



JUNE 2020



PA Wing- Civil Air Patrol Professional Development Newsletter

edited by: Capt Joshua M. Nussbaum, PAWG Assistant Director of Professional Development

A Continuation: More on the PD Program Revamp

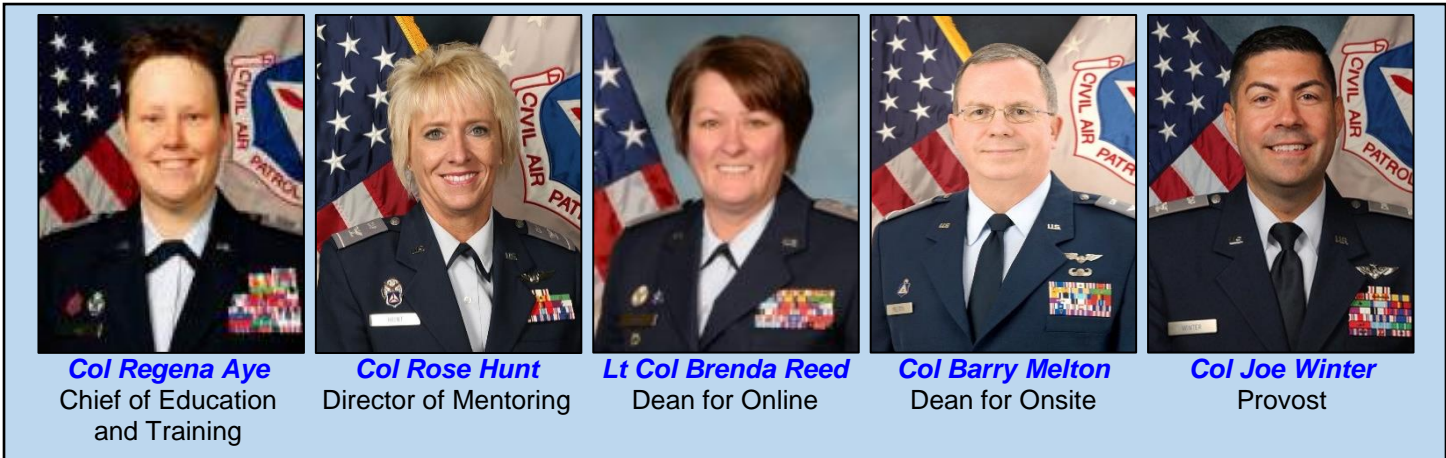
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It seems like CAP's PD program is becoming bigger and more visible each day, as we approach the 4 Aug, the day the curtain opens! As wings take turns holding their conferences (virtually due to COVID-19), almost weekly, and seemingly instantaneously, there is new information presented in social circles, via word of mouth, and in other electronic media.

The national steering committee, led by Northcentral Region Commander Colonel Regena Aye (pronounced as a long letter "A," rhymes "bay"), also a Spaatz Cadet, also made presentations at all the virtual Region Staff Colleges this year. Col Aye took charge of this project after Major General (former Colonel) Mark Smith was appointed as the National Commander of the Civil Air Patrol.

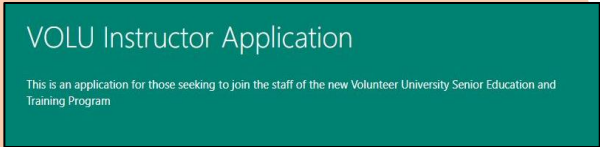
Keep checking at the link for CAP's [Volunteer University](#), where the revolutionary information for the most radical changes will be housed. A new development (new since the 30 Apr PAWG PD newsletter) is the [Instructor Application](#) portal. Here, interested SMs can compete for slots across the nation to teach and shape the modules for up-and-coming students as they work through the lessons. Both instructor and administrative/support roles are open.



above: the national executive leadership of the education and training initiative. Photos used with permission.

right and bottom right: screenshots of the online instructor/staff application portal

below: the ribbons for the five (5) PD levels, worn with the Yeager Award and Red Service Award ribbons



1. What is your name?

2. What is your Email address?

From the Editor

All my life, I wanted to design, build, and create. I started out doing this with any media I could get my hands on- ice cream sticks, cardboard, glue, twigs, Legos, carpet remnants, plastic jugs- anything. Somewhere along the line, I discovered the computer box. The bug bit me, and the love affair kept going. I look at our Professional Development Newsletter in a similar light.

As I continue serving in CAP, it rings true that we are all the same- but we are all different. It's truly wonderful to see! We all begin our CAP careers the same way: intrigued, excited, anxious. We all needed someone to guide us on our CAP journey. We needed that mentorship of someone who had gone before us to show us which landmarks to navigate. I am sure you have heard this all before.

For me, starting from "ground zero" in CAP was a hair over five years ago. In speaking with members from across the wing and across the nation, these same feelings are spurring again. It is okay to have questions- it means that you care about your CAP career!

We are on the cusp of something truly radical in the senior member program. Even if you are nervous about achieving your next level before the grandfather clause ends, you'll look back on this and see that CAP's remodel of the program is an immense and remarkable change. It is great to be watching this unfold. Having personally attended several additional wing conferences virtually, absorbing all the info I could about the new program, and networking with its pioneers, I think we are definitely moving in the right direction to continue moving CAP forward.

Remember Pennsylvania's **Mentorship Action Plan (MAP)**. Heed the lessons it teaches. It asks members to both:

- FIND someone who could USE a mentor and join them in harmony
- GET a mentor for yourself to prevent burnout, confusion, and stalling

Please continue to follow the changes in the program. Leverage the resources available to you (see [page 8](#) for a comprehensive list) if you need visual aids or if you need assistance at an off-hour. This new program is not an end; but a beginning.

Please continue your networking in your circles. Expand them.

Please keep asking your questions. Create them.

Please carry on your hard work in attaining your next level. Carry on.

Don't stop building your CAP Career because of the grandfather clause approaching. Nobody is perfect, and we are always a work in progress- physically, mentally, emotionally, and so forth. **There is always more to do, and there is always more to learn.**

Semper vigilans!

Captain Joshua M. Nussbaum
PAWG Assistant Director of Professional Development



PAWG PD Specialty Track

Total SM in PAWG: 944

Unrated	111
Technician	26
Senior	21
Master	20

as of 28 Jun 20, 0009L

PAWG SM AE Info

Total SM in PAWG: 944

Yeager	445	47.1%
Crossfield	24	2.5%

as of 28 Jun 2020, 0026L

PAWG PD by Level

Total SM in PAWG: 944

LV1	368	39.0%
LV2	158	16.7%
LV3	162	17.1%
LV4	63	6.7%
LV5	49	5.2%

as of 28 Jun 2020, 0026L

PD Track Advancements

Congratulations to the newest promotions on the PD Specialty Track! Thank you for all your hard work!



New Level	Grade	Name	Unit	Date
Master	SMSgt	Glenn B. Knight	NER-PA-010	24-Jun
Senior	Maj	Keith J. McMillen	NER-PA-190	25-Apr
Senior	1st Lt	Brian C. Lombardo	NER-PA-337	25-Apr
Technician	1st Lt	Susan L. Wilfong	NER-PA-018	21-May
Technician	1st Lt	Mark R. Simonds	NER-PA-310	23-Apr

Five Levels, Two Tables, One Snapshot

I think in terms of flowcharts and connectors, not in paragraphs. Here, I have taken what I have learned through several lectures, wing conferences, etc and made this **unofficial** spreadsheet with factual information, as presented by the Education and Training Team.

Education and Training Equivalencies

Module Name	Former Cadet	Current or Former Military	Prof'l Rec Adv Grade	New SM
Level I				
Cadet Protection Basic	M			
Diversity, EO, Nondiscrimination	M			
Core Values/Who We Are	C			
Expectations of Volunteers	C			
My Learning Path				
My Mentor				
OPSEC and Cybersecurity	C			
Intro to Chain of Command	M			
Customs and Courtesies	M			
Uniforms and Where to Get Them	M			
Missions Overview	M			
Intro to Risk Management	M			
Squadron Meeting	M			
Intro to E-Services	M			

Level II, Part I (The "Core")				
Accountability and Responsibility		P2		
Choosing Your Duty and Specialty				
Unit Organization	E			
Senior PD Program				
Bringing Your Service to CAP				
Customs and Courtesies				
Uniforms				
Serving with Volunteers				
Advanced Grade and Expectations				

Level II, Part II (The "Path")				
CAP's Missions	R			
Unit Activities				
Leveraging Diversity and Inclusion				
eServices Operations	M			
Inspector General			IG	
Recruiting and Retention	E			
Mentoring		P2		
Safety and Risk Management			NS	
Core Values	M	P2	CH	
Cadet Programs Orientation				
Emergency Services Orientation				
Aerospace Education Orientation	S			
Drill in CAP				
Communications Fundamentals	E	P2		
Leading Volunteers				
History of the CAP NCO				
NCO Structure and Command				

Module	PME Eqvt	CAP Course Eqvt
Level III		
Advanced CAP Communications		
CAP Squadrons and the Missions		
Compliance Requirements		IG
Data-Driven Decision Making		
Developing Members	P3	
Finance and Physical Assets		
Leading People and Managing Stuff	P3	
Meetings and Meeting Planning	P3	
Motivating and Mentoring	P3	
Public Affairs and Branding		
Reaching Outside the Squadron		
Safety and Risk Management		NS
CAP Publications		
Core Values for Leaders	P3	CH
Delegating	P4	
Developing Full-Range Leadership	P4	
Effective Volunteer Teams		
eServices		
Generational Management		
Legal and Complaints		IG, NL
Planning and Decision Making	P3	
Problem Solving	P3	
Squadron-Level Leadership		
Care and Feeding of a Member		
Roles of Boards and Committees		
Roles of Sq Command and Staff		
Working with CAC		

Cadet Tenure Legend	
C	Cadet Tenure- if taken as Cadet, no need to be repeat as SM
E	Eaker or higher
M	Mitchell or higher
R	Earhart or higher
S	Spaatz

PME Equivalency (go to page 5 for more info)	
P2	Tier 2 Course or Higher
P3	Tier 3 Course or Higher
P4	Tier 4 Course or Higher
P5	Tier 5 Course Only

CAP Courses	
CH	Chaplain Corps Region Staff College
IG	Inspector General College
NL	National Legal Officer College
NS	National Safety Officer College

Education and Training Equivalencies, cont'd.

Module Name	PME	CAP Course
Level IV		
Building Personal Leader Philosophy	P5	
Communication with External Partners		
Leadership Challenges Today		
Maintaining High-Performing Teams	P4	
Management Principles	P4	
Mentoring Skill Development	P5	
Planning and Leading a Major Activity		
Preparing for Boards/Board Ldsp	P3	
Prioritization and Time Management		
Recruiting and Retention		
Safety and Risk Management		NS
Shaping Cultures of Trust and Innovation	P5	
Understanding Staffing	P5	
Using New Media to Communicate		
BOG and Corporate Process		
Choosing People for the Job	P4	
Conflict Management	P5	CH, NL, IG
Core Values in Action	P3	CH
Critical Thinking	P3	
Diversity and Equal Justice	P3	
Emotional Intelligence	P4	
NHQ Operations and Staffing		
Group and Wing Operations		
CAP-USAF Relationship		
Valuing Volunteers		CH

Level V		
Strategic/Executive Leadership	P5	
Emerging Leadership Trends/Self-Dev	P4	
Ethics	P4	CH
CAP from the Local to the Global		
Financial Management		
Mentoring: Acceleration and Growth	P4	CH
COO and CAP-USAF Perspectives		
CAP Culture and Its Unique Challenges		
Logistics and Property Management		
CAP Governance		
CAP National Commander's Perspective		
Federal and State Agency Partnerships		
Federal and State Legislative Affairs		
Preparing to Serve on National Stall		
Adverse Member Actions		IG, NL
Safety and Risk Mgmt for Region + NHQ		NS
Leading Change	P5	
Marketing and Strategic Communications		
Developing Staff/Succession Planning	P4	
CAP Strategic Plan		
Operations at a Strategic Level		
Boards at Wing, Region, and Natl Levels		
Committees and Teams	P4	
CAPSTONE Seminar		

Module Name	PME	CAP Course
Squadron Command		
Commander (CC) Intent	P4	
Taking Command	P4	
Customs and Courtesies for CC	P4	
eServices CC Functions		
Complaints and the CC		IG, NL
CC Responsibility in Finance		
Stewardship and Risk Mgmt		NS
Communications in Command	P4	
Mission CC in Ldsp	P4	
CC/CAC Partnership		
Appointing and Utilizing Staff	P4	

Group Command		
eServices for Group CC		
Role of the Group		
Awards and Promotions		
Membership Issues at Group		CH, IG, NL
Using Your Staff Effectively	P5	
Working w/ CAC		

Wing Command		
Roles and Responsibilities		
Director's Block		
Legal Issues and Command		NL
Membership Issues- Case Studies		IG, NL
CAP-USAF and COO Perspectives		
Reading Financials Practical		
Operations		
AE and Command		
CP and Command		
Safety Case Studies		NS
Command Partnership with IG		IG
HR Policy and Employee Issues		NL
Reports of Survey and Inventory		NL
Selecting Subordinate CC		
Command Level Briefings		P4
Legislative Day Practical		
Housekeeping		
Practical Public Affairs		
Interaction with National Staff		
Working w/ CAC		
Development in the Wing		

Region Command		
Region Level Finance		
Logistics at Region		
Fleet Management		
Region Link to Strategic Plan		
Selecting Members of the BOG		
Adverse Member Actions		
Strategic Engagement w/ CAC		

New PME Equivalencies

The legacy PD program ("legacy" program referring to the current one we are using; the one that is ending in pieces, beginning in August) allowed CAP members to completely "check off" Officer Basic, Region Staff College, and/or National Staff College using certain Professional Military Education (PME). That is not going to happen in the new Education and Training program, members will have bits and pieces of each level knocked off by granting equivalency credit for each course listed.

In many cases, but not all, higher tiers of courses require that students have completed prerequisites from lower tier levels. The legend on Page 2 shows that courses in a given tier "or higher" will constitute the training for the respective module. **The battery below came from a draft copy of the new CAPR 50-17, expected to be unveiled any day.**

CAP NCOs earn the PD Awards the same way CAP officers do. However, the way a CAP NCO promotes is entirely different from the way a CAP Officer promotes (see CAPR 35-5 for details).



CAP PME Equivalency Tiers

Tier 1	Tier 2	Tier 3
Basic Training No Equivalency Credit Path for Level II for Current/Former Military	NCO PME Part I E-4 to E-5 Paygrade <ul style="list-style-type: none"> • Airman Leadership School or Equiv • PLDC • Warrior Basic Leader Course • NCO Leadership School • USN/USCG Petty Officer's Course • US Navy "basic PME" Course 	NCO PME Part II E-6 Paygrade <ul style="list-style-type: none"> • NCO Academy • First Class Petty Officer's Course • Warrior Advanced Leader Course • USMC SSgt NCO Course • USN/USCG Leading Petty Officer's Course • NCO Academy or equivalent • US Navy-designated "basic PME" Course
Tier 4	Tier 5	
Warrant Officer PME Part I-III WO-1 to CWO-5 Paygrade <ul style="list-style-type: none"> • Officer Initial Training (O-1) • Officer PME Part I (O-2 to O-3) • Warrant Officer Commissioning • Warrant Officer Advanced Course • US Navy-designated "Primary PME" Course • Warrant Officer Intermediate Level • Warrant Officer Staff Course • Warrant Officer Senior Service Education • Officer Training School • ROTC (4-Year with evidence of an Armed Service Commission) • Officer Candidate School • Service Academy • Squadron Officer School • Army Advanced Officer Course • USMC Basic Officer Course • USN or USCG Division Officer Course 	NCO PME Part III E-7 to E-8 Paygrade <ul style="list-style-type: none"> • NCO PME Exec (E-9 Paygrade) • Officer PME Part II (O-4) • Officer PME Part III (O-5, O-6) • Air Command and Staff College • Marine Corps Staff College • Army Command/General Staff • USN Naval Postgraduate School • Naval Command and Staff • Joint Forces Staff College • JPME Phase I College (Call NHQ/DP for more info) • Air War College • Army War College • Naval War College • National War College • Industrial College of the Armed Forces • USN Senior Enlisted Academy • Senior NCO Academy • Warrior Senior Leader Course • USN or USCG Chief Petty Officer Course • Sergeant Major Academy • Eisenhower School for National Security and Resource Strategy 	

Emergency Services and COVID-19

Nationwide, Civil Air Patrol has supplied over 16,000 volunteer days, 400 air sorties, and nearly 2,000 ground sorties in response to the COVID-19 disaster. While not all members have been able to participate in the live missions, members have still been able to contribute to their communities by making and donating masks, making cards for shelters, and donating other needed supplies for those in need.

Since COVID-19 is a Presidentially declared disaster, Pennsylvania Wing is promoting the awarding of the [Disaster Relief Ribbon with V-Device](#), as found in CAPR 39-3. CAP has some awards that you can earn through real-world missions, training missions, or a combination of both. Please refer to CAPM 39-1 and CAPR 39-3 for more information and proper wear of the awards. **All of these awards can be awarded multiple times.**

In order of precedence, from highest to lowest:

The **Find** Award is awarded to members who, on a live mission, find a lost search objective. This is normally a lost person (or group of people) or aircraft. If a member finds the mission objective as a member of an aircrew team, they can attach a propeller device to the ribbon and medal.

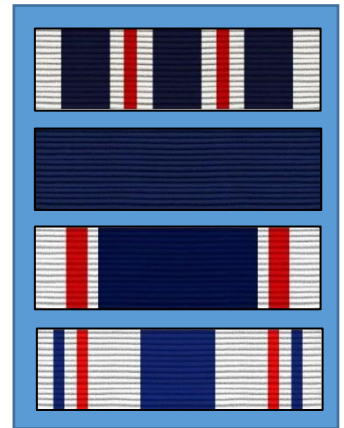
The **Air Search and Rescue** Award is awarded only for activities on actual missions. In short, each CAP member is signed in to a mission for a hazardous or a non-hazardous duty. Based on how many hours a member volunteers in that role, they are accredited with a sortie for a certain number of hours. After members gain enough sorties meeting the specified criteria, they are awarded the ribbon. Similar to the Find Award, this one can be awarded with a propeller device for aircrew contributions and it can be awarded multiple times.

The **Disaster Relief** Award can be earned one of two ways:

- **Training and Mission Activity:** Members need to participate in emergency services training courses and participate in at least five training or live missions. The missions need to all have mission numbers to count toward this award. It can be earned multiple times if the member completes enough training and mission activity. All the missions can be training missions. You do not need a single actual mission to earn this ribbon, but everything does need a verifiable mission number, in accordance with CAPR 39-3.
- **Participation in Presidential Disasters:** Members who participate in a live sortie for such a disaster can earn the award the the Valor device ("V-device"). Participation in such disasters CAN count toward the mission activity described in the paragraph above.

The **Community Service Ribbon** is awarded to CAP members with 60+ hours of verifiable volunteer community service outside of CAP. The local commander is the approving authority for this award, so they decide what documentation is necessary for the award in their unit (a note, a note on letterhead, a note from a supervisor, a phone call, an email, etc) and if missions count. Service to different organizations can be combined to make it to 60 hours. Time starts when the member joined CAP. The service hours cannot be completed for pay and they cannot be done as a court order.

SiteViz



top: the ribbons discussed, in order of precedence. The ribbon on top is the Find ribbon, followed by the Air Search and Rescue ribbon, the Disaster Relief ribbon, and finally the Community Service ribbon on the bottom.

middle: the miniature medals (not to scale) are shown for the Find, Air Search and Rescue, and Disaster Relief Awards. The Community Service Award does not have a miniature medal.

bottom: the ribbons, in proper order of precedence, are worn below the professional development ribbons. The devices discussed above are also shown in this graphic, and more details can be found in CAPM 39-1 and CAPR 39-3.

Information Technology Update

submitted by 1st Lt Brian C. Lombardo, Group 6 Information Technology Officer

G-Suite

All PAWG Sq CC were issued "dot gov" emails so their squadron can access the Google Suite line of products. Your units should be migrating all digital documents off your personal accounts and into here. You should be using this account as your official online calendar. Commanders have the flexibility to decide how best to implement these features into your squadron and can choose which members have access to the account.

Free Google G-Suite training (and certification) is available through third-party sites if you are interested in learning more:

<https://www.coursera.org/learn/introduction-g-suite>

Other G-Suite products to use in managing your squadron include:

- Google Meet (video conferencing)
- Google Drive (to create virtual documents for internal use)
- Google Voice (free phone number and call forwarding/message service that your squadron can use for public facing communication)

SiteViz

Squadron websites are available through our SiteViz, our Content Management System (CMS). This was implemented last year, and all the earliest adopters are now done building their sites.

Examples of websites **successfully** using SiteViz are:

- <https://pawg.cap.gov/> (or just about any other wing/region site)
- <https://lawrencecountypa.cap.gov/> (68 pages of content)
- <https://al032.cap.gov/>
- <https://yuma.cap.gov/>
- <https://stillwater.cap.gov/>

This link has NHQ's instructions, templates, and infrastructure for SiteViz:

<https://www.gocivilairpatrol.com/members/cap-national-hq/information-technology/cap-web-sites>

You can also submit IT Help Desk tickets if needed.

Windows Upgrades to Wing Equipment

Windows 7 is now obsolete. If you are still using it on CAP machinery, please reach out for directions on upgrading to Windows 10 or another alternative operating system. **Coordinate this with the Wing Logistics and Wing Information Technology Officers before you make any software changes. DO NOT make any software changes without Wing's permission. These are considered OPSEC violations.**

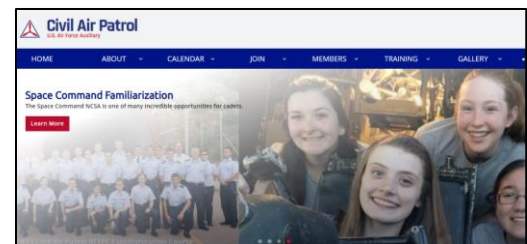
CyberPatriot

CyberPatriot is happening again. This program runs almost year round but the main competition happens in the fall. That still leaves us plenty of time to get a team up and running. Even if only one member of your squadron wants to be involved, you can join in with other teams.

If anyone interested in talking CAP online or digitally, there are a myriad of options available. These groups are useful whether you have been in IT professionally or not. They are also beneficial whether you are new to the field or just beginning:

- Discord server with 700+ active members: averages a couple hundred online 24/7: <https://discord.gg/HtP4Hs9>
- Facebook group for Communications: <https://www.facebook.com/groups/CAPRadios/>
- Facebook Professional Development: <https://www.facebook.com/groups/635312233678572/>
- Facebook group for Commanders: <https://www.facebook.com/groups/CAPCommanders/>

Send me an email if you want to talk at blombardo1976@gmail.com. Let me know if you are aware of any other digital communication media worth sharing or if you have any leads on free IT equipment or knowledge that may be available.



top, left: the CyberPatriot badge and the IT Master rating badge

top, right: 1st Lt Lombardo is with the Lawrence County Composite Squadron and is self-employed as an IT Consultant. He holds LV3 with numerous ratings, including senior in IT, Logistics, and PD.

bottom: the homepage banner of Squadron 123's (Lawrence County Composite Squadron) website

Newsletter Submissions

Any SM in PAWG with something loosely related to SM PD may submit to the newsletter. The index on the right gives some ideas if what you might submit, but you don't need to feel limited to what I have listed there.

The PD newsletter is published on or shortly after the last day of every even month. It might be delayed due to personal schedules, wing events, timing of other publications, etc.

28/29 Feb	30 Apr	30 Jun
31 Aug	31 Oct	31 Dec

Submissions are due NLT the 15th of that month to be included. Submissions may be edited for length, grammar, spelling, punctuation, flow, layout, etc.

- If we need to make any edits to your submission, we will make reasonable efforts to contact you and alert you before we publish
- I will confirm receipt of **every** request to publish
- You can submit your work in any format you wish (drop box, link, attachment, Word document, Excel spreadsheet, PDF, JPG image, etc). If I need it in a different format, I will let you know
- If you miss the due date and still wish to publish, **email me anyway**. I will do my best to fit your contribution into the PD Newsletter.

There are **NO** qualifications needed to publish content in the PD newsletter.

Zero. You do not need to have a degree. You do not need to have been involved in CAP for X number of years. You do not need to hold a certain level in the PD program or a certain grade or a certain track rating. *Please just be sure to send your content by the deadlines listed- that's all I really care about.*

To submit content to the PAWG PD Newsletter, please send it to:

Capt Joshua M. Nussbaum	jnussbaum@pawg.cap.gov	(724) 816-7667 cell call or text
	OR jmnussbaum@outlook.com	

PD Newsletter Submission Ideas	
• advertisements	• news
• advice	• obituaries
• articles	• pictures
• biographies	• puzzles
• case studies	• questions/FAQ
• critiques	• quotes
• E-Services tips	• podcasts
• feedback	• recruiting and retention ideas
• flowcharts	• riddles
• games	• sample documents
• how-to guides	• short cuts
• ideas	• shout-outs
• interviews	• software ideas
• interoperability tactics	• statistics
• inspiration	• success stories
• jokes	• templates
• letters to the editor	• upcoming events
• links	• videos
• memes	• war stories

PD Newsletter Upcoming Dates	
Content Due	Publish Date
8/15/20	8/31/20
10/15/20	10/31/20
12/15/20	12/31/20

PD Links

- [NHQ Upcoming PD Courses- CAP University](#)
- [NHQ Aggregate Calendar](#)
- [Northeast Region CAP](#)
- [Pennsylvania Wing](#)
- [Publications \(Forms, Indexes, Manuals, and Regulations\)](#)
- [PAO Toolkit](#)
- [CAP Smugmug \(Photos\)](#)
- [Volunteer University](#)
- [CAP Knowledgebase](#)
- [E-Services](#)
- [Capt Nussbaum's Google PD Library](#)

<p>S^3</p> <p>Skills Sharpening Strategies</p>	<p>R^3</p> <p>Refresh Recruit Retain</p>
<p>SABRE</p> <p>Strengthen And Build Relationships Everywhere</p>	<p>MAP</p> <p>Mentor Action Plan</p>

Calendar

Due to the variable and unprecedented nature of COVID-19, all events are tentative. Consult your chain of command or Point of Contact for any additional upcoming information or changes.

July 2020	
3	Independence Day (observed)
4	Independence Day
11-19	Hawk Mountain
24-26	PD Central Wkd- Info TBA
31	Legacy PD Deadline
Aug-20	
3-7	Inland SAR Planner Course
4	PD Grandfather Clause
9-11	PAWG Conf- Info TBA
13-15	CAP Nat'l Conf (KY Virtual)
Sep-20	
10-13	NER SAR Eval
23-27	Compliance Inspection
Oct-20	
23-25	Joint NER/CTWG
23-25	PD East Wkd- Info TBA

Nov-20	
4	LV2 Moves to New PD
11	Veterans' Day
26	Thanksgiving
Dec-20	
1	CAP Anniversary
19	Wreaths Acr/ America
Jan-21	
1	New Year's Day
Feb-21	
4	LV3 Moves to New PD
May-21	
4	LV4/5 Move to New PD

Inspiration

"Resumes don't perform jobs. People do." - Brigette Hyacinth

"One is always a long way from solving a problem until one actually has the answer." -Stephen Hawking

"I don't know any other way to lead but by example." -Don Shula

"The truth is... everything counts. Everything. Everything we do and everything we say." -Countee Cullen

"Discipline comes from actions, not from words." -Jocko Willink

"It's wonderful when the people believe in the leader, but it's even more wonderful when the leader believes in the people." - John C. Maxwell

"Set a goal so big that you can't achieve it until you grow into the person who can." - Unknown

July 2020						
S	M	T	W	R	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	
August 2020						
S	M	T	W	R	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					
September 2020						
S	M	T	W	R	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			
October 2020						
S	M	T	W	R	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
November 2020						
S	M	T	W	R	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					
December 2020						
S	M	T	W	R	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		
January 2021						
S	M	T	W	R	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						
February 2021						
S	M	T	W	R	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						
March 2021						
S	M	T	W	R	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			
April 2021						
S	M	T	W	R	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	
May 2021						
S	M	T	W	R	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					
June 2021						
S	M	T	W	R	F	S
	1	2	3	4	5	
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

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