September 2026
Issue 5

THE COMMAND REVIEW

The latest news, announcements, and events from the Wing

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NCWG's new Cessna 182 - N616CP

UPCOMING EVENTS (see the wing calendar for more info)

- **10/16/2026 - Woolly Worm Festival**
- **10/16/2026 - Carolina Balloon Festival**
- **10/24/2026 - Squadron Commander's Course**
- **11/6 to 11/08/2026 - Ranger Training Weekend**
- **10/14/2026 - Cadet Programs Technician Rating Course**
- **11/14/2026 - Commander's Call - In-person NCWG Headquarters**

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The Commander's Desk

Col Brendan Kearns, Commander, NCWG

Fellow North Carolina Wing Members,

As we close another exceptional month and the fiscal year, I want to recognize the remarkable accomplishments achieved across the North Carolina Wing. These results reflect disciplined leadership, committed service, and the determination of our members to strengthen every aspect of our mission. Our momentum is strong, and the results speak for themselves.

For the first time in Wing history, the North Carolina Wing has reached 2,500 members. Achieving this historic milestone by the end of the fiscal year is a tremendous accomplishment. It reflects the strength of our programs, the quality of leadership throughout the Wing, and the efforts of every member who recruits, welcomes, mentors, and retains the volunteers and cadets who make our organization successful. Growth of this magnitude does not happen by accident. It occurs when units deliver meaningful programs and create an environment in which people want to serve.

Our cadet programs also achieved a new record, with 26 units earning the Quality Cadet Unit Award, the most ever attained by North Carolina Wing. This achievement demonstrates the outstanding work taking place across the state to develop tomorrow's leaders. It also recognizes the commanders, deputy commanders for cadets, aerospace education officers, activity leaders, and mentors who provide cadets with challenging opportunities and consistently model our Core Values.

Operationally, we strengthened our capabilities with the arrival of a new aircraft. This important addition enhances our capacity to support emergency services, flight training, cadet orientation flights, and other mission requirements. It is an investment in readiness and our ability to serve communities throughout North Carolina whenever called upon.

We also received a new pickup truck capable of towing our growing fleet of mission-support trailers. This vehicle will improve our ability to move equipment safely and efficiently in support of missions,

exercises, and major activities. Our transportation requirements continue to grow, and I am actively looking within the region for another truck that can support Wing operations until an additional vehicle is purchased during the next vehicle acquisition cycle.

Our units demonstrated equally strong stewardship by completing all required year-end reporting. This work often occurs behind the scenes, but it is essential to maintain a compliant, accountable, and well-led organization. I appreciate the commanders and staff officers who ensured these requirements were completed accurately and on time.

Many units have already moved ahead and started the end-of-year annual inventory. This proactive approach reinforces the culture of accountability and readiness expected throughout our command. Properly accounting for our equipment and confirming that it remains serviceable and mission-ready are fundamental leadership responsibilities.

Looking ahead, registration for the 2027 North Carolina Wing Conference is slated to open on October 1st. The conference will provide an important opportunity for professional development, collaboration, fellowship, and recognition of excellence across the Wing. I encourage members to register and take full advantage of this opportunity to strengthen their skills and relationships across our command.

Recognizing excellence is how we honor the dedication of our members and inspire the entire command. Let us ensure that our hardest-working volunteers and cadets receive the recognition they deserve.

Every squadron has an "All-Star": the cadet who leads by flawless example, the officer who quietly keeps operations running, or the mentor who changes lives. These members may not seek attention, but their service should never go unnoticed. I challenge every commander and staff leader to identify deserving members and submit strong, timely nominations. Recognition is not simply an administrative action. It is a leadership responsibility and a visible statement about the values and performance we want to encourage throughout the North Carolina Wing.

Taken together, these accomplishments tell a compelling story. We are growing our membership, setting new standards in cadet programs, strengthening operational capabilities, maintaining accountability, and investing in the future of our Wing. We should be proud of what we have achieved, but our success also raises the standard for what comes next. As we enter the new fiscal year, we will continue to lead with purpose, maintain high standards, support our members, and pursue excellence in every mission. The momentum is ours. Let us carry it forward with confidence, professionalism, and an unwavering commitment to service. ***Thank you for your service, your leadership, and your continued commitment to the North Carolina Wing. Semper Vigilans***



The NCO Corp Briefing

CMSgt Christopher Cozzi, Command NCO, NCWG

The North Carolina Wing NCO Corps continues to grow, stay engaged, and make an impact across the Wing. I am proud to report that we have reached 40 NCOs, making us the largest NCO Corps in the Mid-Atlantic Region. More importantly, our NCOs are gaining recognition not only throughout the region, but beyond it, for their professionalism, leadership, and commitment to mentoring our members.

NCOs are here to serve. Whether you are a cadet, senior member, or commander, your Wing NCOs are available to provide mentorship, guidance, and a trusted sounding board. I strongly encourage commanders to build a true partnership with their squadron NCO. When commanders and NCOs work together as a team, units become stronger, communication improves, and members receive the support they need to succeed. Every member should feel comfortable reaching out to an NCO for assistance or advice.

As we all continue to represent NCWG, I want to emphasize the importance of uniform and grooming standards. Our appearance reflects our professionalism and dedication to CAP's Core Values. Take the time to review CAPR 39-1 and ensure you meet all requirements for wear of the uniform, grooming standards, jewelry, and height and weight requirements. Wearing the uniform correctly is not about perfection—it is about pride, discipline, and respect for the organization we represent. Every member should not only strive to present a professional image at all times, but achieve it!

Finally, I want to encourage everyone to actively recognize the outstanding work being done across our Wing. End-of-year award season is approaching, and we need your nominations. Recognition is not limited to commanders or supervisors—any member can identify excellence and help bring it forward. Take the time to recognize those who consistently go above and beyond, whether at the squadron, group, wing, region, or national level. Our members accomplish incredible things every day, but those achievements can only be celebrated if they are submitted for consideration.

NCWG continues to set the standard because of the dedication of its members. Thank you for all you do to support our missions, our people, and our Wing. NCWG Leads the Way.

Aim High, Serve Well, and Stay Ready.





The Deputy Commander's Corner

Lt Col James Fitzpatrick, Deputy Commander - West, NCWG
Lt Col Craig Richardson, Deputy Commander - East, NCWG

Standard Operating Procedures: This is the way we've always done it.

As we strive for excellence across all CAP missions, we must continually evaluate how we train and operate. Change is constant, and our units must adapt to remain effective. One of the best ways to ensure consistency and continuity is through well-written, current standard operating procedures (SOPs).

An SOP documents standardized processes and unit best practices while providing members with a single reference for how tasks are performed. In addition to supporting applicable regulations, SOPs capture unit-specific procedures that address local requirements and challenges. This promotes consistency, preserves organizational knowledge, and ensures continuity despite personnel turnover.

SOPs also reduce workload and improve safety. By documenting proven methods for administrative, maintenance, and operational tasks, they eliminate the need for individuals to develop their own procedures. During the development process, hazards can be identified and mitigated, helping prevent accidents, protect resources, and maintain mission effectiveness.

Too often, the answer to "Why are we doing it this way?" is, "Because that's the way we've always done it." That is not sufficient. If a process is the best method, it should be documented in the unit SOP. If it is outdated or undocumented, it should be reevaluated and revised. The correct answer should be, "Because it's in accordance with our SOP."

As units, personnel, and missions evolve, SOPs must evolve as well. They should be reviewed regularly, particularly when leadership or program managers change, to ensure they remain accurate, relevant, and effective.

When was the last time your unit reviewed its SOPs? Keeping them current strengthens unit effectiveness, reduces workload, enhances safety, and provides members with a standardized process that supports consistent mission success.

Share your unit's SOP today!



Wing Staff News

- We have had some changes in Wing Directors
  - Director of Operations - Capt Randon Morgan
  - Director of Communications - TSgt Scott Walters
  - Wing Chaplain - Lt Col Wayne Byerly
- Inventory is coming up! October 1, 2026

The State of the Staff

Maj Brent Wooters, Chief of Staff, NCWG

Three Missions - One Team

Occasionally, we have to take a step back, reevaluate, and reacquire the target.

The Civil Air Patrol is the Auxiliary of the United States Air Force. As the Assistant Secretary of the Air Force for Manpower and Reserve Affairs, Richard "Rich" Anderson, USAF Col (Ret.) stated at the National Conference, "You are Airman."

The United States Air Force has charged Civil Air Patrol with three missions: Cadet Programs, Aerospace Education and Emergency Services. None of these holds priority over another and none of these can be accomplished on its own. Each one has accountability and responsibility to the other. Each echelon has a commander's intent created to guide you in the steps to mission success.

This month at the wing staff meeting we covered exactly this. We refocused our sites on the Wing Commander's Intent and how we can accomplish these three missions. This is the end of the Civil Air Patrol's fiscal year and now is when we look at our successes, trials, and failures and decide how we reacquire the target. The one common thread in success and failure is teamwork. If we operate as a focused team that has its goals established and its methods laid out then we succeed, if not, we fail. Each wing director was encouraged to meet with the others and see how concentric their plans are…we are all one team operating to accomplish each mission with excellence.

I encourage each of you to review your echelon's Commander's Intent, see what role you play, and get engaged. If you are a pilot see what cadet programs need from you…if you are in cadet programs see what emergency services need from you…and if you are in aerospace education see what they both need from you. This is our only path to success…we are all ***Airmen***.

"Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them." General Colin Powell.