



**AIR FORCE RESERVE OFFICER TRAINING CORPS  
NORTHERN ARIZONA UNIVERSITY**

22 Jan 2020

MEMORANDUM FOR DET027/OFC

FROM: 27CW/CC

SUBJECT: 27<sup>th</sup> Cadet Wing Operations Plan, Spring 2020

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) Spring 2020 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/Colonel Jones' leadership for the Spring 2020 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), Information Management Officer (IMO), 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 1030-1130 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 AFROTCI36-2011 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 30 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 with the OFC to meet missed objectives.

c. There will be two 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. The 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 Spring 2020 semester. All training staff 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 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 tolerate 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 OPOD, 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 Google Drive 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 Google Drive.

l. 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 feedback within the first week, as well as tracking all feedback 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 Morale Officer and assistant IG are responsible for distributing a bimonthly wing survey that measures the general attitudes cadets hold toward the wing. The purpose of this survey is to ensure appropriate training from squadron and flight commanders as well as from 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 Spring 2020 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 LLAB events 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 AFI36-2909. 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. Request access to the Cadet Google Drive via the chain of command to review attendance records.

#### 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 27<sup>th</sup> Cadet Wing Commander, C/Colonel Sheridan Jones, at sj676@nau.edu or (720) 378-3036.

//Signed/slj/18Jan20//  
SHERIDAN L. JONES, C/Colonel, USAF  
Commander

11 Attachments:

1. Job Descriptions
2. 27CW Organizational Chart, Spring 2020
3. LLAB Plan, Spring 2020
4. PT Plan, Spring 2020
5. D&C Training Plan, Spring 2020
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

23 Jan 2020

MEMORANDUM FOR 27CW/CC

OPLAN Spring 2020:

**APPROVED**  
By Matt Rohlman at 10:42 am, Jan 23, 2020

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 toward 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 the liaison between Command Staff and Wing Commander, with the exception of the GMCA, CCE, and IG
  - Update the CW Organizational Chart as necessary
  
- 27th Cadet Wing Inspector General (27CW/IG)
  - Max Rank: Cadet Lieutenant Colonel, 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 Google Drive site
  - Develop a plan for all positions to update continuity at the beginning of Week 2
  - 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 (AIG, FTP/AIG)
  - 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.
  - Work with Morale Officer to create and distribute bimonthly wing surveys that measures the general attitudes cadets hold toward the wing
- General Military Corps Advisor (GMCA)
  - Only Rank Authorized: Cadet 3/C,
  - Non-designated Leadership Credit
  - Works directly with 27CW/CC & 27CW/CV
  - Work with Morale Officer to plan one morale event in the semester for all 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 one week
- 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 Lieutenant Colonel, Min Rank: Cadet Captain
  - Designated Leadership Credit
  - Supervise the 27CW CCEA and IMO
  - Maintain and update 27CW google calendar with new events
  - Monitor potential threats on campus and within the community while keeping the 27CW/CC and wing informed
  - Add new dates and tasks from emails to the OFC/Wing Task Tracker
  - Notify 27CW/CC & 27CW/CV of upcoming due date from the OFC/Wing Task Tracker
  - Notify POC of their upcoming due dates in the OFC/Wing task tracker via email
  - Assist 27CW/CC & 27CW/CV with tasks
- Commander's Executive Officer Assistant (CCEA)
  - Max Rank: Cadet 3/C, Min Rank: Cadet 4/C
  - Non-designated Leadership Credit
  - Create and maintain the cadet Hot Board

- Assist the Executive Officer as needed
- Create and distribute weekly newsletter
- 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
  - Maintain the cadet information tracker
  - Review weekly newsletter
  - Collect attendance sheets from squadron commanders at the end of PT and LLAB and deliver attendance sheets to the DET027/OFC by COB Friday
  - Keep Cadet Google Drive Updated with OPORDs, attendance, cadre information and other pertinent information
    - Attendance Tracker will be updated NLT OFC/CW meeting every week
  - Manage the cadet Google Drive and the development of the recall roster
  - 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 Google Drive
  - 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
  - Distribute C-Staff minutes to the wing immediately after meetings, with the exception of sensitive information
  - Record OFC meeting minutes
- 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 the end of term, submit a final report documenting all mishaps by category with 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
  - Supervise the Recruiting Officer (RO), Awards Officer (AWDO), Commissioning Officer (COMO), Dining Out Officer (DINO), and Professional Development Officer (PDTO) and their associated job requirements
  - Ensure all cadets are meeting their PDT requirements
  - Oversee the planning and execution of Dining Out, the Awards Ceremony, and Commissioning
  - Must update Attachment 12 every six months with the appropriate information.
  - 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 Morale Officer/Mentorship Program Officer (MO/MPO), Color Guard Commander (CG), Public Affairs Officer (PAO), Community Liaison Officer (CLO), Special Projects Officer (SPO), Academic Officer (AO), Logistics Readiness Officer (LRO)
    - Have bi-monthly group meetings to distribute information and facilitate conversation 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.
    - 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
    - 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 Cadet Operations Group Commander (27OG/CC)
  - Only Rank Authorized: Cadet Lieutenant Colonel
  - Designated Leadership Credit
  - Supervise IMT Squadron and Flight Commanders
  - 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
  - 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)
  - Meet with Squadron Commanders as a group weekly and flight commanders as a group monthly

- 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
  - Plan 1-2 Field Training Exercises (FTX) during semester
- 27th AFROTC Cadet Training Group Commander (27TG/CC)
  - Only Rank Authorized: Cadet Lieutenant Colonel
  - Designated Leadership Credit
  - Supervise the Director of Training (DOT), Physical Fitness officer (PFO), Drill Officer (DO) & Supplemental Training Officer (STO) in the 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
- 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
- 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: Cadet 1st Lieutenant, Min Rank: Cadet 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 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 work with the MPO to ensure mentorship requirements are met within their squadron
  - Hold monthly squadron meetings in place of flight meetings
- Flight Commanders (S, T, U & V 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
  - 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) (FTP/CV)
  - Only Rank Authorized: Cadet Major
  - Non-designated Leadership Credit
  - Assume leadership duties in the absence of the Group Commander
  - Act as liaison between FTP Staff and Group Commander
  - Assist FTP/CC in planning 1-2 FTX during semester
  - Meet with FTP staff before the start of each week to establish a plan for the week
- 27th AFROTC Field Training In Garrison Trainer (27FTPG/ING)
  - Only Rank Authorized: Cadet Major
  - Non-designated Leadership Credit
  - Work with Director of Training to create a LLab plan for FTP for the Spring Semester
  - Establish a VPMT schedule for AS200 cadets each week
  - Meet with FTP staff before the start of each week to establish a plan for the week
- 27th AFROTC Field Training Preparation Group Air and Space Expeditionary Force (27FTPG/AEF)
  - Only Rank Authorized: Cadet Major
  - Non-designated Leadership Credit
  - Work with Physical Training Officer to create and execute a Physical Training plan for FTP for all of Spring Semester
  - Supervise all AS200 cadets during PT, making sure workouts are executed correctly
  - Participate in exercises such as FTX and VPMT
  - Assist FTP Commander and Vice when needed
- 27th AFROTC Cadet Field Training Preparation Squadron Commander (27 C & D 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
  - Responsible for providing feedback to cadets as frequently as needed
- 27th AFROTC Cadet FT Preparation Squadron Deputy Commander (27 C & D 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 FTG training plan
    - Responsible for providing feedback to cadets as frequently as needed
- FTP Flight Commanders (W, X, Y, Z 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

- Meet with the training group on a weekly basis to discuss OPORD & plan of the week
- Director of Training Assistant (ADOT)
  - Only Rank Authorized: Cadet Captain
  - 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
    - Bring Clock and Timer
    - 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
  - Plan one Mock FA per month excluding April and May
  - 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
  - Plan 2 Buffalo Park Runs
  - Assist STO in planning three Pool PTs
- 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 2nd Lieutenant
  - Non-designated Leadership Credit
  - Plan and Execute Makeup LLAB
  - Create and manage Makeup LLAB tracker
  - Plan three 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 once during the week and once on the weekend
  - Test AS100 level cadets on marching skills twice a semester: Midterm and final
  - Coordinate with the IMO to update the Cadet information tracker with VPMT 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)
  - Max Rank: Cadet Major, Min Rank: Cadet Captain
  - Non-leadership Credit
  - Organize monthly morale events (physical or social) outside of PMT events that include both POC and GMC.
  - Distribute bi-monthly wing morale surveys to track increases or decreases in morale. Ensure results are recorded and briefed to the OFC.
  - Coordinate with IG, GMCA, and CLO to ensure morale is being boosted effectively.
- Mentorship Program Officer (MPO)
 

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 Google Drive
- 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
  - Facilitate community and campus involvement for AFROTC cadets throughout the semester.
- 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 the 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 in coordination with the Operations Group Commander
  - Organize LRC LLAB with DOT and ADOT
  - 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 1st Lieutenant
  - 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/Instagram 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/Instagram/Google Drive) 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
  
- 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 and detachment TV.
- Color Guard Commander (CG/CC)/ Flag Detail Commander (FD)
  - Max Rank: Cadet Captain, Min Rank: Cadet 3/C
  - 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.
- 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

### 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

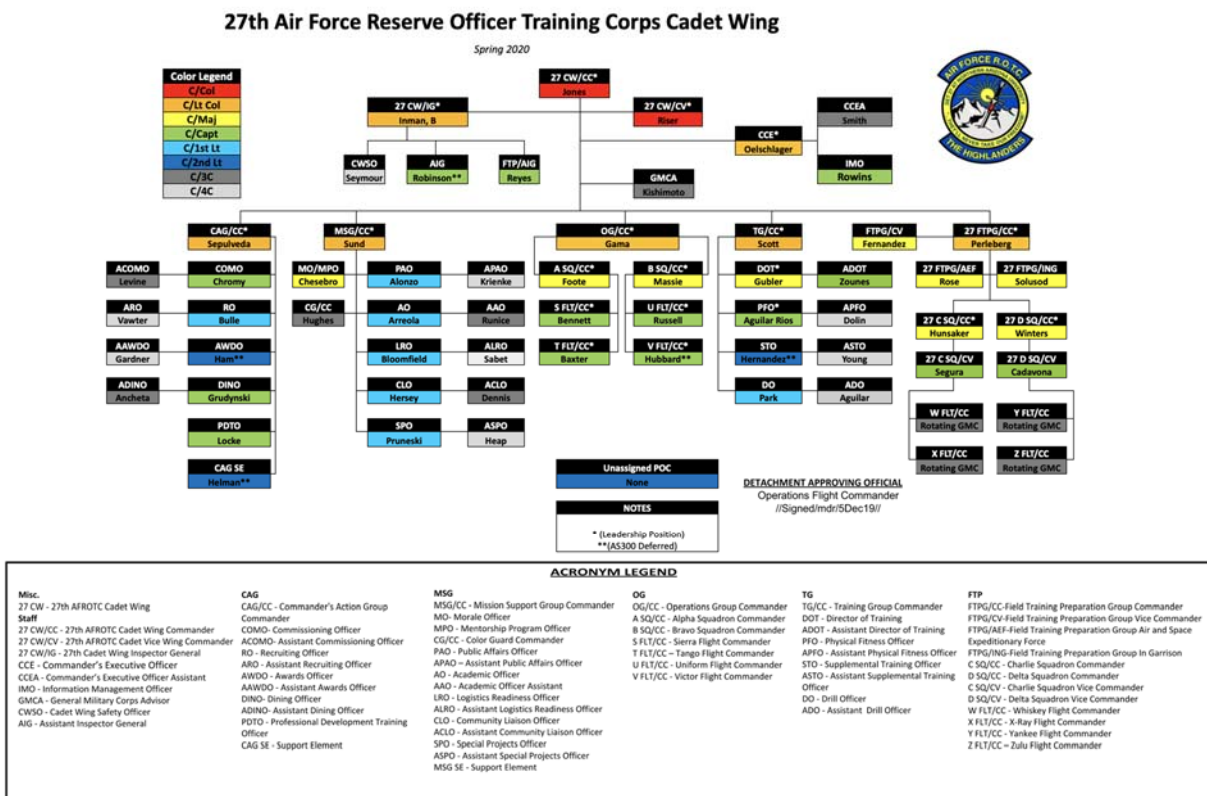
- Assist Community Liaison Officer (CLO) when needed
  - Meet with the group on a bi-monthly basis to distribute information and facilitate communication across job holders
  - Responsible for attending recruiting events at the discretion of RO
- Assistant Recruiting Officer (ARO)
    - Max Rank: Cadet 3/C, Min Rank: Cadet 4/C
    - Non-designated Leadership Credit
    - Assist recruiting officer with all recruiting duties
    - Responsible for attending recruiting events at the discretion of RO
- 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 as soon as possible
    - 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 no later than 3 weeks before event. 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
- Awards Officer in Charge (AWDO)
    - Max Rank: Cadet Captain, Min Rank: Cadet 2nd 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 with OFC monthly to report POC PDT progress
- 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 2020 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
- 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



# Attachment 2

## 27th AFROTC Cadet Wing Organizational Chart – Spring 2020



## Attachment 3

### LLAB Plan – Spring 2020

#	Date	Locale	UOD	FTP	IMT	ICL/SCL/ECL	FTP	IMT	ICL	SCL	ECL
1	16-Jan	Cline Library	Service Dress / Professional Attire	Det Commander's Call, Wing Commander and Vice Commander briefing, IG Brief, Cadet Honor Code, Health and Wellness			1, 2, 3, 4, 6, 22, 23, 24, 32				
2	23-Jan	Cline Library	ABU /FD U / Blues / Professional attire	Guidon Procedures, Field Training Requirements	Guidon Procedures, Mentorship, US Flag Kahoot	Instructing, Giving Feedback	4, 9, 15	9, 19, 21, 29	19, 21, 28, 29		
3	30-Jan	Cline Library / North Quad	ABU /FD U / Blues / Professional attire	Advanced Drill, Road Guard Procedures		Instructing, Giving Feedback, Personal Finance	10, 12		28, 29		
4	6-Feb	Cline Library / North Quad	ABU /FD U / Blues / Professional attire	Sister Services, Reveille & Retreat, Mentorship Time		Instructing, Giving Feedback, Bullet Writing, Mentorship Time	21, 26		21, 26, 28, 29, 36		
5	13-Feb	Cline Library / Eastburn Grass	ABU / FDU / PTGs	Chain of Command Kahoot, Followership & Leadership, GLPs		Instructing, Giving Feedback, Bullet Writing, Personal Finance	2, 7, 19,		19, 28, 37	19, 28, 30	
6	20-Feb	Observatory Field	ABU /FD U / PTG's	Dorm Maintenance, Warrior Day			14	19	19, 28		

7	27-Feb	Cline Library / Eastburn Grass	Service Dress / Professional Attire	Guest Speaker, Marching GLP		Guest Speaker, Instructing, Mentorship, Personal Finance	18, 19, 34	18, 19	19, 28, 29	28, 29, 37
8	5-Mar	Cline Library / Knoles Parking Garage	ABU / FDU / Blues / Professional Attire	FDE/ORI		Instructing, Giving Feedback	13, 16		28, 29	
9	12-Mar	Cline Library / Eastburn	ABU / FDU / Blues / Professional attire	Career Day, Social & Mentorship			8, 19, 21		8, 19, 21, 28	
X	19-Mar	Spring Break!								
10	26-Mar	Cline Library / Cline Room 200	Service Dress / Professional Attire	GMC Takeover, Dining In/Out, Mentorship time, Field Training Requirements	GMC Takeover, Dining In/Out, Mentorship time, Impromptu Briefings, Warrior knowledge Kahoot	Personal Finance	15, 21, 25	19, 21, 25	19, 21, 25, 28, 29, 37	
11	2-Apr	Knoles Parking Garage	ABU / FDU / Blues / Professional attire	Official ORI/FDEs		Feedback and performance (ICL/ECL) / AFEX (SCL)	5, 6, 7, 13		28, 29	

12	9-Apr	Cline Library	ABU /FD U / Blue s / Professional attire	Official Fitness Assessment Briefing, Procedures of PT on FA week, Mentorship Time , Impromptu Briefing, FTP Lead. Pt. 2, AFEX Prep	15,19, 21, 22	28. 29	28. 29, 35	
13	16-Apr	HLC MAC	PTG s	Official Fitness Assessment (FA), Health and wellness	22, 33	22, 28, 33		
14	23-Apr	Observatory Field	PTG s	Warrior Day/AFEX	19, 33	19, 28, 33,	35	35
15	30-April	Observatory Field	Service Dress / Professional Attire	Change of Command, Awards Ceremony, Unit Reveille and Retreat	19, 26, 27	19, 26, 27, 28		

## Attachment 4

### PT Plan – Spring 2020

#	Weekday	Date	Location	UOD	Workout Description	High Risk Activity?	Objective
1	Tues	14-Jan	HLC	PTG/Conservative Workout Attire	Flight Introductions/Flight Workout	No	33
2	Wed	15-Jan	HLC	PTG/Conservative Workout Attire	Flight Workout/400m Repeats	No	33
3	Thur	16-Jan	Skydome	PTG/Conservative Workout Attire	Concourse Long Run	Yes	33
4	Tues	21-Jan	HLC	PTG/Conservative Workout Attire	FSQ/Warrior Day 1	Yes	33
5	Wed	22-Jan	HLC	PTG/Conservative Workout Attire	Flight and Weight/ Flight Workout	No	33
6	Thur	23-Jan	Skydome	PTG/Conservative Workout Attire	Mock FA	No	33
7	Tues	28-Jan	Aquatic Center / HLC	PTG/Conservative Workout Attire	TP Pool PT /IMT Gassers & 400m Repeats	Yes	33
8	Wed	29-Jan	HLC	PTG/Conservative Workout Attire	Outside Tempo Run	Yes	33
9	Thur	30-Jan	Ball Aquatic Center / Skydome	PTG/Conservative Workout Attire	MT Pool PT/ FTP Dome Workout	Yes	33
10	Tues	4-Feb	HLC	PTG/Conservative Workout Attire	Big Metal Building	No	33

11	Wed	5-Feb	HLC	PTG/Conservative Workout Attire	Outside Tempo Run	Yes	33
12	Thur	6-Feb	Dome	PTG/Conservative Workout Attire	Trail Long run	Yes	33
13	Tues	11-Feb	HLC	PTG/Conservative Workout Attire	400m Repeats/ Flight Workout	No	33
14	Wed	12-Feb	HLC	PTG/Conservative Workout Attire	Outside Tempo Run	Yes	33
15	Thur	13-Feb	Skydome	PTG/Conservative Workout Attire	Stadiums/Concourse Run	Yes	33
16	Tues	18-Feb	HLC	PTG/Conservative Workout Attire	FSQ/Flight Spelling Workout	No	33
17	Wed	19-Feb	HLC	PTG/Conservative Workout Attire	Weight & Weight/ Light Squadron Workout	No	33
18	Thur	20-Feb	Skydome	PTG/Conservative Workout Attire	Mock FA	No	33
19	Tues	25-Feb	Aquatic Center / HLC	PTG/Conservative Workout Attire	IMT Pool PT/FTP HLC Workout	Yes	33
20	Wed	26-Feb	HLC	PTG/Conservative Workout Attire	Long Run	Yes	33
21	Thur	27-Feb	Aquatic Center/Skydome	PTG/Conservative Workout Attire	PT/ IMT Sprints & Flight Workout	Yes	33
22	Tues	3-Mar	HLC	PTG/Conservative Workout Attire	Outside Tempo Run	Yes	33

23	Wed	4-Mar	HLC	PTG/Conservative Workout Attire	Big Metal Building	No	33
24	Thur	5-Mar	Skydome	PTG/Conservative Workout Attire	Concourse Interval Run	Yes	33
25	Tues	10-Mar	HLC	PTG/Conservative Workout Attire	FSQ & Long Run	Yes	33
26	Wed	11-Mar	HLC	PTG/Conservative Workout Attire	Height and Weight	No	33
27	Thur	12-Mar	Skydome	PTG/Conservative Workout Attire	Mock FA	No	33
28	Tues	24-Mar	Aquatic Center / HLC	PTG/Conservative Workout Attire	n Repeats & Flight Workout/FTP Pool PT	Yes	33
29	Wed	25-Mar	HLC	PTG/Conservative Workout Attire	Outside Tempo Run	Yes	33
30	Thur	26-Mar	Aquatic Center /Dome	PTG/Conservative Workout Attire	MT Pool PT/ FTP Dome Workout	Yes	33
31	Tues	31-Mar	HLC	PTG/Conservative Workout Attire	800m Repeats/ Flight Workout	No	33
32	Wed	1-Apr	HLC	PTG/Conservative Workout Attire	Outside Tempo Run	Yes	33
33	Thur	2-Apr	Buffalo Park	PTG/Conservative Workout Attire	Long Run	Yes	33
34	Tues	7-Apr	HLC	PTG/Conservative Workout Attire	800m Repeats / BMB	No	33

35	Wed	8-Apr	HLC	PTG/Conservative Workout Attire	Outside Tempo Run	Yes	33
36	Thur	9-Apr	Buffalo Park	PTG/Conservative Workout Attire	Long Run	Yes	33
37	Tues	14-Apr	HLC	PTG/Conservative Workout Attire	Light Station Workouts	No	33
38	Wed	15-Apr	HLC	PTG/Conservative Workout Attire	Height & Weight/stretching	No	33
39	Thur	16-Apr	HLC	PTG/Conservative Workout Attire	Official FA	No	33
40	Tues	21-Apr	HLC	PTG/Conservative Workout Attire	Basketball/Sports	Yes	33
41	Wed	22-Apr	HLC	PTG/Conservative Workout Attire	Dodgeball	Yes	33
42	Thur	23-Apr	Skydome	PTG/Conservative Workout Attire	Capture the flag/Make Up FA	Yes	33



## Attachment 5

### D&C VPMT Outline – Spring 2020

#	Weekday/ Date	Location	Leader	UOD	Marching
1	Mon 13-Jan	N/A	N/A	N/A	No Practice
	Fri 17-Jan	N/A	N/A	N/A	No Practice
	Sat 18-Jan	N/A	N/A	N/A	No Practice
2	Mon 20-Jan	Detachment Classroom	C/Park	Civilian Attire	Intro to Flight Marching
	Fri 24-Jan	Detachment Classroom	C/Park	Civilian Attire	To the Rear/Cadence
	Sat 25-Jan	Detachment Classroom	C/Park	Civilian Attire	Cadet Chosen Review
3	Mon 27-Jan	Detachment Classroom	C/Park	Civilian Attire	Command Voice
	Fri 31-Jan	Detachment Classroom	C/Park	Civilian Attire	Guidon Procedures
	Sat 1-Feb	Detachment Classroom	C/Park	Civilian Attire	Guidon Procedures
4	Mon 3-Feb	Detachment Classroom	C/Park	Civilian Attire	Flanking Movements
	Fri 7-Feb	Detachment Classroom	C/Park	Civilian Attire	Column Movements
	Sat 8-Feb	Detachment Classroom	C/Park	Civilian Attire	Detail Marching/FDEs
5	Mon 10-Feb	Detachment Classroom	C/Park	Civilian Attire	Column Half Movements
	Fri 14-Feb	Detachment Classroom	C/Park	Civilian Attire	Close/Extend March
	Sat 15-Feb	Detachment Classroom	C/Park	Civilian Attire	Cumulative Review/FDEs
6	Mon 17-Feb	Detachment Classroom	C/Park	Civilian Attire	Route Step/At Ease March

	Fri 21-Feb	Detachment Classroom	C/Park	Civilian Attire	Double Time/Quick Time
	Sat 22-Feb	Detachment Classroom	C/Park	Civilian Attire	Column of Files
<b>7</b>	Mon 24-Feb	Detachment Classroom	C/Park	Civilian Attire	ORI/FDE Review
	Fri 28-Feb	Detachment Classroom	C/Park	Civilian Attire	Building Entrance Procedures
	Sat 29-Feb	Detachment Classroom	C/Park	Civilian Attire	Cumulative Review/FDEs
<b>8 (Mid)</b>	Mon 2-Mar	Detachment Classroom	C/Park	Civilian Attire	Mark Time/Half Step
	Fri 6-Mar	Detachment Classroom	C/Park	Civilian Attire	Change Step
	Sat 7-Mar	Detachment Classroom	C/Park	Civilian Attire	Road Guard Procedures
<b>9</b>	Mon 9-Mar	Detachment Classroom	C/Park	Civilian Attire	Counter March
	Fri 13-Mar	Detachment Classroom	C/Park	Civilian Attire	Close/Extend March
	Sat 14-Mar	Detachment Classroom	C/Park	Civilian Attire	Flight Marching/FDEs
<b>10</b>	Mon 23-Mar	Detachment Classroom	C/Park	Civilian Attire	ORI Review
	Fri 27-Mar	Detachment Classroom	C/Park	Civilian Attire	FDE Review
	Sat 28-Mar	Detachment Classroom	C/Park	Civilian Attire	Cumulative Review/FDEs
<b>11</b>	Mon 30-Mar	Detachment Classroom	C/Park	Civilian Attire	ORI Practice
	Fri 3-Apr	Detachment Classroom	C/Park	Civilian Attire	Road Guard Procedures
	Sat 4-Apr	Detachment Classroom	C/Park	Civilian Attire	Review/Battle Tanks

<b>12</b>	Mon 6-Apr	Detachment Classroom	C/Park	Civilian Attire	ORI Practice
	Fri 10-Apr	Detachment Classroom	C/Park	Civilian Attire	Squadron Concepts
	Sat 11-Apr	Detachment Classroom	C/Park	Civilian Attire	SQ Concepts/Marching
<b>13</b>	Mon 13-Apr	Detachment Classroom	C/Park	Civilian Attire	Flight Marching/FDEs
	Fri 17-Apr	Detachment Classroom	C/Park	Civilian Attire	Close/Extend March
	Sat 18-Apr	Detachment Classroom	C/Park	Civilian Attire	Counter March
<b>14</b>	Mon 20-Apr	Detachment Classroom	C/Park	Civilian Attire	Squadron Marching
	Fri 24-Apr	Detachment Classroom	C/Park	Civilian Attire	Squadron Concepts Review
	Sat 25-Apr	Detachment Classroom	C/Park	Civilian Attire	Change of Command
<b>15 (Final)</b>	Mon 27-Apr	Detachment Classroom	C/Park	Civilian Attire	Review/Battle Tanks
	Fri 1-May	N/A	N/A	N/A	N/A
	Sat 2-May	N/A	N/A	N/A	N/A

## Attachment 6

### FTP VPMT Outline- Spring 2020

#	Date	Location	Leader	UOD	Objective
1	13-Jan	Det	C/Solusod	Any combo blues	Introduction meeting, going over rules and expectations for FTP, includes time for questions. Warrior Knowledge pretest to establish baseline knowledge
2	20-Jan	N/A	C/Solusod	N/A	Martin Luther King Jr. Day, SCHOOL CLOSED
3	27-Jan	Det	C/Solusod	Any combo blues	Reveille and Retreat practice
4	3-Feb	Det	C/Solusod	Any combo blues	Warrior Knowledge Test, road guard procedures, expeditionary requirements of FT
5	10-Feb	Det	C/Solusod	Any combo blues	Individual drill eval procedures practice
6	17-Feb	Det	C/Solusod	Any combo blues	Revisiting struggle areas, ORI procedures
7	24-Feb	Det	C/Solusod	Any combo blues	Dorm Maintenance Practice
8	2-Mar	Det	C/Solusod	Any combo blues	Squadron column movements, detail marching, Warrior Knowledge Test
9	9-Mar	Det	C/Solusod	Any combo blues	DFAC entrance procedures, interior

					DFAC procedures practice
10	16-Mar	Det	C/Solusod	Any combo blues	NO VPMT (Due to SPRING BREAK)
11	23-Mar	Det	C/Solusod	Any combo blues	GLP's
12	30-Mar	Det	C/Solusod	Any combo blues	FDE and comprehensive knowledge test
13	6-Apr	Det	C/Solusod	Any combo blues	Flight and Squadron marching, dorm maintenance, DFAC procedures Review, FTM Questions
14	13-Apr	Det	C/Solusod	Any combo blues	Cadets decision on what they need to work on
15	20-Apr	Det	C/Solusod	PTGs	Warrior Competition
16	27-Apr	Det	C/Solusod	Any combo blues	NO VPMT

## Attachment 7

### LLAB Objectives

#### LLAB Objectives

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

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

## Attachment 8

### PT and LLAB Safety Considerations

<b>LEGEND</b> <b>Risk Level:</b> <b>1 - Negligible, 2 - Low, 3 - Medium, 4 - High</b>  <b>Control Decisions:</b> <b>A – Avoid, R – Reduce, M – Mitigate, E – Eliminate</b>  <b>Overall Analysis: As long as proper safety precautions are taken, there should only be an overall low risk of incident during LLAB.</b>						
#	Activity	Risk(s)	Risk Level	Precautions	Control Decision	Controls
1	Running (Dome)	Slippery concourse, dips in pathway, dehydration, incorrect running shoes, cadet collisions,	2	Maintain full situational awareness, hydrate regularly, wear appropriate athletic gear	A	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.
2	Running (South Field)	Slippery turf field, sharp objects on turf, incorrect running shoes, dehydration, poor weather conditions	2	Maintain full situational awareness, hydrate regularly, wear appropriate athletic gear, dress according to expected weather conditions	M	Maintain that all objects are clear on when fields are being used, will not use fields when wet or icy.
3	Running (HLC)	Cadet collisions, other students using the facility, dehydration, incorrect running shoes,	1	Maintain full situational awareness, hydrate regularly, wear appropriate athletic gear, dress according to expected weather conditions	M	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.
4	Running (Trail)	Incorrect running shoes, poor weather conditions, rocky terrain, low visibility, slippery trail, dehydration, wildlife animals	3	Maintain full situational awareness, hydrate regularly, wear appropriate athletic gear, notify a POC cadet or cadre member of unsafe scenario	M	Avoid trail when weather conditions are poor, use head lamps to improve visibility, stay in groups.
5	Push-ups	Shoulder joint injury, muscle strain, back strain, dehydration	1	Maintain proper push-up form, hydrate regularly	M	Teach correct form, watch to make sure cadets are always using proper form, and give water breaks.
6	Sit-ups	Back strain, dehydration	1	Maintain proper sit-up form, hydrate regularly	M	Teach correct form, watch to make sure cadets are always

						using proper form, and give water breaks.
7	Flutter kicks	Muscle strain, dehydration	1	Maintain appropriate pace, hydrate regularly	M	Teach correct form, watch to make sure cadets are always using proper form, and give water breaks.
8	Squats	Knee strain, ankle injury, dehydration	2	Maintain proper squat form, hydrate regularly	M	Teach correct form, watch to make sure cadets are always using proper form, and give water breaks.
9	Football drills	Tripping, knee injuries, cadet collisions, dehydration	3	Maintain full situational awareness, follow the instructions for each drill, hydrate regularly	A	Teaching correct form, making sure pace does not exceed ability level.
10	Stadium laps	Slippery stairs, cadet collisions, unavailable handrails, dehydration	3	Maintain full situational awareness, locate and utilize available handrails, use caution on the stairs, hydrate regularly	M	Ensure area is clear of people and objects, give water breaks, have groups of cadets working together.
11	Hill sprints	Poor weather conditions, incorrect running shoes, heat stress, muscle strain, dehydration	2	Utilize the wingman system, notify cadre member or POC cadet of signs of heat stress, dress appropriately for weather conditions, hydrate regularly	R	Avoid using hills that have poor visibility or weather conditions, watch to make sure proper form is being used.
13	Ultimate frisbee	Cadet collisions, flying frisbees, dehydration, knee strain, incorrect running shoes	3	Maintain full situational awareness, wear appropriate athletic gear, hydrate regularly	R	Teach proper rules, make sure that all rules are followed, and give water break.
14	Soccer	Cadet collisions, high speed soccer balls, dehydration, joint strain, incorrect running shoes	3	Maintain full situational awareness, wear appropriate athletic gear, hydrate regularly	R	Teach proper rules, make sure that all rules are followed, and give water breaks.
15	Dodgeball	Cadet collisions, flying dodgeballs, muscle strain, joint strain, dehydration, incorrect athletic shoes	2	Maintain full situational awareness, wear appropriate athletic gear, hydrate regularly	M	Teach proper rules, make sure that all rules are followed, and give water breaks.
16	Standing at attention	Heat related injuries, passing out, dehydration	1	Do not lock knees, hydrate regularly	R	Teach proper form, make sure that knees are not being locked.
17	Buddy carrying	Dropping a cadet, muscle strain, twisting appendages	3	Use a spotter for initial pick-up, do not twist any body part	M	Teach proper form, make sure cadets are equal size and strength.



18	Highway Cleanup	Disease from foreign objects, cuts, poison ivy, oncoming traffic, dehydration	3	Do not walk on the road, do not touch sharp objects (broken glass, barbed wire), wash hands immediately following clean-up, hydrate regularly	R	Utilize road guards when needed when crossing the road. Use flashlights when visibility is low.
19	Stretcher carrying	Dropping a cadet, muscle strain, finger/toe pinching	2	Always count out loud before lifting, lift with legs not back, take breaks as needed, look where you are setting it down	R	Ensure proper lifting techniques are being used. The team leader will call out instructions.
20	Ranger push ups	Muscle strain, back bending, kick to the head	2	Put feet on cadet's upper back, be aware of where you move your feet at all times	A	Teach correct form, watch to make sure cadets are always using proper form, and give water breaks.
21	Pull ups	Joint strain, muscle strain, falling off pull up bar, dehydration	1	Utilize a spotter when feeling fatigued, maintain correct pull up form, hydrate regularly	A	Teach correct form, watch to make sure cadets are always using proper form, and give water breaks.
22	Aquatic Workout	Drowning, slipping, hypothermia, heat exhaustion	3	Follow rules outlined in the pre-PT safety briefing. Utilize wingman system, maintain full situational awareness, hydrate regularly	M	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.
23	Driving	Car accident	2	Always use situational awareness, wear seat belts, avoid distractions, obey the speed limit	M	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.
24	Tug of War	Rope burn, fall, domino effect, muscle strain, dehydration	2	Do not let the rope slide through your hands quickly, try not to fall on others, hydrate regularly	R	Teach proper rules, make sure that all rules are followed, and give water breaks.
25	Capture the flag	Cadet collisions, muscle strain, dehydration, tackling	2	Be aware of where you are running, no tackling, hydrate regularly, no rough housing	R	Teach proper rules, make sure that all rules are followed, and give water breaks.
26	Pugil Sticks	Cadet collisions, head injury, dehydration, joint strain, falling	3	Maintain full situational awareness, wear appropriate athletic gear, hydrate	A	No head shots, do not interlock sticks, only contact w/ padded tips of sticks, don't put shoulders in a

				regularly, no out of control behavior		raised, abducted, or anteriorly rotated position
27	Lunges	Muscle strain, joint strain, dehydration, falling	2	Maintain proper form, do not perform quickly, hydrate, if feeling dizzy cease workout immediately	M	Teach correct form, watch to make sure cadets are always using proper form, and give water breaks.
28	Lifting	Crushing, muscle strain	2	Always have a spotter, do not lift more weight than capable, maintain proper form	R	Teach correct form, watch to make sure cadets are always using proper form, and give water breaks.
29	Stretching	Muscle strain, overstretching, pulling muscles, losing balance	1	Know your limits, if stretch hurts stop, be aware of your surroundings	M	Make sure body is properly warmed up before static stretching begins. Do not stretch beyond limits.
30	LRC	Splinters, falling, tripping, rocks, dehydration	3	Hydrate, ensure good placement of extremities, maintain situational awareness, utilize safety spotters	M	Wear proper shoes. Pay close attention to uneven terrain. Safety spotters will be used when performing GLPs.
31	Paintball	Bruising, welting, tripping, rocks, dehydration	3	Ensure clothing covers extremities, wear mask at all times, hydrate, maintain muzzle control, utilize "safety kill"	A	Always have weapon on safe until it is time to be used. Keep weapon pointed at ground. Utilize safety kill when within 10 feet.
32	Marching	Falling, tripping, running into obstacles	1	Ensure that all marching is done on pavement, instead of grass or icy surfaces	M	Wear proper shoes. Pay close attention to uneven terrain.
33	Martial Arts	Limb injury, rug/turf burns	2	Always use active toes, always tap out before injury begins to occur	M	Ensure proper training on how to tap out as well as proper posture in all positions.
34	Jumping Exercises	Falling, tripping, rolling ankle, dehydration	1	Always have enough space in between others and watch for uneven surfaces	M	Never perform on uneven surfaces, wear proper shoes, breaks as needed to hydrate.
35	High Intensity Interval Training	Dehydration, blurry vision, dizziness	2	Take sips of water, take breaks as needed to lower heart rate	M	To not go beyond limits. Manage breathing, take breaks and hydrate as much as needed.
36	Cycling/ Non-Motorized Vehicles	Falling, slipping, traffic hazards	2	Wear proper protective gear, watch for uneven terrain.	M	Have extra care during inclement weather, obey all traffic rules. If riding at night, ensure proper reflective gear and flashlights are used.

37	Rifle Run	Falling, tripping, finger pinching	2	Instruct proper way to carry the weapon	A	Properly hold the weapon. Wear proper shoes. Pay attention to uneven terrain.
38	Log Carry	Dropping, tripping, muscle strain	3	Know your limits. Utilize safety spotters and maintain situational awareness	A	Wear proper shoes. Pay close attention to uneven terrain. Spotters relieve personnel as necessary.
39	Basketball	Collisions, muscle/joint strain, falling	2	Maintain full situational awareness. Wear proper shoes. Stretch	M	Teach proper rules, have "ref's" ensuring rules are followed. Give water breaks. Rotate players.

## Attachment 9

### Designated Leadership Positions for the 27th Cadet Wing



**DEPARTMENT OF THE AIR FORCE  
AIR UNIVERSITY (AETC)**

5 Dec 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.MATTH**  
**EW.D.1366427780**

Digitally signed by  
ROHLMAN.MATTHEW.D.13664  
27780  
Date: 2019.12.05 13:58:03  
-0700'

MATTHEW D. ROHLMAN, Maj, USAF  
Operations Flight Commander

## Attachment 10

### Corrective Action Plan for Detachment 027 Cadets



**AIR FORCE RESERVE OFFICER TRAINING CORPS**  
**NORTHERN ARIZONA UNIVERSITY**

6 January 2020

MEMORANDUM FOR 27CW

FROM: 27CW/IG

SUBJECT: Spring 2020 Corrective Action Memorandum

1. The purpose of this memorandum is to provide cadets a guideline for implementing corrective action during the Spring 2020 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

(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 judgment 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 guidance on how to properly wear the article of the uniform in question or will be given 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 prohibits 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 is 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 counseling.

#### 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 Brett Inman, Det 027, 520-903-4547 or [bsi8@nau.edu](mailto:bsi8@nau.edu).

//Signed/bsi/6Jan20//  
BRETT S. INMAN, C/Lt Col, USAF  
Inspector General

# Appendix 1

## C-Staff Board Charter



**AIR FORCE RESERVE OFFICER TRAINING CORPS**  
**NORTHERN ARIZONA UNIVERSITY**

6 January 2020

MEMORANDUM FOR DET 27/CW

FROM: CC/27CW

SUBJECT: Spring 2020 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 Jones, Det 027, 720-378-3036 or [sj676@nau.edu](mailto:sj676@nau.edu).

//Signed/slj/6Jan20//  
SHERIDAN L. JONES, C/Colonel, USAF  
Commander, Cadet Wing

## Attachment 11

### Awards Plan 27 CW/CC



**AIR FORCE RESERVE OFFICER TRAINING CORPS**  
NORTHERN ARIZONA UNIVERSITY

6 January 2020

MEMORANDUM FOR CW27/CC

FROM: 27CW/AWDO

SUBJECT: Awards Operation Plan

1. The purpose of this memorandum is to present a plan for award criteria and the outline for the Spring 2020 semester that streamlines the process and provides a standardized method of determining flight awards by basing the points system on traceable events.
2. List of Awards issued by the AFROTC program on the detachment level:
  - a. 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.
  - b. 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.
  - c. 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.
  - d. 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.
  - e. 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.

f. The Honor Flight Award is a flight award, and is based on a flight's participation in flight VPMT attendance, TA/SI sessions, and overall professionalism.

g. The Warrior Flight Award is a flight award, and is based on a PT competition performance, Warrior Day performance, and nominations by Cadre or higher ranking POC.

h. The College Scholarship Recipients Award recognizes cadets that have received an in-college scholarship over the current academic year.

i. The Fitness Award recognizes cadets who have scored a minimum of a 93 or above on the official Physical Fitness Assessment. These awards will be put in cadet's boxes and will not be given out during the end of the year awards ceremony.

j. 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. These awards will be put in cadet's boxes and will not be given out during the end of the year awards ceremony.

k. 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. These awards will be put in cadet's boxes and will not be given out during the end of the year awards ceremony.

l. 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. These awards will be put in cadet's boxes and will not be given out during the end of the year awards ceremony.

m. The Commander High Performer is given to a cadet or cadets based on the detachment commander's discretion.

n. The Highlander of the Semester is the best cadet chosen from all the highlanders of the week nominations. The cadet who receives this award is one who is seen to be professionally active in all ROTC related activities as well as performing at the highest levels in fitness and academics.

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

p. 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.

q. 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.

3. National level awards differ in requirements and cadets will be nominated for and receive these awards with cadre oversight.

4. The following awards are awarded to those flight who are most available in attendance for events such as TA/SI sessions, VPMT attendance, Warrior Days etc. Flights with the most points in each category will receive these awards.

a. Honor Flight will be awarded at the end of the semester based on the categories of Academic Challenges and VPMT attendance. 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 including Academic Challenges, TA/SI session attendance, and VPMT attendance will win. This will be presented at the at the end of the year awards ceremony.

b. Warrior Flight will be awarded at the end of the semester based on the categories of PT Competitions, 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 including PT Competitions, Warrior Day, and Warrior Boards will win. This will be presented at the end of the year awards ceremony.

c. Right of Line Recognition Award 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 end of the year awards ceremony.

d. Weekly Honor and Warrior Flights will be awarded to the flights with the most cumulative points in the categories of Honor and Warrior Flight weekly. 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 Honor and Warrior Flights on a weekly basis to the flight with the lowest weekly cumulative points. 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 and individual 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, via Google Forms. 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, based on the nominations cadets will only be picked for those who give concise and descriptive responses on why said person should win. The cadets chosen for the week will have their name displayed in the detachment for the remainder of the semester; names will be displayed on the door outside of the uniform room closest to the television in the hallway.

h. GMC of the Week will be awarded to an individual GMC, via Google Forms. 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, based on the nominations cadets will only be picked for those who give concise and descriptive responses on why said person should win. The cadets chosen for the week will have their name displayed in the detachment for the remainder of the semester; names will be displayed on the door outside of the uniform room closest to the television in the hallway.

5. All awards are subject to change for instance any award can be awarded at the discretion of cadre and/or the Cadet Wing Commander. Also when calculating the points for each award category these calculations are also subject to change.

6. If you have any comments, questions, or concerns about this memorandum, please contact Cadet Ham by phone at 808-498-6029 or by email at [rjh353@nau.edu](mailto:rjh353@nau.edu).

//Signed/rjh/6Jan20//  
RODNEY J. HAM II, C/2d Lt, AFROTC  
Awards Officer

## Attachment 12

### 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.

Association	Job Title	Name	Contact Info	Last Updated
NAU	President	Rita Cheng	928-523-3232, <a href="mailto:president@nau.edu">president@nau.edu</a>	21 Aug 19
NAU	Vice Provost	Dr Laurie Dickson, PHD	928-523-1829, <a href="mailto:laurie.dickson@nau.edu">laurie.dickson@nau.edu</a>	21 Aug 19
City of Flagstaff	Mayor	Coral Evans	<a href="mailto:cevans@flagstaff.gov">cevans@flagstaff.gov</a>	21 Aug 19
City of Flagstaff	Police Department Public Affairs Officer	Sgt Charles Hernandez	<a href="mailto:chernandez@coconino.az.gov">chernandez@coconino.az.gov</a>	21 Aug 19
Legion Post 3	Commander	Jake Phelps	<a href="mailto:Legionpost3commander@gmail.com">Legionpost3commander@gmail.com</a>	21 Aug 19
AFA AF418 (Prescott Chapter)	President	George Weil	<a href="mailto:Maple773@q.com">Maple773@q.com</a>	21 Aug 19
Capt. Marty McGregor	N/A	Mrs Cheryl Slack	<a href="mailto:polyesterslack@yahoo.com">polyesterslack@yahoo.com</a>	21 Aug 19
Daughters of Founders and Patriots of America	President	Marge Clark	<a href="mailto:margeclark@cox.net">margeclark@cox.net</a>	21 Aug 19



Daughters of the American Revolution	Regent	Cyndy Palcich	proconsuls@aol.com	21 Aug 19
General Society of the War of 1812	Vice President of Awards	Robert Pollock	1812milawards@gmail.com robert.d.pollock@gmail.com	21 Aug 19
Military Officers Association of America	President	Michael Rogers	mhRogers925@gmail.com	21 Aug 19
Military Order of the Purple Heart	Commander	William Weldon	baseballbillpaul@npgcable.com	21 Aug 19
Military Order of World Wars		Ed Deegan	deeganef@aol.com	21 Aug 19
Order of Daedalians	General Contact	Pat Dooley	patretta@wbhsi.com	21 Aug 19
Reserve Officers Association		Ed Deegan	deeganef@aol.com	21 Aug 19
Silver Wings	President	Anna Gabrielson	acg343@nau.edu	21 Aug 19
Sons of the American Revolution	Registrar (Prescott Chapter)	Wayne Hood	waynehood@gmail.com	21 Aug 19
Sons of the Union Veterans of the Civil War		Ed Steinback III	steinbacke@yahoo.com esteinback@steinbackandassociates.com	21 Aug 19

USAA	Military Affairs Rep	Rory Wicks	rory.wicks@usaa.com	21 Aug 19
VFW	Life Member	Robert Braatz	928-526-2209, bkbraatz@aol.com	21 Aug 19
Air Force	Lt Colonel	Josh Aldred	joshaldred@gmail.com	21 Aug 19
Air Force	Lt Colonel	Brian Dicks		21 Aug 19