



Command Plan  
Effingham Cadet Squadron  
SER-GA-453

August 2017

## VISION

Effingham Cadet Squadron will provide a cornerstone experience for members and their families as citizen volunteers for the community, state, and nation.

## MISSION

Develop youth in Effingham County and surrounding communities through life experience in a professional, real world setting that will enable them to be active leaders in volunteer service; regardless of what future they choose to pursue.



## Commander's Statement

To the Parents, Seniors, and Cadets:

Thank you for your trust and willingness to invest in this program, and allowing me the honor to lead this squadron. It is a tremendous undertaking and a large responsibility that is not taken lightly. CAP is the organization that gave me a successful foundation, and it is my goal to give the same for you and your children- our Cadets. We are not here to replace parents. We're here to support and enhance the foundation provided at home and in school.

Not only are you investing your child's time in this organization, you have entrusted us both as taxpayers and in paying for membership. You are double shareholders; we owe you the best experience possible. Because of that, the door is always open to ask questions and provide feedback to give you that best. This may not mean easy or automatic promotions or awards for your child. But it means that we will work to maintain a fair and equitable system within the regulations to give them the opportunity for self-growth and development.

Our Cadets will be given the chance to learn how to take prudent risk, develop plans, and execute them within the Cadet Program. It is supposed to be a growing experience, not just checking a box accomplishment. Activities will be designed to enable them to take on increased responsibility, have confidence in their ability, and understand how to be professionals in the community around them. This is a team effort, not the work of any one person. Senior staff will be selected to help in leading this effort.

Seniors similarly will be expected to grow, learn, and develop. We must strive to lead as officers and NCOs with the highest levels of integrity and selfless service. This isn't to push a course or promotion as we all have personal responsibilities. Instead, it is a reminder that we are the example to provide the foundational professional experience the Cadets expect from us.

Through this, we can serve our community, state, and nation now and into the future.

Semper Vigilans!



Jeffrey W. Rogers  
Major, CAP  
Commander

## *BACKGROUND*

This plan is based on information provided through command guidance, recent subordinate unit inspections (SUIs), and regulations from National Headquarters or subordinate command supplements. The purpose of this is to outline where the unit should be at the end of FY17.

Effective: Assumption of command until 30 September 2018

All future (out year) plans will be released 60 days prior to the start date of the next FY with the effective date of 1 October through 30 September of the following year. This allows the unit to remain aligned with the federal fiscal year budget.

All additional documentation and guidance related to this publication will be publicly posted at the unit and online unless otherwise directed by law or regulation.

## *GOALS*

1) Develop a strong Cadet program that is engaging and enriching to the members to develop them professionally in preparation for college, the military, or any vocation they pursue in the future.

1.a) Cadets tend to develop faster through hands on engagement as leaders. Leadership positions will be assigned based on consideration for rank, age, and potential.

1.b) Cadet flights will be integrated with the various phases of the program. This is to give those further along in the program a chance to lead junior and younger members. The senior most Cadet will directly report to the Squadron Commander or their designated representative (Leadership officer) until Cadet officers are established.

1.c) Promotion procedures will be outlined in a separate document for promotion review boards, including required documentation as feedback. This guidance will be posted publicly on the unit website

1.d) Flights and elements will be added as needed with growth of the unit.

1.e) Each Cadet flight will have two senior mentors (Leadership officers/NCOs) to mentor the flight commander and flight sergeant. This is not meant to negate or bypass the Cadet chain of command. It is to provide additional adult supervision and opportunities for growth.

1.f) Each Cadet Phase will have one to two points of contact. Phases I and II (up to but not including Mitchell recipients) will be drawn from flight Leadership officers/NCOs.

1.g) Phase III and IV Cadets will work with the Commander, Deputy Commander, and NCO Advisor for their respective phases. Most education in these phases focus on hands-on leadership and staff work, so it is essential to be integrated with the command.

2) Develop a core group of Seniors (Officer and NCO) to serve as leadership officers/NCOs, headquarters, operations planning staff, and Cadet Sponsor Members.

2.a) Senior staff must be willing to be dedicated to the large time commitment to make the program succeed. While certain positions will require more than others, it will remain a team effort for all.

2.b) A mix of transfers from other units, new members, parents, and military members to support the unit will be needed to grow the Cadet program.

2.c) NCOs by virtue of their military training, are accustomed to working with teens new to a military environment. Recruiting with USAF and Army Reserve or Guard units will be a large focus to recruit both Leadership NCOs and headquarters staff.

2.d) While schools, training, and promotions will be encouraged, they cannot be required with seniors. However, if the minimum training requirements are not met in the expected timeline to handle the position, reassignment will be considered.

2.e) A core headquarters staff will be established as outlined below to handle and manage all functions in support of the Cadet Program.

3) Actively engage in community events to enable all members to hold an active role through CAP so that members may grow while helping those around them.

3.a) Emergency Services is open to all members. On order, Effingham Cadet Squadron is prepared to support the Incident Commander for personnel, headquarters, and logistics support.

3.b) ES also provides hands-on opportunities for Cadets to expand into real world experience. Training shall adhere strictly to age and maturity requirements for those operational capabilities.

3.c) Color guard and drill team will be established once enough Seniors are available with Leadership officers/NCOs. These teams will perform at local and state events, competitions, both CAP and military based, such as the Georgia State Drill Meet. Additionally, county/city events such as parades, meetings, and other public events will be supported through attendance of the unit or drill team.

3.d) Fund raising events such as Wreaths Across America or through engagement with approved organizations (Air Force Association, Air Force Sergeants Association) will be a priority for the Senior staff to organize.

## *PRIORITIES*

- 1) Eliminate annual squadron dues. Members already pay enough through event attendance, membership, and their time. The squadron shall find other ways to fund activities rather than on the backs of members.
- 2) Reorganize the senior staff as outlined below. The purpose is to increase efficiency and training opportunities for both Senior and Cadet members in both leadership skill and mentorship. Cadet flights will be organized to match the Academy/ROTC organization integrating various levels of experience into the elements and flights to achieve this.
- 3) Relocate the unit to a more advantageous location in Effingham County. The current location is limited due to changing requirements with the property owner needing to utilize the space in other ways.
- 4) An active effort will be made to increase parent involvement. A minimum of four meetings will be held per year (once per quarter). The schedule will operate around the school year:
  - 4.a) Summer: Late August or early September- Back to school Parent meeting at the unit on a regular meeting night.
  - 4.b) Fall: November- Prior to the holiday season, mid semester check in to meet with parents. Should be the first week to avoid any issues with fall testing and family plans.
  - 4.c) Winter: January- Second or third week, welcome back from the holiday season. Welcome new members with the calendar year.
  - 4.d) Spring: May- Prior to or concurrent with the end of school (avoiding graduation ceremonies). This will be the annual Squadron Awards Dining Out to present annual awards to all members as well as any send off for Cadets leaving for college or the military if at all practical.
- 5) NCO Corps development. While many CAP members are dedicated, there is a tendency for a generational and experience gap with Cadets. NCOs come with this built into their background for mentoring in a way that will establish growth without hazing or abuse (very different from the movies and TV shows which strive for drama).
  - 5.a) NCO Advisor- Each command echelon is authorized a senior position within the NCO Corps to advise the commander. Every effort will be made to fill this position promptly. They will serve similarly to a First Sergeant to advise the commander and help oversee NCOs within the unit. Ideally this will be an experienced TSgt (E-6) or MSgt (E-7).
  - 5.b) Operations NCO- This NCO will assist the Operations officer in planning events, activities, and ES training. In the event the NCO Advisor is unavailable, the Operations NCO will act in their stead.

5.c) Staff NCOs- These NCOs will serve to support the headquarters staff and rotate with Leadership NCOs from time to time to relieve the burden. Those assigned to Operations will help guide Cadet staff through planning processes.

5.d) Leadership NCOs- These NCOs will serve to mentor the Cadet Flight Sergeants and Element Leaders. They will work with their Leadership officer for the flight (to mirror the Cadet chain of command) to ensure safety and additional mentorship. The primary function is to ensure the health and welfare of all Cadets without interfering with the Cadet chain of command unless the Cadet chain is directing unsafe activity or is illegal, against regulations, or policy.

6) Developing local relationships. As outlined above, the unit will engage veteran's organizations, Reserve/Guard units (including ROTC units at the college level), and schools. This will be to better recruit personnel, aid applications for Cadets wishing to enter the military, and assist them with college or technical training if they decide to pursue those courses.

7) Congressional engagement. Through the Wing Legislative Liaison, engage local offices for Representatives and Senators to assist with those wishing to attend one of the service academies. Additionally, this will allow us to request presentation support for higher awards (i.e. Spaatz and Wilson) when those occasions arise.

8) Continue with the current finance committee within 30 days to ensure compliance and transparency in all transactions to ensure the best use of funds in support of training for members.

8.a) As long as personnel limits allow, the Finance Committee will consist of: Commander (chair), Finance Officer (vice), Operations, Aerospace Education, and Logistics.

8.b) Aerospace Education will account for no less than 1/3 of the annual squadron budget. As a core mission, this tends to be the most underfunded element of the organization. AE will additionally maintain a permanent presence on the Finance Committee.

8.c) Operations will receive 80% of the remaining 2/3 of the budget in order to conduct activities, training, and operations for the squadron. As a Cadet squadron, the entire purpose is the Cadet Program and as such, Operations is conducting that training. This negates a specific CP budget.

8.d) 10% will be earmarked for Logistics support (non-mission) for things such as office supplies, computers, and other similar related expenses.

8.e) All remaining funds will be held in unit reserve for emergency use.

## *HEADQUARTERS*

It is necessary to request support personnel be given the option to transfer in from other units. While nothing will stop a Cadet officer from being transferred in with losing commander consent, at present the focus is on Senior staffing to support a growing program.

1) Deputy Commander- Captain or higher with at least a technical rating in Cadet Programs and a rating in either an ES rating (Mission Observer, Communications) or another specialty track willing to serve as second in command for a Cadet unit and managing the senior staff. This is requested as an open offering within the Group and Wing only OR as a senior returning to active status who meets these requirements.

2) Operations Officer- Captain or higher with a technical rating in Emergency Services and willing to earn at least a technical rating in Cadet Programs. This person will serve as the primary action officer for planning and directing operational (ES-related) training and larger activities geared towards Cadets. This person will be third most senior in the unit after the Commander and Deputy Commander. This person will also be requested from within the Group or Wing OR be a returning senior to active status able and willing to dedicate the time to a Cadet unit.

3) In addition to Operations, five other primary staff officers will be recruited or brought in to execute the mission with all staff specialties being divided up under them to ensure scale of management isn't overwhelming for the Deputy Commander.

4) The staff organization is loosely based on the NATO/US Military staff alignment to help handle recruiting and management based on related specialty tracks. It also complies with CAPR 20-1 by first establishing single points of contact for various positions that otherwise are related until the staff can be expanded through recruiting.

5) This will go as:

- 1) Personnel, Admin, Public Affairs, Recruiting
  - 2) Health, DDR
  - 3) Operations, Emergency Services, Homeland Security
  - 4) Logistics, Finance
  - 5) Aerospace Education
  - 6) Information Technology
- Special staff-Legal, Character Development, Safety

## *RISKS AND ASSUMPTIONS*

1) Assumption: This plan calls for an “if you build it, they will come” line of thinking. People don’t want a program that is boring or un-engaging. Seniors will be screened for willingness to remain dedicated to the program with the understanding that they will train a replacement when unable to continue in the program.

Risk: Finding current members for transfer or return to active status as well as adults from within the community. It takes people to build a unit who are excited about this kind of work. This will be the most difficult element of this to retain talented, dedicated people.

2) Assumption: On-going activities (testing, o-flights, activity attendance, etc) are assumed to be continuing during this year while changes are made and recruiting efforts pushed forward. These are assumed as part of this plan as these are mostly required by regulation.

Risk: Budget shortfalls and continued drops in attendance may curtail this. Nothing in this plan is meant to construe ignoring these on-going events, activities, and requirements. This plan is meant to enable the unit and members to better engage with the organization at large in addition to the “routine” items (o-flights, testing, etc).

3) Assumption: People will hear about the program and become interested about being involved. This will be led by word of mouth for what the unit is accomplishing as well as community outreach.

Risk: A limited initial media campaign will provide a starting point for recruiting while allowing transfers and other new members to adjust to the unit while it grows. This is a risk though in assuming that certain key staff positions (Deputy, Ops, and NCO Advisor) can be filled quickly. The risk is that it will be slower growing or stagnant at current numbers for a couple of additional months with limited growth.



Citizens Serving Communities

*Above and Beyond*