- 7.1. Improve CAP's culture across the full spectrum of missions, programs and processes
- 7.4. Implement a Safety Management System that imbeds risk management into every process of the Corporation and instills a safety culture that becomes a way of life
- 7.8. Aviation excellence – maintain and promote standardized excellence in CAP flight operations

3. Making Every Dollar Count to Ensure a Credible and Affordable Force

HIWG Goals

- 1.1. Increase opportunities to partner with the Air Force
- 1.2. Present cost effective alternatives to fulfill Air Force and other federal agencies' needs
- 3.1. Develop tools to simplify tasks and garner efficiencies
- 7.3. Enhance CAP's stewardship

Our overlying objective is to remain in continual compliance by clearly communicating expectations of leadership beginning with the distribution of this strategic plan and:

Increase College Access, Quality, and Affordability Goals

- Sustain a first class Aerospace Education program
 - Objective: All squadrons will integrate use of CAP STEM Kits into their annual AE Plan of Action. The HIWG Aerospace Education Team will develop quarterly wing wide activities using STEM Kits so all squadrons can experience and learn how to order, use, and report on kits. Activities will be scheduled during airlift weekends allowing access for all members beginning in Q2 FY 2019.
- Position CAP to be America's leader in youth cyber defense education
 - Objective: The HIWG Aerospace Education Team will create, maintain and publicize on the HIWG Website, a contact list for IT Specialists around Hawaii to serve as mentors and provide entry level jobs and job shadowing opportunities for cadets. The AE Team will survey squadrons twice a year to track how many cadets work or job shadow in IT related fields beginning Q2 FY 2019.
- Make aviation more accessible to cadets
 - Objective: Every squadron will have 3 pilots as resources to mentor cadets interested in aviation career fields by helping cadets access free memberships in Aviation Organizations, helping squadrons with flight simulator curriculum to support the cadet orientation ride curriculum, and share elective activities cadets can use to prepare themselves for a career in aviation. Squadrons will report mentoring sessions in their annual AE Report.

Improve Elementary and Secondary Education Goals

- Increase community awareness of CAP AE programs through visits and presentations at local schools and organizations
 - Objective: HIWG Professional Development Team will assist and mentor one Senior Officer per island per year in preparing and presenting a 10-minute presentation on CAP to school or professional organization beginning with back to school and club day events Q4 FY 2019. The PD Team will provide member feedback for improvement and report any continued partnerships or recruitment resulting from these presentations.
- Increase the effectiveness of our cadet career exploration courses (NCSA)
 - Objective: HIWG Cadet Programs Team will push out notifications via email and social media to announce upcoming due dates and NCSA opportunities beginning FY 2019. The CP Team will track and report number of cadets attending NCSA and find out why more are not attending. Future objectives will be based on FY 2019 findings.
- Produce first class leaders for tomorrow's CAP
 - Objective: HIWG Cadet Programs Team will conduct a cadet competition preparatory academy run by cadet officers and senior NOC's supervised by CP staff, and hold one wing cadet competition once per year run by CP staff. All training will occur on airlift weekends to make training available to all members wing wide beginning FY 2019.

Prevent Terrorism and Enhance Security Goals

- Increase opportunities to partner with the Air Force
 - Objective: Schedule quarterly meetings with Hickam Air Field to present training progress, review mission success, and present the Air Force with new partnering opportunities beginning with Q1 FY 2019.
- Present cost effective alternatives to fulfill Air Force and other federal agencies' needs
 - Objective: Increase the number of Lightning Forge Missions with the army from one in FY 2018 to three in FY 2019, four by FY 2021, and six per year by FY 2023.

- Increase America’s confidence that One CAP stands ready to serve
 - Objective: Educate our pilots on available training and support two pilots per year in attending training on the mainland to improve mission capabilities. Incorporate these pilots when creating training and mission plans to present an experienced voice when communicating with our military partners beginning in FY 2019. Track mission success and use after action reports from our customers to track member and overall success.

Secure and Manage Our Borders Goals

- Increase opportunities to partner with the Air Force
 - Objective: Schedule quarterly meetings with Hickam Air Field to present training progress, review mission success, and present the Air Force with new partnering opportunities beginning with Q1 FY 2019.
- Present cost effective alternatives to fulfill Air Force and other federal agencies’ needs
 - Objective: Create Training Committee in Q1 FY 2019 to incorporate input from all levels and offer ES aircrew and mission base staff training opportunities including remote areas utilizing fly ins and internet based resources such as Webinars and meeting services quarterly.
- Increase America’s confidence that One CAP stands ready to serve
 - Objective: Train aircrew and secure five qualified Mission Pilots for each mission capable aircraft, and an equal number of Mission Observers and Mission Scanners and two aerial photographers, and two qualified operators per GIIEP system to ensure competent and professional aircrews available to support military missions. Training will be continuous and progressive beginning in Q2 FY 2019 growing with talents of available aircrew.

Safeguard and Secure Cyberspace Goals

- Position CAP to be America’s leader in youth cyber defense education
 - Objective: Advance HIWG cyber education beginning with <https://www.dhs.gov/stophinkconnect-toolkit> incorporated into one quarterly AE wing event and provide a cyber defense seminar during all Hawaii Wing conferences beginning FY 2019.

Strengthen National Preparedness and Resilience Goals

- Increase opportunities to partner with the Air Force
 - Objective: Continue to maintain close ties with HI-EMA and all county EMA's in supporting local missions to assure they will utilize CAP resources in their Requests for Assistance by obtaining training for CAP liaisons in HI-EMA WebEOC software for efficient communications, and work beyond limitations outlined in the MOU to use funds beyond the restrictions of air missions starting in FY 2019.
- Present cost effective alternatives to fulfill Air Force and other federal agencies’ needs
 - Standardize the way ES exercises are run and conduct tabletop “Workflow” sessions between AOBs, OSC, IC, and LOs once per year starting in Q3 2019 to review and comply with the ICS system.
- Establish enduring partnerships
 - Sustain and improve release of state funding from HI-EMA, which includes FEMA funds, through an MOU currently in the amount of \$94,000 in support operations for the Tsunami Warning Evacuation Response Plan used for expenses related to Requests for Assistance through HI-EMA from County EMA's by securing advanced training for Los.
- Increase America’s confidence that One CAP stands ready to serve
 - All islands shall participate in the quarterly Wing-level SAREX. Scenarios and tasking shall be varied to exercise mission goals such as Aerial Photography, Tsunami missions, Communications, Base Staff Training, Mutual-aid cooperation,

ELT/EPIRB missions, etc. The ICP shall be rotated to each island to promote readiness and inter-island cooperation. Regular use of video and audio conference systems shall be promoted to facilitate inter-island communication and training for every WLE beginning FY 2019.

Operate Effectively in Cyberspace and Space Goals

- Increase opportunities to partner with the Air Force
 - Develop a program for partnering with STEM related educators and professionals in public schools and private sector
- Present cost effective alternatives to fulfill Air Force and other federal agencies' needs
 - HIWG AE Team will seek out opportunities to increase the diversity of our outreach and for the latest techniques in capturing the attention and propelling the imagination of the ever-changing learning habits of Hawaii's youth.
- Position CAP to be America's leader in youth cyber defense education
 - Develop a cyber education workshop, staffed and funded with NHQ resources, for adults interested in cadet cyber programs; implement one workshop per island per year.

Conduct Humanitarian, Disaster Relief, and Other Operations Goals

- Increase opportunities to partner with the Air Force
 - Provide a capabilities briefing to highlight opportunities to partner with CAP once per year and with the transition of a base commander of the National Guard
- Present cost effective alternatives to fulfill Air Force and other federal agencies' needs
 - Actively seek initiatives to enhance the fun and invigorate the member's positive CAP experience
- Increase America's confidence that One CAP stands ready to serve
 - HIWG will budget and plan to send at least one member of the Operations team to the National Conference per year beginning FY 2019 to learn about opportunities and develop training programs to maximize learning and competency while minimizing members' scarce participation time.

Optimize DoD Personnel Through Actions Focusing on Readiness Goals

- Increase opportunities to partner with the Air Force
 - Establish one new enduring partnership with a local authority to open the door to missions not yet envisioned.
- Present cost effective alternatives to fulfill Air Force and other federal agencies' needs
 - Be prepared to leverage UAS capabilities when and where feasible, by incorporating UAS education, operations and familiarization as part of our aerospace education as well as our cadet and adult training programs.
- Enhance education and training of our members
 - Develop and publish 4 mini instructional videos that provide emergency services officers with technical training on narrow, practical topics per year beginning with FY 2019
- Improve CAP's culture across the full spectrum of missions, programs and processes
 - Advance CAP's paperless processes and initiatives on regulations and forms such that, with few exceptions, paper products are no longer required
- Implement a Safety Management System that imbeds risk management into every process of the Corporation and instills a safety culture that becomes a way of life
 - Incorporate safety discussions into class work, SARex training, as well as during actual missions at all levels, from the GES MSA up to the IC beginning with all wing training events FY2019.

Strengthen DoD Acquisition Processes Goals

- Enhance CAP's stewardship
 - Explore opportunities and implement measures to improve asset accountability, servicing of those assets and maximizing utilization with annual report to the commander

Develop and Care for Airmen and Their Families Goals

- Take care of our members
 - Show gratitude for contributions of all members including those who support missions from the sidelines, even when not advancing up the chain, with annual 'atta boy' summer barbeque bash beginning FY 2019
- Enhance our portfolio of cadet leadership and character development activities
 - Seek tools and publications that equip unit leaders with smart practices, recipe-like plans for fun activities, and practical skills for mentoring today's youth
- Support cadets in their efforts to improve their physical fitness
 - Encourage monthly inter squadron athletic activities and games for cadets to enjoy an active living style after main wing events during airlift weekends beginning Q3 FY 2019
- Maintain America's confidence in the CAP Cadet Program
 - Improve public visibility to TOP flights and Cadet O-rides via Public Affairs announcements of training for Glider tow pilots and orientation pilots as well as the flights themselves at least 2 times per year beginning FY 2019.

Balancing Readiness and Modernization Goals

- Enhance education and training of our members
 - Develop and include annual Psychological First Aid training to all members which will create a climate of resiliency beginning FY 2019
- Improve CAP's culture across the full spectrum of missions, programs and processes
 - Create an annual campaign that focuses attention on areas that may have lost attention and allows for dedicated funds in each annual budget
- Implement a Safety Management System that imbeds risk management into every process of the Corporation and instills a safety culture that becomes a way of life
 - Establish a process that imbeds the Directors of Safety or Safety Officer positions into the decision-making process to ensure Risk Management principles are applied to the initial design of, and changes to, systems, missions, events, activities, procedures and processes at the region, wing and subordinate unit levels
- Increase opportunities to partner with the Air Force
 - Foster a culture that inspires innovation and challenges members to ask the "what if" question and invite member innovation to explore new opportunities
- Aviation excellence – maintain and promote standardized excellence in CAP flight operations
 - Introduce one new online tool or application for mobile and/or smart device users that improves CAP aircrews' efficiency

Making Every Dollar Count to Ensure a Credible and Affordable Force Goals

- Increase opportunities to partner with the Air Force
 - Extend invitations to military installation leadership within the state (active, Guard and Reserve) to observe CAP activities, especially those held on installations starting with two times in FY 2019 and growing to five times (once per quarter plus the wing conference/banquet) by FY 2022.

- Present cost effective alternatives to fulfill Air Force and other federal agencies' needs
 - Send a Wing Representative at least one national level seminar that provides guidance, examples and templates for units to use in establishing state and local partnerships
- Develop tools to simplify tasks and garner efficiencies
 - Develop a committee by Q2 FY 2019 to create a survey process to seek feedback from customers following mission completion beyond official After Action Reports beginning Q4 FY 2019 to find out what aspects are most important to the customer.
- Enhance CAP's stewardship
 - Promote a culture where the Inspector General is our force enhancer, someone who helps us care for our members and enables compliance by

Indicators of Success adopted from the National Strategic Plan:

We measure our success on the accomplishments of our members in many ways: Did we meet the customer's expectations? Did we get the imagery to the decision maker in a timely fashion? Regarding cadets, did they get accepted into college or perhaps start a successful career? Did they stay in CAP or return at a later date?

Looking to the future for indicators of success is more challenging. We will measure the success of our strategic vision by successfully completing the above listed goals and objectives on time and with the intended outcome. We must continue to ask: will we recognize goal attainment when we get there? Will we properly identify the need for new goals in the face of a changing world? Will we eliminate goals that no longer improve our Wing?

Indicators of Success:

1. CAP delivers on our promises by successfully accomplishing our three primary missions.
2. Surveys indicate that CAP offers a more fun and rewarding experience.
3. Retention and recruitment efforts increased our membership and our diversity.
4. We have added local, state and federal partners to our family.
5. We have eliminated hindrances to success.
6. Members' commitment to the Safety Management System will be reflected in their dedication to the use of Risk Management, taking every available opportunity to mitigate risk to the lowest level reasonably possible.
7. We've increased members' confidence that we have the right people with the right skills occupying leadership positions at all levels.
8. We meet our customers' and our members' expectations.
9. Our Cadet Programs and Aerospace Education remain progressive in their approach to developing citizens of character and STEM inspired minds.
10. At the end of the day, our members are proud to say they make up One CAP.

What could hold us back? What's beyond our control?

There is no limit to what we can accomplish. Even in the face of adversity, such as limited funding or aging resources, our brilliant members will continue to find a way to serve America, make our Civil Air Patrol better, and achieve success. Building tomorrow's CAP will require solid leadership from top to bottom and the courage of each member to break down longstanding barriers to success and effectively manage the changes necessary to achieve this vision. Together we will all take this journey...

...this is OUR strategic plan!