MEMORANDUM FOR DET027/OFC

FROM: 27CW/CC

SUBJECT: 27th Cadet Wing Operations Plan, Fall 2019

References: (a) T-508, Leadership Laboratory (LLAB) Curriculum Handbook
(b) T-203, AFROTC Field Training Manual
(c) AFROTCI36-2011, Cadet Operations
(d) AFI36-2905, Fitness Program
(e) AFI36-2905_AFROTCSUP, Fitness Program
(f) AFI36-2903, Dress and Personal Appearance of Air Force Personnel
(g) AFI36-2903__AETCSUP_AFROTCSUP, Dress and Personal Appearance of Air Force Personnel
(h) AFI36-2909, Professional and Unprofessional Relationships
(i) AFMAN36-2203, Drill and Ceremonies
(j) AFH33-337, The Tongue and Quill
(k) AFI34-1201, Protocol
(l) Fall 2019 AS Course Syllabi (Class, PT, & LLAB)

1. PURPOSE: The following Operations Plan (OPLAN) outlines the proposed operation of the 27th Cadet Wing (27CW) under C/Col Perleberg’s leadership for the Fall 2019 semester.

   a. The cadet wing will be referred to as the 27th AFROTC Cadet Wing (27CW) on any wing-related documentation.

   b. The 27th Cadet Wing Commander (27CW/CC) is expected to exercise command within the limits of policies established by AFROTC Directives and the Detachment 027 Commander (DET027/CC).

   c. All cadet wing training and instruction will be based on primary sources in the Mission Directive and in the reference section at the beginning of this document. All Professional Officer Course (POC) cadets who have not already done so will be required to read the current Holm Center Guidance on Training in the T-508 (pages 8-19) within the first two weeks of the semester. A confirmation sheet will be initialed by all POC cadets and delivered to the Operations Flight Commander (DET027/OFC) by the second week of the term.

   d. All cadets will be required to read the OPLAN and initial a confirmation sheet by the second week of the term.
e. The 27CW/CC, Cadet Wing Vice Commander (27CW/CV), Commander’s Executive Officer (27CW/CCE) and the General Military Course Advisor (GMCA) will meet with the DET027/OFC on a weekly basis to discuss the status of the 27th Cadet Wing and any pertinent issues. This meeting will take place from 1100-1200 on Fridays.

2. CADET WING MISSION: The mission of the cadet wing is to train and prepare cadets to be effective leaders and Air Force Officers.

   a. The mission will comply with the requirements of AFROTCI 36-2011 in the day-to-day operation of the 27CW and to execute an effective cadet training program as outlined in the T-508 (LLAB Curriculum Handbook).

   b. Professional Military Training (PMT) requirement times will not exceed the maximum number of hours designated in AFROTCI36-2011 without prior approval of the DET027/CC in the Ops orders (OPORD). Both General Military Course (GMC) cadets and Professional Officer Course (POC) cadets are authorized 6 hours of PMT per week.

   c. All cadets will be required to uphold the utmost levels of professionalism and customs and courtesies at all times. Violations will be dealt with on a case-by-case basis through the violator’s immediate supervisor. All immediate supervisors will review and approve their subordinates’ plans prior to their execution to ensure they meet all training requirements.

3. CADET WING OPERATION:

   a. All cadets are required to be enrolled in the Leadership Laboratory (LLAB) and Physical Training (PT) classes correlated with their respective Aerospace Studies (AS) year each semester. AS500s will speak to the OFC concerning their LLAB/PT coursework.

   b. All LLAB objectives in the T-508 will be addressed over the course of the entire academic year. All LLAB objectives will be monitored and updated on a weekly basis with the LLAB Objective Tracker. Dual enrolled cadets will complete all Initial Military Training (IMT) and Field Training (FTP) objectives over their first academic year. To ensure all dual enrolled (AS250) cadets receive all objectives, the following will be adhered to:

      (1) All IMT objectives are covered in the Fall.

      (2) All FTP objectives are covered in the Spring.

To ensure all PNA AS400 POC meet all ICL/SCL objectives, the following will be adhered to:

      (3) Objectives 31 and 35 are always covered in the Spring for SCL cadets.

      (a) If a POC is PNA in the spring term (and not a 5-year cadet), they will meet w/ the OFC to meet missed objectives.
c. There will be an additional weekly voluntary D&C training seminar for IMT cadets. This voluntary training will be used to teach Drill and Ceremonies (D&C) concepts in more depth. This session is not mandatory but cadets are encouraged to attend. The Drill Officer (DO) will produce a plan for the D&C voluntary training supplementing LLAB marching objectives and looking beyond basic concepts to cover all marching material that is relevant to any AFROTC activity.

d. SPRING SEMESTER ONLY: There will be an additional hour of VPMT for Field Training Preparation (FTP) cadets only, implemented for the Spring semester. This VPMT will be used to better prepare all FTP cadets for FT. This session is not mandatory for FTP cadets, but FTP cadets are encouraged to attend; participation and activities will be monitored by detachment cadre. The FT Group Commander (FTG/CC) will produce a plan for the VPMT that will ensure that all basic information from the Field Training Manual (FTM) is appropriately taught. No activities simulating the stresses of FT will be allowed.

e. Make-up PMT events will be coordinated through the STO and more information can be found in the appropriate course syllabus.

f. GMC and POC who spend extra time outside of the scheduled ROTC time will be tracked by the IMO. The cadets with the largest volunteer hours will have the first opportunities for some incentives outlined in the SPO job description.

g. The 27th Cadet Wing Operations Group Commander (OG/CC) will develop training plans in accordance with (IAW) the prior stated primary sources which will be approved by the 27CW/CC prior to the start of the Fall 2019 semester. All training staffs will meet within the first week of the semester to review the training plans. SQ/CCs will monitor FLT/CCs to ensure training is following the plan and make corrections when necessary. The training staff will enforce regulations through verbal and written counseling’s as the situation requires. POC cadets who are not in the OG chain of command will not intervene in training, unless corrections must be made as per AFROTCI36-2011. POC cadets are encouraged to provide consistent and constant correction.

h. All cadets will adhere to a strict policy of professional conduct, which includes but is not limited to:

(1) Exercising professionalism at all times
(2) Avoiding the use of sarcasm
(3) Never using profanity
(4) Providing consistent correction
(5) Never allowing hazing, harassment, or inappropriate behavior
(6) Never lying, stealing, or cheating, nor tolerating among us anyone who does
(7) Individual feedback without raised voices

(8) Not using physical training as a form of discipline

i. All POC cadets will be assigned to an OG Flight except Command Support Staff, Group Commanders, POC cadets within the FTG, and Squadron Commanders. POC cadets in org chart positions must still fulfill their primary job duties as outlined in the OPLAN and report to their appropriate supervisor. POC cadets who are integrated into OG Flights will be positive role models, motivators, and assist their Flight Commander when necessary or beneficial. This is classified as an additional duty alongside the primary duty of their assigned job.

j. The following standards must be adhered to for all FTG training:

(1) The seven basic responses, squaring corners, greeting, and coming to attention with heels to the wall can only be required during LLAB and PT hours and designated VPMT per the OPORD, and only after cadets have been instructed at the direction of the DET027/CC. This practice will be restricted to LLAB hours, in specified locations, and only as role-play exercise, not as a standing policy.

(2) The following actions are restricted during FTP:

(a) Giving direct individual feedback with raised voices

(b) Using a merit/demerit system

(c) Any cadet acting as a Cadet Training Assistant (CTA) or a Flight Training Officer (FTO)

(d) Physical discipline of any kind

(e) Using FT-specific Group Leadership Problems (GLP)

(f) Actions that have traditionally been a part of “mini-camps” including but not limited to sleep deprivation, uniform “superman” (quickly changing uniforms) drills, performing time compressed activities (eating) etc.

k. An organizational chart will be posted on the Cadet SharePoint and Detachment TV slideshow by the end of the second week of the semester. All job holders, to include assistants, will have an official job description found in Attachment 1. All cadet jobholders must read their job description and be ready to execute their duties at the start of the term. Additionally, cadets must read the job continuity from the previous semester prior to the start of the term. A sign-off sheet for each job will be completed by the second week of the term and then turned into the DET027/OFC. The continuity can be found on the Cadet Sharepoint.
1. All cadets will hold the same organizational chart position for the duration of the semester IAW AFROTCI36-2011 and cadet positions will not rotate. A cadet will not be promoted or demoted. Any changes in the organizational chart will be dealt with on a case-by-case basis. Cadets will not hold the same position as the prior semester, unless approved by the DET027/CC.

m. The recall roster will be posted by the end of the second week of school. A test of the recall roster will take place within the first month of the semester and the completion time goal is less than 90 minutes.

4. PERFORMANCE FEEDBACK:

a. The IG will be responsible for creating dates and methods for initial, midterm, and final feedbacks within the first week, as well as tracking all feedbacks to verify they have all been completed properly. All POC cadets will give feedback to their subordinates and should receive feedback from their immediate supervisor. IMT cadets will be given feedback by their respective Flight Commanders and superiors for detachment positions. FTP cadets will be given feedback by their respective squadron commanders and superiors for detachment positions. Feedback should benefit both the cadet giving and the cadet receiving the feedback. Due dates for each feedback will be established by the end of the first week of the semester.

b. There will be a single feedback form that will be used for the three mandatory feedback sessions throughout the semester, initial, midterm, and final. This form will allow for better and more constructive feedback. Supervisors will maintain the sheet for the duration of the semester and turn it into the IG after final feedback. These sheets will be compiled and sent to the DET027/OFC prior to the end of the term.

c. The wing morale officer/assistant IG is responsible for distributing a monthly wing survey that measures the general attitudes cadets hold towards the wing. The purpose of this survey is to ensure appropriate training from squadron and flight commanders as well as the POC in charge of other extracurricular groups within the detachment. These surveys allow adjustments to be made when appropriate.

d. Additional feedback sessions are optional and encouraged when needed.

5. GENERAL GUIDANCE:

a. A voluntary New Cadet In-Processing (NCI) will take at the beginning of the semester with cadre oversight. This will be planned and executed by the CW/CC and CW/VC. The NCI will introduce cadets to the education and training programs, proper wear of the uniform, etc.

b. The IG will be responsible for developing the official format for any and all detachment publications. This official format will be developed in accordance with (IAW) the Mission Directive for the Fall 2019 Semester.
c. Any 27CW correspondence to any person or agency outside the detachment must be approved and/or sanctioned by a cadre member.

d. The 27CW does not conduct fundraising. Cadets may join a Non-Federal Entity, but if they raise funds they must be vigilant to make sure clothing or flyers do not contain “AFROTC,” “27th Cadet Wing,” “Detachment 027” or any other symbol or verbiage that could be construed as Air Force endorsement of the event.

e. Cadets may download the “Air Force Wingman Tool Kit” app to help with their experiences in AFROTC.

f. Guidons: Flight guidons must be at all activities unless cadre directs otherwise and must adhere to procedures as outlined in AFMAN36-2203. When transiting with a guidon, cadets must always be in a detail or flight formation. Guidons will be stored at the detachment when not being utilized for PMT. The guidon bearer will make every effort to ensure the guidon is stored/displayed properly and will not become a safety hazard. Pendants for all guidons will be earned after successfully completing a standardized objective established by the 27OG/CC.

g. Marching and transiting in uniform on campus: All cadets will move on sidewalks, parking lots, troop walks, and other improved surfaces. When there are none available, use unimproved surfaces with caution and while marching or walking at ease.

h. The awards criteria will be a streamlined process and provide a standardized method of determining flight awards by basing the points system on trackable events outlined in Attachment 10.

i. The service dress (blues) uniform will be worn once per month during Leadership Lab, Thursday. The DOT will choose the uniform of the day (UOD) for each Leadership Lab.

j. PTG/Conservative workout attire (No uniform issued) will be worn to every Physical Training activity.

6. PROFESSIONAL RELATIONSHIPS:

a. Cadets in the chain of command should refrain from engaging in social relationships (dating) with other cadets within the chain of command. This behavior has the potential to undermine discipline and morale in the cadet wing by creating a perception of favoritism and could potentially become an unprofessional relationship. If the DET027/CC becomes aware of a personal relationship between cadets that could be detrimental to the cadet chain of command, the commander will evaluate the impact on the cadet wing and the extent to which the relationship, and the cadet’s responsiveness to counseling, reflects on the cadet’s potential for officership.

b. Cadets are specifically forbidden from using their rank or position to take, or be perceived as taking, undue advantage of subordinates in any type of relationship.
c. Cadets will maintain the utmost level of professionalism at all times. All cadets will act in accordance with the guidance listed in AFI 36-2909. Use of social media for the purpose of official 27CW activities must conform to para 3.4 of AETCI36-2909: “All communication is to be professional and necessary for training objectives; not utilized for social activities with the exception of team morale events.”

7. CADET WING DISCIPLINE:

a. All cadets are required to meet AFROTC military retention standards and academic standards. Disciplinary action will be administered by the immediate cadet supervisor. See the disciplinary action memorandum (Attachment 9) for the current cadet discipline plan approved by the cadet IG.

b. The AFROTC Attendance Policy will be strictly enforced for all PMT. Cadets will be marked either present, absent, or tardy by their flight commanders. The CW/CCE, along with the OFC, will track excused absences in accordance with the LLAB/PT syllabus. See LLAB/PT course syllabus for make-up procedures.

c. Attendance reports will be published regularly. Cadets who are close to failing any PMT will be informed by the 27CW/CCE and counseled by the DET027/OFC as necessary. However, cadets should be proactive in monitoring attendance and inform the DET027/OFC of any discrepancies they see in their record. The SharePoint can be accessed at the following link: https://sharepoint.nau.edu/sites/afrotc/default.aspx with all attendance trackers along with other information.

8. CADET WING POSITIONS:

a. All POC cadets are required to have one designated leadership position during their POC years. These positions are designated on the Org Chart (Attachment 2 and Attachment 8). Cadets failing to perform these duties will be given a Counseling and/or a Conditional Event (CE) for not meeting military retention standards by displaying unacceptable adjustment to the military environment and possessing undesirable character traits which interfere with effectiveness and performances as an officer candidate.

9. SUMMARY: This Operations Plan is designed to provide an overall mission to the 27CW. The CW staff should make every attempt to push the boundaries of their duty positions, and make changes for the good of the 27CW, where and when possible. If there are any questions or suggestions regarding this OPLAN, please contact the 27th Cadet Wing Commander, C/Col Eli Perleberg, at ejp94@nau.edu or (701) 570-6049.

//Signed/ejp/19Aug19//
ELI J. PERLEBERG, C/Colonel, USAF
Commander, Cadet Wing
11 Attachments:
1. Job Descriptions
2. 27CW Organizational Chart, Fall 2019
3. LLAB Plan, Fall 2019
4. PT Plan, Fall 2019
5. D&C VPMT Plan, Fall 2019
6. LLAB Objectives
7. PT & LLAB Safety Considerations
8. Designated Leadership Positions in the Cadet Wing
9. Corrective Action Plan
10. Awards Plan
11. Distinguished Visitor List

1st Ind, DET027/OFC 19 Aug 2019

MEMORANDUM FOR 27CW/CC

OPLAN Fall 2019: Concur/Non-Concur

MATTHEW D. ROHLMAN, Maj, USAF
Operations Flight Commander

Attachment 1

Job Descriptions

Wing Staff

- 27th AFROTC Cadet Wing Commander (27CW/CC)
  - Only Rank Authorized: Cadet Colonel
  - Designated Leadership Credit
• Oversee all functions and operations of the 27th Cadet Wing
• Oversee the 27th Cadet Wing command staff
• Deliver SMART Wing goals and work towards wing objectives
• Coordinate with the DET027/OFC to ensure training is proceeding according to standards

• 27th AFROTC Cadet Vice Wing Commander (27CW/CV)
  • Max Rank: Cadet Colonel, Min Rank: Cadet Lieutenant Colonel
  • Designated Leadership Credit
  • Assume leadership duties in the absence of the Wing Commander
  • Act as liaison between Command Staff and Wing Commander, with the exception of the GMCA, CCE, and IG

• 27th Cadet Wing Inspector General (27CW/IG)
  • Max Rank: Cadet Lt Col, Min Rank: Cadet Major
  • Designated Leadership Credit
  • Ensure all training standards are met
  • Oversee the enforcement of all rules and regulations
  • Ensure Detachment is a 100% hazing-free environment
  • Oversee the initial, midterm and final feedback processes. Dates for each feedback will be determined by the end of the first week of the semester
  • Oversee the planning and execution of the Change of Command and Pass and Review Ceremonies
  • Oversee the planning and execution of at least one practice Open Ranks Inspection (ORI) and one graded ORI
  • Ensure job continuity from previous semester is made available to new cadets in each position on the SharePoint site
  • Develop a plan for all positions to update continuity at the beginning of Week 8
  • The IG complaint system will be utilized to address problems within the cadet chain of command. Problems that cannot be handled by the IG will be taken to the Det027/OFC.
  • Manage the corrective action tracker, updating it weekly

• Assistant Inspector General
  • Max Rank: Cadet Major, Min Rank: Cadet Captain
  • Non-designated Leadership Credit
  • Work directly with the 27CW/IG to ensure the standards of dress and appearance, customs and courtesies, and professional conduct are upheld.
  • Assist with all paperwork responsibilities given to the IG.
  • Assist with any other responsibilities given by the IG.
  • Ensure all warrior and honor points are being tracked appropriately so cadets know where their flight stands.

• General Military Corps Advisor (GMCA)
  • Only Rank Authorized: Cadet 3/C,
  • Non-designated Leadership Credit
- Works directly with 27CW/CC & 27CW/CV
- Plan monthly morale event for GMC
- Responsible for ensuring that the GMC cadets are receiving proper training
- Responsible for the morale of the detachment
- Main contact between C-Staff and GMC class
- Attend meetings with DET027/OFC each week
- Plan a GMC takeover week. GMC will assume all POC org chart positions for a week
- Coordinate weekly IMT shadowing of POC job holders

- Assistant General Military Corps Advisor (AGMCA) (Optional)
  - Only Rank Authorized: Cadet 4/C,
  - Non-designated Leadership Credit
  - Works directly with General Military Corps Advisor
  - Help to plan monthly morale event for GMC
  - Responsible for helping the GMCA with the morale of the detachment
  - Help to plan a GMC takeover week. GMC will assume all POC org chart positions for a week
  - Help to coordinate weekly IMT shadowing of POC job holders

- 27th Cadet Wing Commander’s Executive Officer (27CW/CCE)
  - Max Rank: Cadet Maj, Min Rank: Cadet 1st Lieutenant
  - Designated Leadership Credit
  - Manage the cadet SharePoint and the development of the Recall Roster
  - Supervise the 27CW CCEA and IMO
  - Oversee the development and publication of the Recall Roster by the end of the third week of the semester and publish it to the cadet SharePoint
  - Test the Recall Roster within 30 days of the start of the semester, and continue to test the recall roster until the completion time is less than 90 minutes. Practice recall rosters should be done to establish and maintain proficiency
  - Collect attendance sheets from squadron commanders at the end of PT and LLAB and deliver attendance sheets to the DET027/OFC at the end of each week
  - Record and distribute C-Staff minutes and distribute them to the wing immediately after meetings, with the exception of sensitive information
  - Monitors potential threats on campus and the community at large while keeping the 27CW/CC and wing informed
  - Assist 27CW/CC & 27CW/CV with tasks
  - Keep Cadet SharePoint Updated with OPORDs, attendance, cadre information and other pertinent information
    - Attendance Tracker will be updated NLT OFC/CW meeting every week

- Commander's Executive Officer Assistant (CCEA)
  - Max Rank: Cadet 3/C, Min Rank: Cadet 4/C
  - Non-designated Leadership Credit
  - Update the CW Organizational Chart as necessary
  - Maintain the Detachment Calendar and keep TVs up-to-date
  - Create and maintain the cadet Hot Board
• Assist the Executive Officer as needed

• Information Management Officer (IMO)
  • Max Rank: Cadet Captain, Min Rank: Cadet 1st Lieutenant
  • Non-designated Leadership Credit
  • Develop and manage Alumni Group
  • Create and maintain historical records
  • Promote and maintain the cadet library
  • Maintain the cadet information tracker

• 27th Cadet Wing Safety Officer (27CWSO)
  • Max Rank: Cadet 3/C, Min Rank: Cadet 4/C
  • Non-designated Leadership Credit
  • Bring first aid kit and appropriate Department of Labor paperwork to all ROTC functions
  • Will brief cadets on all safety considerations (Attachment 7) as applicable in the ops orders prior to every PMT event
  • Present Safety Briefings before AFROTC events such as PT or LLAB’s with a physical component
  • Inform cadets of safety issues and risks
  • Notify cadre immediately of any injury
  • Record injuries/mishaps for all PMT events
    • Forward a weekly report up the CoC to the OFC documenting all incidents to include who, what, where, when, how, and during what kind of PMT activity (i.e. C/ X, ankle sprain, HLC MAC Gym, jumping, basketball) etc.
    • Before end of term, submit final report documenting all mishaps by category w/ recommendations to the PT/LLAB Safety Considerations in Attachment 7 of this document

• 27th AFROTC Cadet Commander’s Action Group (27CAG/CC)
  • Only Rank Authorized: Cadet Lieutenant Colonel
  • Designated Leadership Credit
  • Oversee the planning and execution of Dining In, the Awards Ceremony, and Commissioning
  • Must update Attachment 11 every six months with the appropriate information.
  • Supervise the Recruiting OIC and the Community Liaison Officer (CLO)
  • Assist the CW/CC with any requests
  • Hold a bi-weekly deep dive – attend a subordinate flight/group function or hold activity (Deep Dive: a key leadership engagement with subordinates at routine functions, meetings or activities taking place in the leader’s area of responsibility.)
  • Establish a deep dive schedule by the end of the second week of the semester
  • Responsible for weekly after-action report for events falling within group
  • Identify cadet events which may be eligible for an NAU Institutional
  • Identify whether an Institutional is required
- If institutional is deemed necessary, submit a roster and “Institutional Request” to the Cadre POC of that event NLT 2 weeks (10 business days) prior to the event. Request must contain:
  - Title of event
  - Date/Time of event
  - Numbered Roster of students participating (last name, first name)

- 27th AFROTC Cadet Mission Support Group Commander (27MSG/CC)
  - Only Rank Authorized: Cadet Lieutenant Colonel
  - Designated Leadership Credit
  - Supervise the officers within the group
  - Ensure that Flag Detail is conducted Monday through Friday when AFROTC has the responsibility. Ensure the flag is raised and lowered IAW U.S. Code, Title 4, Chapter 1; AFI34-1201; and AFPAM34-1202.
  - Coordinate with the Drill Officer to plan voluntary training for D&C, and turn into 27CW/CC for approval to meet the two-week approval suspense
  - Review all publications and exhibitions prior to forwarding up the chain of command
  - Hold a bi-weekly deep dive – attend a subordinate flight/group function or hold activity (Deep Dive: a key leadership engagement with subordinates at routine functions, meetings or activities taking place in the leader’s area of responsibility.)
  - Establish a deep dive schedule by the end of the second week of the semester
  - Responsible for weekly after-action report for events falling within group
  - Identify cadet events which may be eligible for an NAU Institutional
  - Identify whether an Institutional is required
  - If institutional is deemed necessary, submit a roster and “Institutional Request” to the Cadre POC of that event NLT 2 weeks (10 business days) prior to the event. Request must contain:
    - Title of event
    - Date/Time of event
    - Numbered Roster of students participating (last name, first name)

- 27th AFROTC Cadet Operations Group Commander (27OG/CC)
  - Only Rank Authorized: Cadet Lieutenant Colonel
  - Designated Leadership Credit
  - Create Training syllabus for cadet group to follow, including:
    - Warrior knowledge
    - Important due dates
    - Suggestions for flight meetings and squadron meetings
  - A rough draft of the flight assignments is due to the cadre prior to start of term
  - Handle any flight changes
  - Place IMT cadets into flights
    - Avoid conflicts of interest (e.g., siblings, relationship partners)
Use best judgment to not make one flight “stronger” than others by putting all the highly motivated cadets into the same flight
- Make sure males and females are split up evenly
- Avoid keeping the same cadets together from previous semesters

- Oversee IMT flight progress
- Hold a bi-weekly deep dive – attend a subordinate flight/group function or hold activity (Deep Dive: a key leadership engagement with subordinates at routine functions, meetings or activities taking place in the leader’s area of responsibility.)
- Establish a deep dive schedule by the end of the second week
- Coordinate weekly flag details with 27MSG
- Responsible for weekly after action report for events falling within group
- Create a standardized object for each flight to earn pendant
- Oversee mentorship program with Cadet Vice Wing Commander
  - Supervise the MPO - Organize and maintain a Mentorship Program
  - Develop the Form 68 program to ensure cadets are keeping a record of all accomplishments.
- Identify cadet events which may be eligible for an NAU Institutional
- Identify whether an Institutional is required
- If institutional is deemed necessary, submit a roster and “Institutional Request” to the Cadre POC of that event NLT 2 weeks (10 business days) prior to the event. Request must contain:
  - Title of event
  - Date/Time of event
  - Numbered Roster of students participating (last name, first name)

- 27th AFROTC Field Training Preparation Group Commander (27FTG/CC) SPRING SEMESTER ONLY
  - Only Rank Authorized: Cadet Lieutenant Colonel
  - Designated Leadership Credit
  - Create training syllabus for cadet group to follow, including:
    - Warrior knowledge
    - Important due date
    - Suggestions for squadron meetings
    - Working with Supplemental Training Officer (STO) to plan Field Training Exercise (FTX)
  - A rough draft of the flight assignments is due to the cadre prior to start of term
  - Oversee FTP flight progress
  - Observe and advise FTP cadet leadership at the group level
  - Plan the VPMT for FTP, making sure all FTM material is covered adequately
  - Update weekly OPORD for the VPMT for FTP and submit to the 27 CW/CC for approval before the two week approval suspense
  - Hold a bi-weekly deep dive - attend a subordinate flight/group function or hold activity (Deep Dive: a key leadership engagement with subordinates at routine functions, meetings or activities taking place in the leader’s area of responsibility.)
- Establish a deep dive schedule by the end of the second week
- Coordinate weekly flag details with Mission Support Group
- Responsible for weekly after-action report for events falling within group
- Identify cadet events which may be eligible for an NAU Institutional
- Identify whether an Institutional is required
- If institutional is deemed necessary, submit a roster and “Institutional Request” to the Cadre POC of that event NLT 2 weeks (10 business days) prior to the event. Request must contain:
  - Title of event
  - Date/Time of event
  - Numbered Roster of students participating (last name, first name)
- Ensure that Flag Detail is conducted Tuesday, Wednesday, and Thursday. Ensure the flag is raised and lowered IAW U.S. Code, Title 4, Chapter 1; AFI34-1201; and AFPAM34-1202
- 27th AFROTC Cadet Training Group Commander (27TG/CC)
  - Only Rank Authorized: Cadet Lieutenant Colonel
  - Designated Leadership Credit
  - Oversee the DOT, PFO, & STO in development of cadet training
  - Be the link between the DOT and PFO and 27CW/CV
  - Make weekly Operations Orders for PT and LLAB and give to 27CW/CC for approval in designated time frame to meet two-week approval suspense
  - Hold a bi-weekly deep dive – attend a subordinate flight/group function or hold activity. (Deep Dive: a key leadership engagement with subordinates at routine functions, meetings or activities taking place in the leader’s area of responsibility.)
  - Establish a deep dive schedule by the end of the second week
  - Ensure Operations Orders adhere to template including pertinent safety considerations as outlined in Attachment 7
  - Responsible for weekly after-action report for events falling within group
  - Identify cadet events which may be eligible for an NAU Institutional
  - Identify whether an Institutional is required
  - If institutional is deemed necessary, submit a roster and “Institutional Request” to the Cadre POC of that event NLT 2 weeks (10 business days) prior to the event. Request must contain:
    - Title of event
    - Date/Time of event
    - Numbered Roster of students participating (last name, first name)
- Supporting Elements (SE)
  - Max Rank: 1st Lieutenant, Min Rank: 2nd Lieutenant
  - Non-designated Leadership Credit
  - Included in Commanders Group, Mission Support Group, and Training Group (if needed)
  - Utilized in assisting positions when needed
Operations Group

- 27th AFROTC Cadet Operations Group Squadron Commanders (27 A, B, C&D SQ/CC)
  - Only Rank Authorized: Cadet Major
  - Designated Leadership Credit
  - Squadron Commanders will be responsible for IMT training
  - SQ/CCs will step in for FLT/CCs to lead training when necessary
  - SQ/CCs will be in charge during squadron events and activities, unless duties are delegated to FLT/CCs
  - Will work in conjunction with the operations group commander to accomplish goals and work in line with the training syllabus
  - Will oversee the mentorship program for their squadron
    - Responsible for providing mentorship opportunities within their squadron
  - Hold monthly squadron meetings in place of flight meetings

- Flight Commanders (A, B, C, D, E, F, G, H FLT/CCs)
  - Max Rank: Cadet Captain, Min Rank: Cadet 1st Lieutenant
  - Designated Leadership Credit
  - Train, evaluate, and mentor GMC cadets through appropriate feedback in order to properly develop them as future POC
  - Supervise AS100 cadets as they hold various positions throughout the flight
  - Monitor & recognize subordinates’ strengths and weaknesses, provide feedback
  - Execute OG training plan IAW the syllabus provided by cadet chain of command
  - Maintain Cadet Information Tracker with cadet rankings and comments
  - Hold a weekly flight meeting
  - Ensure that cadets follow the chain of command
  - Maintain control of flights during all PMT unless otherwise directed

- Unassigned POC
  - Rank: Cadet 2nd Lieutenant
  - Unassigned POC will assist with special projects and/or other areas within the CW as necessary.

FTP Group (SPRING SEMESTER ONLY)

- 27th AFROTC Field Training Preparation Group Vice Commander (27FTG/CV)
  (FTPG/CV)
  - Max/Min Rank: Cadet Major
  - Designated Leadership Credit
  - Assume leadership duties in the absence of the Group Commander
  - Act as liaison between FTP Staff and Group Commander

- 27th AFROTC Cadet Field Training Preparation Squadron Commander (27 A & B SQ/CC)
  - Only Rank Authorized: Cadet Major
  - Designated Leadership Credit
- SQ/CCs will be responsible for FTP training for two flights of FTP cadets
- SQ/CCs will observe and advise FTP cadet leadership at the squadron and flight level
- Responsible for Group Leadership Problem (GLP) tracker for squadron
- Plan and execute VPMT and FTP sessions specified in the FTG training plan

- 27th AFROTC Cadet FT Preparation Squadron Deputy Commander (27 A & B SQ/CV)
  - Max Rank: Cadet Major, Min Rank: Cadet Captain
  - Non-designated Leadership Credit
  - SQ/CVs will assist SQ/CCs for FTP training for two flights of FTP cadets
  - SQ/CVs will observe and advise FTP cadet leadership at the squadron and flight level
  - Responsible for discipline tracker for their squadron
  - Assist SQ/CCs plan and execute VPMT and FTP sessions specified in the LEADG training plan

- FTP Flight Commanders (N, O, Q, P FLT/CCs)
  - Only Rank Authorized: Cadet 3/C
  - Non-designated Leadership Credit
  - Train, evaluate, and mentor GMC cadets through appropriate feedback in order to properly develop them as future POC
  - Supervise AS200 cadets as they hold various positions throughout the flight
  - Monitor & recognize subordinates’ strengths & weaknesses, provide feedback
  - Execute OG training plan IAW the syllabus provided by cadet chain of command
  - Maintain Cadet Information Tracker with cadet rankings and comments
  - Hold a weekly flight meeting
  - Ensure that cadets follow the chain of command
  - Maintain control of flights during all PMT unless otherwise directed

Training Group

- Director of Training (DOT)
  - Max Rank: Cadet Major, Min Rank: Cadet Captain
  - Designated Leadership Credit
  - Complete the Objective Tracker with projected objective completion dates for the entire year. Create weekly updates to be briefed at the subsequent weeks Det027/OFC meeting. Update Objective Tracker before OFC/CW meeting.
  - Plan LLAB; this includes getting the equipment, setting up the room, reserving the fields, etc.
  - Ensure that the esprit de corps objective is met for at least 25% of all LLAB time for all GMC cadets
  - All objectives need to have been covered over the course of the academic year in the fall and spring semesters

- Director of Training Assistant (ADOT)
  - Max Rank: Cadet 1st Lieutenant, Min Rank: Cadet 4/C
- Non-leadership Credit
- Assist DOT with all training tasks and duties
- Act as tech support during LLAB to ensure all slides and other technology utilized runs smoothly.

- Physical Fitness Officer (PFO)
- Max Rank: Cadet Major, Min Rank: Cadet Captain
- Designated Leadership Credit
- Manage and run three PT sessions a week
- Oversee PFA
  - Make sure cadets have the appropriate paperwork FSQ and AF Form 4446
  - Bring Height, weight and body measurement devices
  - Ensure flight commanders understand how to properly fill out forms so they can oversee proper completion within their flights
- Update Cadet Information tracker with PFA scores
- Create workouts and submit as operations orders to meet the two-week deadline
- Score all Mock FAs and post scores on a spreadsheet accessible by the OFC
- Retain record of all Mock FAs on the AF FORM 4446
- Ensure all Mock FAs are performed IAW AFI36-2905 (to include AC measurements and BMI/BFA when applicable)
- One week after the Mock FA, the PFO will be required to report to the OFCs office w/ all paper copies of the FA Scoresheets (4446s) for an audit
- Monitor FA failures and report them to OFC and C-Staff

- Physical Training Officer Assistant (APFO)
- Max Rank: Cadet 1st Lieutenant, Min Rank: Cadet 4/C
- Non-leadership Credit
- Assist PFO in all physical training events

- Supplemental Training Officer (STO)
- Max Rank: Cadet Captain, Min Rank: Cadet 1st Lieutenant
- Non-designated Leadership Credit
- Plan and Execute Makeup LLAB
- Create and manage Makeup LLAB tracker
- Plan two Pool PT sessions
- Create Flight Warrior Run and Team Warrior Run at Buffalo Park and obstacle course
- Plan and Oversee Voluntary PMT, including:
  - Working with 27 FTG/ for FTX
  - Extra Morale Events outside of GMCA’s plans.
- Supervise STO Assistant to create events and activities

- Assistant Supplemental Training Officer (ASTO)
- Max Rank: Cadet 3/C, Min Rank Cadet 4/C
- Non-designated Leadership Credit
- Assist STO in all supplemental training duties
• Drill Officer (DO)
  • Max Rank: Cadet Captain, Min Rank: Cadet 4/C
  • Non-designated Leadership Credit
  • Provide extra essential marching skills to better teach the wing with military marching skills
  • Hold voluntary marching clinics at least once per week
  • Test AS100 level cadets on marching skills twice a semester: Midterm and final
  • Coordinate with the IMO to update the Cadet information tracker with PMT attendance and marching scores

• Assistant Drill Officer (ADO)
  • Max Rank: Cadet Captain, Min Rank: Cadet 4/C
  • Assist the DO with planning and executing marching clinics
  • Assist with the grading of FDEs or other flight drill assessments

Mission Support Group

• Morale Officer (MO)
  o Max Rank: Cadet Major, Min Rank: Cadet Captain
  o Non-leadership Credit
  o Organize monthly morale events (physical or social) outside of PMT events that include both POC and GMC.
  o Distribute monthly wing morale surveys to track increases or decreases in morale. Ensure results are recorded and briefed to the OFC.
  o Coordinate with IG, GMCA, and CLO to insure morale is being boosted effectively.

• Mentorship Program Officer (MPO)
  o Max Rank: Cadet Major, Min Rank: Cadet Captain
  • Non-leadership Credit
  • Responsible for providing mentorship opportunities within the cadet wing
  • Will organize and maintain a Mentorship Program
  • Within the first week of PT in the Fall, will organize a POC meet and greet to allow GMC to become familiar with their potential mentors
    • During spring semester, ensure GMC cadets have the same POC mentors from the fall semester
  • Review and store all Form 68s submitted by mentors into the cadet sharepoint
  • During spring semester, ensure GMC cadets have the same POC mentors from the fall semester

• Community Liaison Officer (CLO)
  • Max Rank: Cadet Captain, Min Rank: Cadet 1st Lieutenant
  • Non-designated Leadership Credit
- Assist RO OIC in setting up recruiting events as well as volunteer events in the community to promote AFROTC recognition
- Assist in helping set up Color Guard events in the community
- Work closely with the Information Management Officer (IMO) to track all volunteering events, number of volunteers and hours for the semester and record in the Cadet Information Tracker
- Coordinate with any pertinent community or campus organizations

- **Assistant Community Liaison Officer (ACLO)**
  - Max Rank: Cadet 3/C, Min Rank: Cadet 4/C
  - Non-designated Leadership Credit
  - Assist CLO in all detachment community tasks

- **Logistics Readiness Officer (LRO)**
  - Max Rank: Cadet Captain, Min Rank: Cadet 1st Lieutenant
  - Non-designated Leadership Credit
  - Oversee the Leadership Reaction Course (LRC)
  - Assemble and coordinate work detail teams as necessary for the LRC
  - Act as quality control officer on LRC regarding structures’ integrity prior to all LRC related activities and during construction
  - Look for additional ways to preserve and expand the LRC for better training opportunities
  - Take an initial inventory within first three weeks and a final inventory within the last two weeks of the semester
  - Organize and maintain extra storage room
  - Organize weekly detachment cleaning
  - Organize LRC LLAB
  - Keep the Hall of Fame updated and presentable
  - Keeping in touch with inductees and search for past Alumni to induct
  - Creating a ceremony for inductions
  - Developing criteria by which alumni would be inducted, developing continuity, etc.
  - Accept the artifacts/gifts presented to the detachment and give a short “speech” as to the value added to our Hall of Fame and what the Hall of Fame means to the Detachment

- **Assistant Logistics Readiness Officer (ALRO)**
  - Max Rank: Cadet 3/C, Min Rank Cadet 4/C
  - Non-designated Leadership Credit
  - Assist LRO in all detachment logistical tasks

- **Academic Officer (AO)**
  - Max Rank: Cadet Captain, Min Rank: Cadet 1st Lieutenant
  - Non-designated Leadership Credit
  - Ensure all cadets are meeting specified academic standards
  - Hold an academic session at least twice per week
- Coordinate AFSC Career Day with Luke AFB CGOs

- **Academic Officer Assistant (AAO)**
  - Cadet 3/C, Min Rank Cadet 4/C
  - Non-designated Leadership Credit
  - Assist AO in all academic tasks and duties

- **Public Affairs Officer in Charge (PAO)**
  - Max Rank: Cadet Captain, Min Rank: Cadet 4/C
  - Non-designated Leadership Credit
  - Responsible for detachment Public Affairs activities, which include but are not limited to:
    1. **The Eagle Newsletter**
       - Minimum of two newsletters to be developed and distributed to 27 CW
       - The Eagle will only be published once it has been approved by the Det027/RO. Create an eSSS in accordance with the Tongue and Quill for the Eagle that must be submitted to the Det027/RO, routed through the chain of command for each newsletter.
       - Ensure that an adequate number of articles are written each month for The Eagle
       - Ensure quality control for articles being published
    2. **LLAB**
       - Take photos of every cadet within the first two weeks of the semester
       - Take photos at every LLAB and post on the detachment Facebook page
       - Have a slideshow created with each individual cadet that includes a photo and their name & Job Title. Provide to OFC within the first three weeks of the semester.
    3. **Web**
      - Work with the Det/RO to:
        - Update all media outlets (Facebook/Twitter/SharePoint) with appropriate photos and information pertaining to AFROTC events
        - Maintain a detachment social media
        - Update the Detachment Television with a cadet organization chart by the second week of the semester and photos by the fourth week of the semester

- **Assistant Public Affairs Officer (APAO)**
  - Max Rank: Cadet Captain, Min Rank: Cadet 4/C
  - Assist the PAO with writing the Eagle Newsletter, Photographing PT and Lead Lab as well as uploading photos to the website, detachment TV.

- **Color Guard Commander (CG/CC)/ Flag Detail Commander (FD)**
  - Max Rank: Cadet Captain, Min Rank: Cadet 1st Lieutenant
  - Train cadets for participation in color guard events
  - Organize events in the community
  - Organize and attend color guard competitions
  - Assemble a team to participate in detachment ceremonies
  - Work to attend school events
• Ensure that Flag Detail is conducted Monday through Friday when AFROTC has the responsibility. Ensure the flag is raised and lowered IAW U.S. Code, Title 4, Chapter 1; AFI34-1201; and AFPAM34-1202.

Commander’s Action Group

• Recruiting Officer in Charge (RO)
  • Max Rank: Cadet Captain, Min Rank: Cadet 1st Lieutenant
  • Non-designated Leadership Credit
  • Responsible for assisting with recruiting and promotional events for the detachment and planning recruiting events throughout the semester
  • Maintain a log of all cadets attending recruiting events to be turned into the CCR at the end of the semester
  • Updated the Cadet Information Tracker with recruiting attendance
  • In conjunction with the Detachment Recruiting Officer (DET027/RO), develop and track objectives for cadets to attain the recruiting ribbon
  • Assist Community Liaison Officer (CLO) when needed

• Assistant Recruiting Officer (ARO)
  • Max Rank: Cadet 3/C, Min Rank: Cadet 4/C
  • Non-designated Leadership Credit
  • Assist recruiting officer with all recruiting duties
  • Responsible for attending all recruiting events

• Dining In/Out Officer in Charge (DINO)
  • Only Rank Authorized: Cadet Captain
  • Non-designated Leadership Credit
  • Reach out to a guest speaker, to be approved by the cadre
  • Put together a committee; follow dining in guide with bi-weekly meetings
  • Write a script for the event, deliver to Cadre two weeks prior to event
  • Create comprehensive plan that will be necessary to successfully execute event
  • Make sure the performances are ready. This includes Drill Team, Color Guard, and an Honor Guard (for the POW/MIA Table), and media presentation
  • Send an email to the detachment announcing Dining Out including time, date, and UOD
  • Create flyer NLT 30 days after the term start

• Assistant Dining In Officer (ADINO)
  • Max Rank: Cadet 3/C, Min Rank: Cadet 4/C
  • Non-designated Leadership Credit
  • Assist Dining In Officer with all duties

• Special Projects Officer (SPO)
  • Max Rank: Cadet Captain, Min Rank: Cadet 1st Lieutenant
- Non-designated Leadership Credit
- Coordinate, plan, and execute Orientation and Incentive Flights including but not limited to:
  - HH-60G flights – Nellis AFB
  - F-16D flights – Luke AFB
  - C-130J flights – Davis-Monthan AFB
  - KC-135 flights – AZ ANG at PHX Sky Harbor Airport
  - F-16 simulator trips - Luke AFB
- Develop operations plans for any approved events, including base visits
- Coordinate with DET027/OFC to acquire base POC listing and electronic staff summary sheets for approval
- Coordinate base wide active duty officer shadowing

- Assistant Special Projects Officer (ASPO)
  - Max Rank: Cadet 3/C, Min Rank: Cadet 4/C
  - Non-designated Leadership Credit
  - Assist Special Projects officer with all duties

- Awards Officer in Charge (AWDO)
  - Max Rank: Cadet Captain, Min Rank: Cadet 1st Lieutenant
  - Non-designated Leadership Credit
  - Responsible for planning the awards ceremony at Dining Out, including instructing cadets on how to nominate other cadets for awards, establishing a deadline for award nominations, and working to schedule guests and award presenters for the ceremony
  - Provide award list to cadre of all the applicable awards for the semester and the criteria NLT two months prior to the awards ceremony
  - Contact, coordinate, and confirm awards presenters no later than 45 days prior to event
  - Create flyer and hard copy invitation 60 days prior to event
  - Print out certificates by COB the Monday prior to the awards ceremony
  - Write a script for the ceremony, due two weeks prior to the event
  - Responsible for documenting points for the warrior flight and honor flight throughout the semester
  - Responsible for the nomination and selection process for “Highlander of the Week” and “Highlander of the Semester”
  - Responsible for the Lowlander Flight Award
  - Create a standardized award plan
  - Create weekly award streamers for the Guidon

- Awards Officer in Charge Assistant (AAWDO)
  - Max Rank: Cadet 3/C, Min Rank: Cadet 4/C
  - Non-designated Leadership Credit
  - Assist with all tasks and duties awards related

- Professional Development Training Officer (PDTO)
- Max Rank: Cadet Captain, Min Rank: Cadet 1st Lieutenant
- Non-designated Leadership Credit
- Assist POC cadets with planning and executing their POC PDT commissioning requirement
- Assist POC cadets with submitting their POC PDT request to the OFC
- Meet w/ OFC monthly to report POC PDT progress

- Prisoner of War/Missing in Action Ceremony Officer (PMO) FALL SEMESTER ONLY
  - Only Rank Authorized: Cadet Captain
  - Non-designated Leadership Credit
  - Responsible for planning the POW/MIA ceremony during the third week of September.
  - Work with DOT for planning during a LLAB
  - Write a script for the ceremony, due two weeks prior to the event
  - Reserve a location for the ceremony NLT 30 days from term start
  - Invite all required personnel to event and coordinate with color guard
  - Organize and oversee the execution of the 24-hour vigil outside of the detachment

- Commissioning Officer in Charge (COM OIC) SPRING SEMESTER ONLY
  - Only Rank Authorized: Cadet Captain
  - Non-designated Leadership Credit
  - Responsible for planning the commissioning ceremony at the end of the Spring 2019 semester
  - Write a script for the ceremony, due two weeks prior to the event
  - Reserve a location for the ceremony NLT 7 days from term start
  - Create a flyer and hard copy invitation NLT 45 days from term start

**Attachment 2**

27th AFROTC Cadet Wing Organizational Chart - Fall 2019
Attachment 3

LLAB Plan – Fall 2019
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Location</th>
<th>UOD</th>
<th>IMT</th>
<th>FTP</th>
<th>ICL/SCLECL</th>
<th>IMT</th>
<th>IC</th>
<th>SL</th>
<th>EC</th>
<th>Esprit de Corps Hours - Obj 19</th>
<th>High Risk Activity?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Thu Aug 29</td>
<td>Cline Library</td>
<td>Full Service / Professional Attire</td>
<td>Intro Week, Expectations listed, Det Commander Briefing (Commander's Call), AF Customs and Courtesies, Dress and Appearance</td>
<td>3, 23, 24, 32</td>
<td>0</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Thu Sep 5</td>
<td>Cline Library/ North Quad</td>
<td>ABU's, FDU's and Any Combo Blues/ Professional attire</td>
<td>Customs and Courtesies, Dress and Appearance Briefings, Basic Drill, Initial Feedbacks</td>
<td>1,2,5,6,9,11,23,24</td>
<td>0</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3</td>
<td>Thu Sep 12</td>
<td>Observatory Field</td>
<td>ABUs, PTGs/ Conservative workout attire</td>
<td>Air Force Birthday, Warrior Day</td>
<td>7,11,19, 28</td>
<td>2</td>
<td>Yes</td>
<td></td>
<td></td>
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<tr>
<td>4</td>
<td>Thu Sep 19</td>
<td>Cline Library</td>
<td>Full</td>
<td>POW/MIA Ceremony, Mentoring time</td>
<td>19,21, 28</td>
<td>2</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>5</td>
<td>Thu Sep 26</td>
<td>Observatory Field</td>
<td>ABUs, PTGs/ Conservative workout attire</td>
<td>GLP Day Management</td>
<td>7, 11, 19, 28</td>
<td>2</td>
<td>Yes</td>
<td></td>
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<tr>
<td>6</td>
<td>Thu Oct 3</td>
<td>Cline Library/ Knolls Parking Garage</td>
<td>ABU's, FDU's and Any Combo Blues/ Professional attire</td>
<td>Practice ORI, FDEs, Mentoring Time</td>
<td>5,6,13,16,23,24, 28</td>
<td>0</td>
<td>No</td>
<td></td>
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<tr>
<td>7</td>
<td>Thu Oct 10</td>
<td>Cline Library/ Education Field</td>
<td>ABU's, FDU's/ PTGs, Conservative workout attire</td>
<td>AEF Prep, GMC Takeover Prep/Shadowing</td>
<td>7,19,34,21,28,30,31</td>
<td>2</td>
<td>No</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Date</td>
<td>Time</td>
<td>Location</td>
<td>Attire/Activity</td>
<td>Event Date</td>
<td>Credit</td>
<td>Grade</td>
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<tr>
<td>8 Oct</td>
<td>Thur</td>
<td>17-Oct LRC</td>
<td>ABUs, FDUs, PTGs/Conservative Workout attire AEF, GMC Takeover</td>
<td>7,34,28,30,31</td>
<td>0</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>9 Oct</td>
<td>Thur</td>
<td>24-Oct Cline Library</td>
<td>Full Service/Professional Attire Guest Speaker: Lt Col Alder/Midterm feedbacks</td>
<td>19</td>
<td>19</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>10 Oct</td>
<td>Thur</td>
<td>31-Oct Cline/ Education Field</td>
<td>ABUs, FDUs and Any Combo Blues/Professional attire Advanced Drill, Dining In/Out Brief, Personal finance and military life</td>
<td>5,6,8,9,10,11,12,19,25,37</td>
<td>29</td>
<td>0</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>7 Nov</td>
<td>Thur</td>
<td>7-Nov Knolls Parking Garage</td>
<td>Full Service/Professional Attire Official ORI, FDEs, Mentoring time</td>
<td>5,6,9,10,11,13,16,21,23,24</td>
<td>28,30</td>
<td>0</td>
<td>No</td>
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<tr>
<td>14 Nov</td>
<td>Thur</td>
<td>14-Nov HLC MAC/ HLC Track</td>
<td>PTGs, Conservative workout attire Official FA</td>
<td>22,33</td>
<td>19, 29</td>
<td>0</td>
<td>No</td>
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<tr>
<td>21 Nov</td>
<td>Thur</td>
<td>21-Nov Observatory Field</td>
<td>ABUs, FDUs, PTGs/Conservative Workout attire Warrior Day</td>
<td>7,11,19</td>
<td>28</td>
<td>2</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>28 Nov</td>
<td>Thur</td>
<td>28-Nov Thanksgiving Break</td>
<td>Thanksgiving Break</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>5 Dec</td>
<td>Thur</td>
<td>5-Dec Cline</td>
<td>Full Service/Professional Attire Change of Command/ Awards ceremony/ Final Feedbacks</td>
<td>27, 17</td>
<td>29</td>
<td>0</td>
<td>No</td>
<td></td>
<td></td>
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</table>

Obj 19 Semester Hours: 6
# Attachment 4

## PT Plan - Fall 2019

<table>
<thead>
<tr>
<th>PT #</th>
<th>Wkday</th>
<th>Date</th>
<th>Location</th>
<th>UOD</th>
<th>Description</th>
<th>Last Updated: Wednesday 8/21/2019</th>
<th>High Risk Activity?</th>
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<tbody>
<tr>
<td>1</td>
<td>Tues</td>
<td>8/27/19</td>
<td>HLC</td>
<td>PTG/Conservative</td>
<td>Flight Introductions &amp; Running and Gassers</td>
<td></td>
<td>No</td>
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<tr>
<td>2</td>
<td>Wed</td>
<td>8/28/19</td>
<td>HLC</td>
<td>PTG/Conservative</td>
<td>Track Run &amp; Flight Workout</td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>3</td>
<td>Thur</td>
<td>8/29/19</td>
<td>Dome</td>
<td>PTG/Conservative</td>
<td>Urban Trail Run</td>
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<td>No</td>
</tr>
<tr>
<td>4</td>
<td>Tues</td>
<td>9/3/2019</td>
<td>HLC</td>
<td>PTG/Conservative</td>
<td>Flight Workouts &amp; Pyramid Workout</td>
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<tr>
<td>5</td>
<td>Wed</td>
<td>9/4/2019</td>
<td>HLC</td>
<td>PTG/Conservative</td>
<td>Weigh-Ins &amp; Push-ups &amp; Sit-ups</td>
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<tr>
<td>6</td>
<td>Thur</td>
<td>9/5/2019</td>
<td>Dome</td>
<td>PTG/Conservative</td>
<td>Mock FA</td>
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<tr>
<td>7</td>
<td>Tues</td>
<td>9/10/2019</td>
<td>HLC</td>
<td>PTG/Conservative</td>
<td>BMB &amp; Sprints</td>
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<tr>
<td>8</td>
<td>Wed</td>
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## Attachment 5

### D&C VPMT Outline - Fall 2019

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**Note:** Weekly activities are subject to change based on unit needs and instructor discretion.
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Attachment 6

LLAB Objectives

The following is a list of mandatory objectives that must be presented to the appropriate cadet classification.

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<td>1</td>
<td>Know the Air Force and AFROTC grade structure and insignia</td>
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<td>2</td>
<td>Know the Air Force and AFROTC chain of command</td>
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<td>3</td>
<td>Know the AFROTC Honor Code</td>
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<td>4</td>
<td>Apply proper courtesies and procedures associated with the US flag</td>
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<td>5</td>
<td>Apply individual and flight drill positions</td>
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<td>6</td>
<td>Apply basic individual flight drill movements</td>
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<td>7</td>
<td>Apply effective followership and teamwork skills</td>
<td>X</td>
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<tr>
<td>8</td>
<td>Know the environment of an Air Force officer</td>
<td>X</td>
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<td>9</td>
<td>Apply correct guidon procedures during drill practice &amp; official functions</td>
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<td>10</td>
<td>Apply advanced individual and flight drill movements</td>
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<td>11</td>
<td>Apply skills to be an effective flight commander</td>
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<td>12</td>
<td>Know road guard procedures</td>
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<td>13</td>
<td>Apply proper individual drill evaluation procedures</td>
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<td>14</td>
<td>Know proper dorm maintenance procedures and requirements</td>
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<td>15</td>
<td>Know the mental, physical, &amp; administrative requirements of FT</td>
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<td>16</td>
<td>Apply proper ranks inspection procedures</td>
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<td>17</td>
<td>Know key personnel parade procedures</td>
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<td>18</td>
<td>Know FT military decorum</td>
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<tr>
<td>19</td>
<td>Apply learned information during esprit de corps activities</td>
<td>X</td>
<td></td>
<td>X</td>
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<tr>
<td>20</td>
<td>Holm Center Training Manual (HCTM)</td>
<td>Rescinded</td>
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<tr>
<td>21</td>
<td>Apply leadership &amp; followership skills through the cadet mentoring program</td>
<td>X</td>
<td></td>
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<td>22</td>
<td>Know the principles of Air Force health and wellness</td>
<td>X</td>
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<tr>
<td>23</td>
<td>Apply the proper Air Force customs and courtesies</td>
<td>X</td>
<td></td>
<td>X</td>
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<tr>
<td>24</td>
<td>Apply proper Air Force dress and appearance standards</td>
<td>X</td>
<td></td>
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<tr>
<td>25</td>
<td>Know the proper procedures and history behind the Air Force dining-in/out</td>
<td>X</td>
<td></td>
<td>X</td>
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<tr>
<td>26</td>
<td>Know functions associated with reveille/retreat ceremonies and parade</td>
<td>X</td>
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<td>X</td>
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<tr>
<td>27</td>
<td>Apply AFROTC awards/decorations program in a formal awards ceremony</td>
<td>X</td>
<td></td>
<td>X</td>
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<tr>
<td>28</td>
<td>Apply leadership/management skills in supervising cadet corps</td>
<td></td>
<td></td>
<td>X</td>
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<tr>
<td>29</td>
<td>Apply proper feedback and performance evaluation skills</td>
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<td></td>
<td>X</td>
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<tr>
<td>30</td>
<td>Know the process for evaluating bullet statements</td>
<td></td>
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<tr>
<td>31</td>
<td>Apply leadership/management/problem solving skills in special projects</td>
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<td>X</td>
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<tr>
<td>32</td>
<td>Know issues and topics in a commander’s call environment</td>
<td>X</td>
<td></td>
<td>X</td>
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<td>X</td>
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<tr>
<td>33</td>
<td>Demonstrate level of physical fitness through training and assessments</td>
<td>X</td>
<td></td>
<td>X</td>
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<tr>
<td>34</td>
<td>Know the expeditionary requirements for FT</td>
<td></td>
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<td>X</td>
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<tr>
<td>35</td>
<td>Execute wargame utilizing the Air Force Employment Exercise (AFEX)</td>
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<td>X</td>
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<tr>
<td>36</td>
<td>Value sister services’ customs and traditions</td>
<td></td>
<td></td>
<td>X</td>
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<td>X</td>
</tr>
</tbody>
</table>

37 | Personal Finance for Military Life | | | | X | X | X |
## PT and LLAB Safety Considerations

**LEGEND**

- **Risk Level:**
  - 1 - Low, 2 - Medium, 3 - High, 4 - Extreme

- **Control Decisions:**
  - A – Avoid, R – Reduce, M – Mitigate, E – Eliminate

**Overall Analysis:** As long as proper safety precautions are taken, there should only be an overall low risk of incident during LLAB.

<table>
<thead>
<tr>
<th>#</th>
<th>Activity</th>
<th>Risk(s)</th>
<th>Risk Level</th>
<th>Precautions</th>
<th>Control Decision</th>
<th>Controls</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Running (Dome)</td>
<td>Slippery concourse, dips in pathway, dehydration, incorrect running shoes, cadet collisions,</td>
<td>2</td>
<td>Maintain full situational awareness, hydrate regularly, wear appropriate athletic gear</td>
<td>A</td>
<td>Ensure that running surface and concourse is clear and not all cadets are in the same area. Teach proper running form and correct if need be. Give water breaks to prevent dehydration.</td>
</tr>
<tr>
<td>2</td>
<td>Running (South Field)</td>
<td>Slippery turf field, sharp objects on turf, incorrect running shoes, dehydration, poor weather conditions</td>
<td>2</td>
<td>Maintain full situational awareness, hydrate regularly, wear appropriate athletic gear, dress according to expected weather conditions</td>
<td>M</td>
<td>Maintain that all objects are clear on when fields are being used, will not use fields when wet or icy.</td>
</tr>
<tr>
<td>3</td>
<td>Running (HLC)</td>
<td>Cadet collisions, other students using the facility, dehydration, incorrect running shoes,</td>
<td>2</td>
<td>Maintain full situational awareness, hydrate regularly, wear appropriate athletic gear, dress according to expected weather conditions</td>
<td>M</td>
<td>Maintain that all areas that are in use are clear of objects and other students, water breaks regularly, ensure all cadets have proper running shoes.</td>
</tr>
<tr>
<td>4</td>
<td>Running (Trail)</td>
<td>Incorrect running shoes, poor weather conditions, rocky terrain, low visibility, slippery trail, dehydration, wildlife animals</td>
<td>3</td>
<td>Maintain full situational awareness, hydrate regularly, wear appropriate athletic gear, notify a POC cadet or cadre member of unsafe scenario</td>
<td>M</td>
<td>Avoid trail when weather conditions are poor, use head lamps to improve visibility, stay in groups.</td>
</tr>
<tr>
<td>5</td>
<td>Push-ups</td>
<td>Shoulder joint injury, muscle strain, back strain, dehydration</td>
<td>1</td>
<td>Maintain proper push-up form, hydrate regularly</td>
<td>M</td>
<td>Teach correct form, watch to make sure cadets are always using proper form, and give water breaks.</td>
</tr>
<tr>
<td>6</td>
<td>Sit-ups</td>
<td>Back strain, dehydration</td>
<td>1</td>
<td>Maintain proper sit-up form, hydrate regularly</td>
<td>M</td>
<td>Teach correct form, watch to make sure cadets are always using proper form, and give water breaks.</td>
</tr>
<tr>
<td>Activity</td>
<td>Potential Injuries</td>
<td>Precautions</td>
<td>Instructions</td>
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<tr>
<td>Flutter kicks</td>
<td>Muscle strain, dehydration</td>
<td>Maintain appropriate pace, hydrate regularly</td>
<td>Teach correct form, watch to make sure cadets are always using proper form, and give water breaks.</td>
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</tr>
<tr>
<td>Squats</td>
<td>Knee strain, ankle injury, dehydration</td>
<td>Maintain proper squat form, hydrate regularly</td>
<td>Teach correct form, watch to make sure cadets are always using proper form, and give water breaks.</td>
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<tr>
<td>Football drills</td>
<td>Tripping, knee injuries, cadet collisions, dehydration</td>
<td>Maintain full situational awareness, follow instructions for each drill, hydrate regularly</td>
<td>Teaching correct form, making sure pace does not exceed ability level.</td>
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<tr>
<td>Stadium laps</td>
<td>Slippery stairs, cadet collisions, unavailable handrails, dehydration</td>
<td>Maintain full situational awareness, locate and utilize available handrails, use caution on the stairs, hydrate regularly</td>
<td>Ensure area is clear of people and objects, give water breaks, have groups of cadets working together.</td>
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<tr>
<td>Hill sprints</td>
<td>Poor weather conditions, incorrect running shoes, heat stress, muscle strain, dehydration</td>
<td>Utilize the wingman system, notify cadre member or POC cadet of signs of heat stress, dress appropriately for weather conditions, hydrate regularly</td>
<td>Avoid using hills that have poor visibility or weather conditions, watch to make sure proper form is being used.</td>
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<tr>
<td>Crossing roads</td>
<td>Oncoming vehicles, poor weather conditions, bicyclist, other pedestrians</td>
<td>Maintain full situational awareness, wait for POC cadet or a cadre member to direct traffic, use road guards</td>
<td>Have POC act as road guards, always have multiple cadets checking roadway.</td>
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<tr>
<td>Ultimate frisbee</td>
<td>Cadet collisions, flying frisbees, dehydration, knee strain, incorrect running shoes</td>
<td>Maintain full situational awareness, wear appropriate athletic gear, hydrate regularly</td>
<td>Teach proper rules, make sure that all rules are followed, and give water break.</td>
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<tr>
<td>Soccer</td>
<td>Cadet collisions, high speed soccer balls, dehydration, joint strain, incorrect running shoes</td>
<td>Maintain full situational awareness, wear appropriate athletic gear, hydrate regularly</td>
<td>Teach proper rules, make sure that all rules are followed, and give water breaks.</td>
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<tr>
<td>Dodgeball</td>
<td>Cadet collisions, flying dodgeballs, muscle strain, joint strain, dehydration, incorrect athletic shoes</td>
<td>Maintain full situational awareness, wear appropriate athletic gear, hydrate regularly</td>
<td>Teach proper rules, make sure that all rules are followed, and give water breaks.</td>
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<tr>
<td></td>
<td>Activity</td>
<td>Injuries/Injury Risk</td>
<td>Steps to Avoid Injury</td>
<td>Notes</td>
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<tr>
<td>16</td>
<td>Standing at attention</td>
<td>Heat related injuries, passing out, dehydration</td>
<td>Do not lock knees, hydrate regularly</td>
<td>Teach proper form, make sure that knees are not being locked.</td>
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<tr>
<td>17</td>
<td>Buddy carrying</td>
<td>Dropping a cadet, muscle strain, twisting appendages</td>
<td>Use a spotter for initial pick-up, do not twist any body part</td>
<td>Teach proper form, make sure cadets are equal size and strength.</td>
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<tr>
<td>18</td>
<td>Highway Cleanup</td>
<td>Disease from foreign objects, cuts, poison ivy, oncoming traffic, dehydration</td>
<td>Do not walk on the road, do not touch sharp objects (broken glass, barbed wire), wash hands immediately following clean-up, hydrate regularly</td>
<td>Utilize road guards when needed when crossing the road. Use flashlights when visibility is low.</td>
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<tr>
<td>19</td>
<td>Stretcher carrying</td>
<td>Dropping a cadet, muscle strain, finger/toe pinching</td>
<td>Always count out loud before lifting, lift with legs not back, take breaks as needed, look where you are setting it down</td>
<td>Ensure proper lifting technique are being used. The team leader will call out instructions.</td>
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<tr>
<td>20</td>
<td>Ranger push ups</td>
<td>Muscle strain, back bending, kick to the head</td>
<td>Put feet on cadet's upper back, be aware of where you move your feet at all times</td>
<td>Teach correct form, watch to make sure cadets are always using proper form, and give water breaks.</td>
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<tr>
<td>21</td>
<td>Pull ups</td>
<td>Joint strain, muscle strain, falling off pull up bar, dehydration</td>
<td>Utilize a spotter when feeling fatigued, maintain correct pull up form, hydrate regularly</td>
<td>Teach correct form, watch to make sure cadets are always using proper form, and give water breaks.</td>
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<tr>
<td>22</td>
<td>Aquatic Workout</td>
<td>Drowning, slipping, hypothermia, heat exhaustion</td>
<td>Follow rules outlined in the pre-PT safety briefing. Utilize wingman system, maintain full situational awareness, hydrate regularly</td>
<td>Have lifeguards close by. Those who are instructing will watch the pool closely. Those who are not confident in the water will stay out of the deep area.</td>
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<tr>
<td>23</td>
<td>Driving</td>
<td>Car accident</td>
<td>Always use situational awareness, wear seat belts, avoid distractions, obey the speed limit</td>
<td>Wear seat belts at all times. Do not use telephone while driving. If a phone call must be made, pull over to the side of the road.</td>
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<td>24</td>
<td>Tug of War</td>
<td>Rope burn, fall, domino effect, muscle strain, dehydration</td>
<td>Do not let the rope slide through your hands quickly, try not to fall on others, hydrate regularly</td>
<td>Teach proper rules, make sure that all rules are followed, and give water breaks.</td>
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<tr>
<td>25</td>
<td>Capture the flag</td>
<td>Cadet collisions, muscle strain, dehydration, tackling</td>
<td>Be aware of where you are running, no tackling, hydrate</td>
<td>Teach proper rules, make sure that all rules are</td>
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<tr>
<td></td>
<td>Activity</td>
<td>Injuries</td>
<td>Frequency</td>
<td>Specifics</td>
<td>Approach</td>
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<td>26</td>
<td>Pugil Sticks</td>
<td>Cadet collisions, head injury, dehydration, joint strain, falling</td>
<td>3</td>
<td>Maintain full situational awareness, wear appropriate athletic gear, hydrate regularly, no out of control behavior</td>
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<td>No head shots, do not interlock sticks, only contact w/ padded tips of sticks, don’t put shoulders in a raised, abducted, or anteriorly rotated position</td>
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<tr>
<td>27</td>
<td>Lunges</td>
<td>Muscle strain, joint strain, dehydration, falling</td>
<td>2</td>
<td>Maintain proper form, do not perform quickly, hydrate, if feeling dizzy cease workout immediately</td>
<td>M</td>
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<td>Teach correct form, watch to make sure cadets are always using proper form, and give water breaks.</td>
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<tr>
<td>28</td>
<td>Lifting</td>
<td>Crushing, muscle strain</td>
<td>3</td>
<td>Always have a spotter, do not lift more weight than capable, maintain proper form</td>
<td>R</td>
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<td>Teach correct form, watch to make sure cadets are always using proper form, and give water breaks.</td>
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<tr>
<td>29</td>
<td>Stretching</td>
<td>Muscle strain, overstretching, pulling muscle, losing balance</td>
<td>2</td>
<td>Know your limits, if stretch hurts stop, be aware of your surroundings</td>
<td>M</td>
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<td></td>
<td>Make sure body is properly warmed up before static stretching begins. Do not stretch beyond limits.</td>
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<tr>
<td>30</td>
<td>LRC</td>
<td>Splinters, falling, tripping, rocks, dehydration</td>
<td>3</td>
<td>Hydrate, ensure good placement of extremities, maintain situational awareness, utilize safety spotters</td>
<td>M</td>
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<td></td>
<td>Wear proper shoes. Pay close attention to uneven terrain. Safety spotters will be used when performing GLPs.</td>
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<tr>
<td>31</td>
<td>Paintball</td>
<td>Bruising, welting, tripping, rocks, dehydration</td>
<td>3</td>
<td>Ensure clothing covers extremities, wear mask at all times, hydrate, maintain muzzle control, utilize &quot;safety kill&quot;</td>
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<td></td>
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<td></td>
<td>Always have weapon on safe until it is time to be used. Keep weapon pointed at ground. Utilize safety kill when within 10 feet.</td>
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<tr>
<td>32</td>
<td>Marching</td>
<td>Falling, tripping, running into obstacles</td>
<td>1</td>
<td>Ensure that all marching is done on pavement, instead of grass or icy surfaces</td>
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<td></td>
<td>Wear proper shoes. Pay close attention to uneven terrain.</td>
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<tr>
<td>33</td>
<td>Martial Arts</td>
<td>Limb injury, rug/turf burns</td>
<td>2</td>
<td>Always use active toes, always tap out before injury begins to occur</td>
<td>M</td>
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<td>Ensure proper training on how to tap out as well as proper posture in all positions.</td>
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<tr>
<td>34</td>
<td>Jumping Exercises</td>
<td>Falling, tripping, rolling ankle, dehydration</td>
<td>2</td>
<td>Always have enough space in between others and watch for uneven surfaces</td>
<td>M</td>
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<td></td>
<td>Never perform on uneven surfaces, wear proper shoes, breaks as needed to hydrate.</td>
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<tr>
<td>35</td>
<td>High Intensity Interval Training</td>
<td>Dehydration, blurry vision, dizziness</td>
<td>2</td>
<td>Take sips of water, take breaks as needed to lower heart rate</td>
<td>M</td>
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<td></td>
<td>To not go beyond limits. Manage breathing, take breaks and hydrate as much as needed.</td>
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<td></td>
<td>Activity</td>
<td>Hazards</td>
<td>Frequency</td>
<td>Measures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>--------------------------------</td>
<td>----------------------------------------------</td>
<td>-----------</td>
<td>--------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>36</td>
<td>Cycling/ Non-Motorized Vehicles</td>
<td>Falling, slipping, traffic hazards</td>
<td>2</td>
<td>Wear proper protective gear, watch for uneven terrain.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>Rifle Run</td>
<td>Falling, tripping, finger pinching</td>
<td>2</td>
<td>Instruct proper way to carry the weapon</td>
<td></td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>Log Carry</td>
<td>Dropping, tripping, muscle strain</td>
<td>3</td>
<td>Know your limits. Utilize safety spotters and maintain situational awareness</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Collisions, muscle/joint strain, falling</td>
<td></td>
<td>Maintain full situational awareness. Wear proper shoes. Stretch</td>
<td></td>
<td></td>
</tr>
<tr>
<td>39</td>
<td>Basketball</td>
<td>Collisions, muscle/joint strain, falling</td>
<td>3</td>
<td>Have extra care during inclement weather, obey all traffic rules. If riding at night, ensure proper reflective gear and flashlights are used. Properly hold the weapon. Wear proper shoes. Pay attention to uneven terrain.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Wear proper shoes. Pay close attention to uneven terrain. Spotters relieve personnel as necessary. Teach proper rules, have “ref’s” ensuring rules are followed. Give water breaks. Rotate players.
Attachment 8

Designated Leadership Positions for the 27th Cadet Wing

10 May 2019

MEMORANDUM FOR RECORD

FROM: DET027/OFC

SUBJECT: Designated Leadership Positions in the 27th Cadet Wing

1. The purpose of this memorandum is to highlight designated leadership positions based on their job duties and workload that fulfill a cadets leadership responsibilities.

2. Applicable Jobs:
   a. Cadet Wing Commander
   b. Cadet Vice Wing Commander
   c. Commanders Executive Officer
   d. Inspector General
   e. All Cadet Group Commanders
   f. All Cadet Squadron Commanders
   g. All Cadet Flight Commanders
   h. Director of Training
   i. Physical Fitness Officer

3. If there are any questions concerning this memorandum, please direct them to Maj Rohlman at 928.523.4590 or matthew.rohlman@nau.edu.

ROHLMAN.MAT
THEW.D.136642
7780
MATTHEW D. ROHLMAN, Maj, USAF
Operations Flight Commander
Attachment 9
Corrective Action Plan for Detachment 027 Cadets

MEMORANDUM FOR 27CW

FROM: 27CW/IG

SUBJECT: Fall 2019 Corrective Action Memorandum

1. The purpose of this memorandum is to provide cadets a guideline for implementing corrective action during the Fall 2019 semester.

2. The first step in identifying the proper procedure for applying corrective action is understanding the different avenues required for either POC or GMC corrective action.

   a. GMC Corrective Action

      (1) SQ/CC’s are responsible for updating the Corrective Action Tracker (CAT) regardless of whichever Cadre/POC cites a cadet for misconduct.

      (2) If a POC gives a citation to a GMC cadet for corrective action (CA) they are responsible for notifying the GMC’s FLT/CC and providing details about the incident. The FLT/CC will then provide the details of the incident to their SQ/CC who will then update the tracker accordingly. Failure to update the tracker within 72 hours of the incident will result in the SQ/CC receiving CA according to the normal progression listed below.

      (3) Normal escalation means that CA will occur in the order listed below:

          (a) Correction

          (b) Verbal Counseling

          (c) Written Counseling

          (d) C-Staff Board

14 August 2019
(4) Abnormal escalation (e.g. skipping a verbal counseling and going straight to a written counseling) will depend on the form of conduct that is violated. Carefully read the instructions for each infraction that each form of CA is correctly and fairly administered.

b. POC Corrective Action

(1) Whenever a POC is given a citation, the POC’s supervisor and the IG will be notified, and the IG will update the CAT. Any CA requiring a written or higher will require a meeting between all parties involved and the IG and/or the Wing CC or Vice Wing CC.

3. The next step involves identifying which citation is appropriate for the CA administered. Within each citation is a given set of rules for the appropriate escalation of CA, whether it be normal or abnormal.

a. Professionalism- Conduct

(1) CA is warranted whenever a cadet is disrespectful to any member of Cadre or any cadet regardless of if that cadet is a GMC or a POC.

(2) CA may require a meeting between all involved parties with the IG and/or the Wing Commander if the citation is questionable.

(3) Sequence of escalation for CA:

(a) The cadet will receive a correction for the first offense and any offense thereafter will follow normal escalation. However, an application of abnormal escalation may be possible depending on the severity of the incident, but it must be approved by the IG and/or the Wing and Vice Wing Commander. For event deemed too severe to be handled by cadet leadership, Cadre will be involved.

b. Professionalism- Leadership Misconduct

(1) Corrective action is warranted whenever a cadet in a supervisory position displays poor judgement that negatively affects the mission or those around them and under their command. Examples include not participating in PT, complaining in front of subordinates, or failure to maintain a proper relationship with other cadets (e.g. being overly relaxed with a subordinate and not promoting or maintaining a productive, professional atmosphere).

(2) Sequence of escalation of CA

(a) Escalation will be up to the judgment of the IG and/or either the Wing or Vice Wing Commander.

(b) All citations must be brought to the parties listed above and the POC’s supervisor upon the first and following offenses. No exceptions.

c. Professionalism- Missed Deadlines
(1) CA is warranted whenever a cadet misses an established deadline without being given an extension or without extenuating circumstances.

(2) Sequence of escalation of CA

(a) The first offense will constitute a correction, any and all offenses thereafter will follow normal escalation.

d. Attendance- Tardiness/Absences

(1) CA is warranted whenever a cadet is late by any degree to any official AFROTC event without prior approval from superiors or without extenuating circumstances. This does not apply to unofficial events such as flight or squadron meetings. However, all cadets are encouraged to be at appointments 10-15 minutes early and are highly encouraged to attend all flight and squadron meetings. If a cadet has four unexcused absences from physical training (PT) they will receive a verbal counseling. If a cadet has six unexcused absences from PT they will receive a written counseling and if they have seven unexcused absences, they will be subject to a C-Staff Board. If a cadet has one unexcused absence from leadership laboratory (LLAB) they will receive a verbal counseling. If a cadet has 2 unexcused absences from LLAB they will receive a written counseling.

(2) Sequence of escalation for CA:

(a) The cadet will receive a correction for being late to an official event if they do not notify their supervisor prior to being tardy.

(b) If the cadet makes a second offense without notifying their supervisor, CA will jump to a written. If the cadet notifies their supervisor prior to being tardy for a second time, the cadet will receive a verbal counseling.

(c) Third and Fourth offenses will follow normal escalation

e. Etiquette, Other- Uniform Discrepancies:

(1) CA is warranted whenever a cadet does not properly wear any article of United States Air Force (USAF) clothing or does not fit into dress and appearance standards.

(2) Sequence of escalation for CA:

(a) The cadet will be given a correction and will be provided the guidance on how to properly wear the article of the uniform in question or will be given the guidance on how to be within dress and appearance standards. Additionally, they will be encouraged to ask for assistance from peers, or POC cadets and will be told to consult AFI 36-2903 for future uniform inquiries.

(b) If the cadet improperly wears the same article of the uniform or appears out of dress and appearance standards a second time they will be given a verbal counseling. Additionally, all customs and courtesies afforded to the blues uniform will be afforded to professional attire. Professional attire acts as a mock blues
uniform and instills self-discipline, building habits conducive to better cadets, preparing GMC for summer training and POC to become USAF officers. All cadets while in uniform will wear a black bicycle helmet while riding a bike. Any cadet not wearing a helmet while on a bike will be considered out of uniform and will be given appropriate CA.

(c) For third and fourth offenses, the escalation will continue in order: written counseling and then C-staff Board.

f. Etiquette, Other - Salutes

(1) CA is warranted whenever a cadet improperly salutes, misses a salute, or fails to greet when applicable.

(2) Sequence of escalation for CA:

(a) If the cadet misses a salute or greeting or improperly salutes, they will be given a correction. The cadet will be then taught how to salute and when and how to greet.

(b) If the cadet misses a salute or greeting or improperly salutes a second time, they will be given a verbal counseling. For third and fourth offenses follow the normal escalation of CA.

g. Etiquette, Other - Email Etiquette:

(1) CA is warranted whenever a cadet does not use proper format or customs and courtesies in an email or improperly sends an email to a person or persons. An example of the latter would be for the cadet to send a detachment wide email when not appropriate.

(2) Sequence of escalation for CA:

(a) The cadet will receive a correction and will be shown how to format future emails, be correct in their use of customs and courtesies, and will be taught the different functions of the email engine that they are using. After the correction is issued, follow normal escalation.

h. Other

(1) CA is warranted whenever a cadet is given a citation for anything other than the aforementioned offenses.

(2) Sequence of escalation for CA

(a) Escalation will be up to the judgment of the IG and/or either the Wing or Vice Wing Commander.

(b) All citations must be brought to the parties listed above and the POC’s supervisor upon the first and following offenses. No exceptions.
4. Retaliation

   a. The cadet IG, cadet Wing/CC, or cadet Wing/VC prohibit any retaliation of any sort against cadets who have made good faith reports or complaints of violations of the policies and procedures outlined in the Operations Plan. Any cadet who takes malicious action against another for any form of corrective action are subject to corrective action at the discretion of the cadet IG, cadet Wing/CC, or cadet Wing/VC.

5. Counseling

   a. Any and all counseling and corrections will require an MFR to be written by the counseled party detailing what was discussed and sent to the counseling party. The counseling party will include an incident report outlining the details of the event to the best of their knowledge. The information from each incident will be added to the counselee’s MFR, reviewed by the Wing IG for record keeping purposes within 72 hours of the counselling.

6. Length of CAT record

   a. Any and all information added to the CAT during a cadet’s GMC years will be maintained until they enter their POC years or they are disenrolled. Any information that appears to occur in a pattern will be kept on file. Additionally, if the GMC cadet receives more than one written for similar offenses or multiple written counselings for multiple offenses, that information will continue to be tracked into their POC years. POC corrective action will continue throughout the commissioning process until either disenrollment or commissioning.

7. CAT formatting

   a. The CAT will be organized by AS class year and by the cadet’s last name to identify and track CA. The format will be LAST NAME, FIRST NAME, MI. Additionally, each offense will be color coded within each of the three behavior categories. Corrections will be green, verbal counseling will be yellow, written counseling will be orange, and conditional events will be red. Under the column “citation type” fill in what form of conduct was broken and then color code it appropriately. Under the “date” column fill out the date in DD/MM/YYYY format. Under the “notes” column write a brief description of the incident. Each cadet can be listed up to four times vertically, behavior escalating to a C-staff board in any of the three behavior categories.

8. For questions concerning this memorandum contact Inspector General, Cadet Aguilar, Det 027, 623-388-1250 or maa778@nau.edu.

//Signed/maa/14Aug19//
MANUEL A. AGUILAR, C/Lt Col, USAF
Inspector General
MEMORANDUM FOR  DET 27/CW

FROM: CC/27CW

SUBJECT: Fall 2019 C-Staff Board Charter

1. The purpose of this memorandum is to provide cadets a charter outlining the purpose of a C-Staff board, the membership of a C-Staff board, how a C-Staff board is to be run, and the possible outcomes of a C-Staff Board.

2. The purpose of the C-Staff Board (CB) is to review, investigate, and evaluate cadet actions and training to determine if Cadre intervention will be required.

3. The membership of the CB will be as follows:
   a. Cadet Wing Commander
   b. Cadet Vice Wing Commander
   c. Cadet Wing Inspector General
   d. Cadet Wing Director of Operations
   e. Cadet Wing Training Group Commander
   f. Mission Support Group Commander
   g. Commander Action Group Commander
   h. Cadet Wing Executive Officer
i. Cadets will be notified 7 days in advance of their C-Staff board. If a GMC cadet is being boarded, the General Military Corps Advisor (GMCA) will sit in as the ninth member. If a POC is being boarded, then their squadron commander will be the ninth member. If a member of C-Staff is being boarded, then there will be no need to have an additional member present.

j. If a member of the CB has an apparent conflict of interest such as being involved in the situation or with the cadet being boarded, they will be unable to sit on the board and must recuse themselves. They will be replaced by the Assistant Inspector General.

4. The CB will be run in the following manner. The members of the board will sit on either side of the highest-ranking member of the board with the highest-ranking member of the board sitting at the center of the table. The members of the board will be in the Uniform of the Day (UOD) unless the UOD happens to be physical training gear (PTG). In that case the members of the board will wear either the Airman Battle Uniform (ABU) or the Flight Duty Uniform (FDU). The cadet being boarded will be in the UOD unless that UOD is PTG’s. If the UOD is PTG’s, the cadet will wear professional attire or any combo blues to their board. They will report in to the highest-ranking member of the board and will stand at attention in the center of the room until told to sit in the chair that will be provided. The highest-ranking member will begin the deliberation process and review all of the infractions that the cadet has incurred up until the point of a CB. After the highest-ranking member has finished speaking, the cadet being boarded will have the chance to explain themselves and will answer questions from the members of the board. After the board has interviewed the cadet to a satisfactory level, the cadet will be sent out of the room so that the board may deliberate amongst themselves and decide on whether the training has failed the cadet and what course of action to take to correct the training, to send the cadet to cadre such that they may make a decision. After the choice has been made, the cadet will be called back into the room and will stand at attention and hear the verdict before being dismissed.

5. The possible outcomes of a CB are a change in the training if it is decided that the training has failed the cadet or if it is decided that the training has not failed the cadet, rather the cadet has failed to meet standards and or is acting in a way that is unbecoming of a potential officer, they will be sent to cadre for cadre intervention. Additionally, if it is decided that the training plan has not failed the cadet and that the cadet has acted in a way that does not warrant Cadre intervention, the corrective action that the cadet receives will be up to C-Staff discretion. Based upon whether it is decided that the cadet will need cadre intervention or not, a report detailing the proceedings of the board will be compiled and submitted to cadre so that they can make an informed decision about the course of action to take with the boarded cadet.

6. In order to make sure that this document is as current as possible, each time that there is a change of command, the incoming command staff will need to read the document. After they have read the document, they will vote to keep the document as it is or to amend the charter. In order for the vote to pass, all C-Staff members will need to be present and there must be a majority in the vote.

7. For questions concerning this memorandum contact Cadet Perleberg, Det 027, 701-570-6049 or ejp94@nau.edu.
//Signed/ejp/13Aug19//
ELI J. PERLBERG, C/Colonel, USAF
Commander, Cadet Wing
MEMORANDUM FOR CW27/CC

FROM: CW27/AWDO

SUBJECT: Awards Operation Plan

1. The purpose of this memorandum is to present a plan for awards criteria and the outline for the Fall 2019 semester that streamlines the process and provides a standardized method of determining flight awards by basing the points system on trackable events.

2. List of Awards issued by the AFROTC program on the detachment level:
   a. The Academic Honor Award is given to recognize academic excellence for cadets that maintained a 3.0 grade point average or above for one full academic term. The cadet must also have an average of 3.5 in AS courses for the duration of this period.
   b. The AFROTC Achievement Award recognizes superior performance for single superior acts of achievement or academic term service. It is given to no more than fifteen percent of the cadet corps.
   c. The AFROTC Commendation Award recognizes superior performance for single superior acts of achievement or academic term service. It is given to no more than ten percent of the cadet corps.
   d. The AFROTC Meritorious Service Award recognizes outstanding performance for single exemplary acts of achievement or academic term service. It is given to no more than five percent of the cadet corps.
   e. The College Scholarship Recipients Award recognizes cadets that have received an in-college scholarship over the current academic year.
f. The **Color Guard Award** is given to cadets who have been active participants of the Color Guard team, who have served for at least one full academic year, and have completed at least two performances. Awards will be put in cadet’s boxes but not ceremonial.

g. The **Commander High Performer** is given to a cadet or cadets based on the detachment commander’s discretion.

h. The **Drill Team Award** is given to cadets who have participated in the drill team for at least one full academic year with a minimum of one performance. Awards will be put in cadet’s boxes but not ceremonial.

i. The **Fitness Award** recognizes cadets who have scored a minimum of a 93 or above on the official Physical Fitness Assessment. Awards will be put in cadet’s boxes but not ceremonial.

j. The **Highlander of the Semester** is the best cadet chosen from all of the highlander of the week nominations

k. The **Honor Flight Award** is a flight award, and is based on a flight’s participation in flight quizzes, ORI performance, VPMT attendance, and overall professionalism.

l. The **Iron Man Award** recognizes cadets who received a perfect score of 100 points on the official Physical Fitness Assessment.

m. The **NCO Award** is given to two cadets. The Senior NCO award will be given to a POC, and the NCO award is given to a GMC.

n. The **Recruiting Award** recognizes cadets who have dedicated their time to recruiting for the detachment by speaking during their college classes, and have participated in a minimum of 4 recruiting hours. It is also based on the discretion of the Recruiting flight commander, and the Recruiting officer. Awards will be put in cadet’s boxes but not ceremonial.

o. The **Right of Line Recognition** is meant to recognize a flight that earned the highest amount of points in both Honor and Warrior Flight categories together.

p. The **Warrior Flight Award** is also a flight award, and is based on a flight’s PFA scores, PT competition performance, Warrior Day performance, Academic Session attendance, and nominations by Cadre or higher ranking POC.

q. The **Warrior Spirit Award** is presented to one cadet from each AS class that best exemplifies warrior spirit. This award is selected by cadets in their designated year.

4. Awards can be added or removed by the discretion of cadre and the cadet wing commander.

5. National level awards vary in requirements and cadets will be nominated for and receive these awards with cadre oversight.
6. The system will be based on the information in the following table:

<table>
<thead>
<tr>
<th>Event</th>
<th>Scoring</th>
<th>Baseline Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic Challenges</strong></td>
<td>Flights will receive one point for each week that everyone in their flight completes a flight quiz. Mandatory midterm flight quizzes, reading week, and finals week will not count towards this challenge.</td>
<td>Variable</td>
</tr>
<tr>
<td><strong>Official PFAs</strong></td>
<td>Each cadet who earns a 95 or above will receive 1 point for their flight. Those who score a 100 will earn their flight an extra 2 points.</td>
<td>Variable</td>
</tr>
<tr>
<td><strong>Official ORI</strong></td>
<td>Flights begin with 20 points and lose 1 point for each failure (four or more demerits). They cannot earn negative point values.</td>
<td>20</td>
</tr>
<tr>
<td><strong>VPMT Attendance</strong></td>
<td>Typically each flight will earn one point for each cadet that attends, but if the flights are not proportioned similarly, then a percentage of attendees of the respective flight are used.</td>
<td>Variable</td>
</tr>
<tr>
<td><strong>Warrior Day</strong></td>
<td>Point distribution will be at the discretion of the DOT in a manner that is easily trackable and allows each flight the opportunity to earn various points.</td>
<td>Variable</td>
</tr>
<tr>
<td><strong>PT Competitions</strong></td>
<td>Point distribution will be at the discretion of the PFO in a manner that is trackable for events like ultimate disc/basketball tournaments, pushup challenges, etc…..</td>
<td>Variable</td>
</tr>
<tr>
<td><strong>Warrior Boards (optional)</strong></td>
<td>There are four warrior boards per semester (one per full month of school and a championship warrior board). The top 2 cadets for each warrior board will receive 2 or 1 point(s) for their flight for first and second place respectively.</td>
<td>8</td>
</tr>
<tr>
<td><strong>Academic Session Attendance</strong></td>
<td>Typically each flight will earn one point for each cadet that attends, but if the flights are not proportioned similarly then a percentage of attendees of the respective flight are used.</td>
<td>Variable</td>
</tr>
</tbody>
</table>
Variable Nominations | Cadre, command staff, and other certain cadets such as the PFO or DOT can designate points by recognizing cadets or flights as a whole. If a single cadet is recognized, one point is earned for their flight. If a whole flight is recognized, three points are given to that flight.

a. All calculations above are subject to change.

7. Using the criteria in the chart above, flights have the opportunity to win the following awards:

a. **Honor Flight** will be awarded at the end of the semester based on the categories of Academic Challenges, Academic Session Attendance, ORI, Variable Nominations, and PMT attendance in the above chart. The flight with the most points in the sum of these categories will be awarded the title of Honor Flight and receive the honor flight ribbon. In the event of a tie the flight with the highest overall points in all categories will win. This will be presented at the awards ceremony.

b. **Warrior Flight** will be awarded at the end of the semester based on the categories of PFA, PT Competitions, Variable Nominations, Warrior Day, and Warrior Boards. The flight with the most points in the sum of these categories will be awarded the title of Warrior Flight and receive the warrior flight ribbon. In the event of a tie the flight with the highest overall points in all categories will win. This will be presented at the awards ceremony.

c. **Right of Line** will be awarded at the end of the semester to the flight with the highest total number of points in both Honor and Warrior flight together. In the event of a tie the flight with the most weekly banners will win. This will be presented at the awards ceremony, however it is just an acknowledgment and is not presented with a physical award.

d. **Weekly Honor and Warrior Flights** will be awarded on a weekly basis to the flights with the most cumulative points in the categories of Honor and Warrior Flight thus far in the semester. The flight in the lead for Honor and/or Warrior Flight will have earned the respective pendant on their flight’s guidon for the week, in which they will keep on for the remaining of the semester. Tie-breakers are determined at the discretion of the Awards Officer. These awards will be announced by the Awards Officer and pendants will be presented at each LLAB in a professional manner.

e. **Weekly Lowlander Flight** will be awarded in a manner similar to the Weekly Highlander Flights on a weekly basis to the flight with the lowest cumulative points thus far in the semester. The flight will have to carry a burdensome item, determined at the discretion of that semester’s Awards Officer. Extra consequences may be added as well.

f. **Highlander of the Month** will be awarded to an individual POC or GMC on a monthly basis. Cadets will be chosen based on their efforts, hard work, and going above and beyond in the detachment and may be nominated by anyone within the detachment. The cadets chosen for the week will have their name displayed in the detachment for the remainder of the semester.
g. **POC of the Week** will be awarded to an individual POC on a weekly basis. POC Cadets will be chosen based on their efforts, hard work, and going above and beyond in the detachment and may be nominated by anyone within the detachment. The cadets chosen for the week will have their name displayed in the detachment for the remainder of the semester.

h. **GMC of the Week** will be awarded to an individual GMC on a weekly basis. GMC Cadets will be chosen based on their efforts, hard work, and going above and beyond in the detachment and may be nominated by anyone within the detachment. The cadets chosen for the week will have their name displayed in the detachment for the remainder of the semester.

8. All awards may be awarded at the discretion of cadre and/or the Cadet Wing Commander. Categories for calculations are also subject to change.

9. If you have any comments, questions, or concerns about this memorandum, please contact Cadet Alonzo by phone at 360-953-4631 or by email at dia27@nau.edu.

//Signed/dia/18Aug19//
DESTINI I. ALONZO, C/Capt, USAF
Awards Officer

Attachment 11
Distinguished Visitor List

The purpose of the Distinguished Visitor List (DV) is to have the contact info for distinguished guests to attend events such as but not limited to: POW/MIA, Dining In, Dining Out, Lead Lab.

<table>
<thead>
<tr>
<th>Association</th>
<th>Job Title</th>
<th>Name</th>
<th>Contact Info</th>
<th>Last Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAU</td>
<td>President</td>
<td>Rita Cheng</td>
<td>928-523-3232, <a href="mailto:president@nau.edu">president@nau.edu</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td>NAU</td>
<td>Vice Provost</td>
<td>Dr Laurie Dickson, PHD</td>
<td>928-523-1829, <a href="mailto:laurie.dickson@nau.edu">laurie.dickson@nau.edu</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td>City of Flagstaff</td>
<td>Mayor</td>
<td>Coral Evans</td>
<td><a href="mailto:cevans@flagstaff.gov">cevans@flagstaff.gov</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td>City of Flagstaff</td>
<td>Police Department</td>
<td>Sgt Cory Runge</td>
<td><a href="mailto:crunge@coconino.az.gov">crunge@coconino.az.gov</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td></td>
<td>Public Affairs Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legion Post 3</td>
<td>Commander</td>
<td>Jake Phelps</td>
<td><a href="mailto:Legionpost3commander@gmail.com">Legionpost3commander@gmail.com</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td>AFA</td>
<td>President</td>
<td>George Weil</td>
<td><a href="mailto:Maple773@q.com">Maple773@q.com</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td>Capt. Marty McGregor</td>
<td>N/A</td>
<td>Mrs Cheryl Slack</td>
<td><a href="mailto:polyesterslack@yahoo.com">polyesterslack@yahoo.com</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td>Daughters of Founders and Patriots of America</td>
<td>President</td>
<td>Marge Clark</td>
<td><a href="mailto:margeclark@cox.net">margeclark@cox.net</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td>Daughters of the American Revolution</td>
<td>Regent</td>
<td>Cyndy Palcich</td>
<td><a href="mailto:proconsuls@aol.com">proconsuls@aol.com</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td>Organization</td>
<td>Position</td>
<td>Name</td>
<td>Email</td>
<td>Date</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>---------------------</td>
<td>-----------------------------</td>
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</tr>
<tr>
<td>General Society of the War of 1812</td>
<td>Vice President of Awards</td>
<td>Robert Pollock</td>
<td><a href="mailto:1812milawards@gmail.com">1812milawards@gmail.com</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><a href="mailto:robert.d.pollock@gmail.com">robert.d.pollock@gmail.com</a></td>
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</tr>
<tr>
<td>Military Officers Association of America</td>
<td>President</td>
<td>Steven Jarvis</td>
<td><a href="mailto:sjarvis1221@aol.com">sjarvis1221@aol.com</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td>Military Order of the Purple Heart</td>
<td>Commander</td>
<td>William Weldon</td>
<td><a href="mailto:baseballbillpaul@npgcable.com">baseballbillpaul@npgcable.com</a></td>
<td>15 May 17</td>
</tr>
<tr>
<td>Military Order of World Wars</td>
<td></td>
<td>Ed Deegan</td>
<td><a href="mailto:deeganeff@aol.com">deeganeff@aol.com</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td>Order of Daedalians</td>
<td>Web Site, Newsletter &amp; Membership</td>
<td>Pat Dooley</td>
<td><a href="mailto:patretta@wbhsi.com">patretta@wbhsi.com</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td>Reserve Officers Association</td>
<td></td>
<td>Ed Deegan</td>
<td><a href="mailto:deeganeff@aol.com">deeganeff@aol.com</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td>Silver Wings</td>
<td>President</td>
<td>Elyse Moreno</td>
<td><a href="mailto:eem99@nau.edu">eem99@nau.edu</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td>Sons of the American Revolution</td>
<td>President</td>
<td>Wayne Hood</td>
<td><a href="mailto:waynekhood@gmail.com">waynekhood@gmail.com</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td>Sons of the Union Veterans of the Civil War</td>
<td></td>
<td>Ed Steinback III</td>
<td>steinback@yahoocom</td>
<td>25 Oct 18</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><a href="mailto:esteinback@steinbackandassociates.com">esteinback@steinbackandassociates.com</a></td>
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<tr>
<td>USAA</td>
<td>Military Affairs Rep</td>
<td>Rory Wicks</td>
<td><a href="mailto:rory.wicks@usaa.com">rory.wicks@usaa.com</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td>VFW</td>
<td>Life Member</td>
<td>Robert Braatz</td>
<td>928-526-2209, <a href="mailto:bkbraatz@aol.com">bkbraatz@aol.com</a></td>
<td>25 Oct 18</td>
</tr>
<tr>
<td>Air Force</td>
<td>Lt Colonel</td>
<td>Josh Aldred</td>
<td><a href="mailto:joshaldred@gmail.com">joshaldred@gmail.com</a></td>
<td>19 Sep 19</td>
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<tr>
<td>Air Force</td>
<td>Lt Colonel</td>
<td>Brian Dicks</td>
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<td>19 Sep 19</td>
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