



**NATIONAL HEADQUARTERS
CIVIL AIR PATROL
UNITED STATES AIR FORCE AUXILIARY**

105 South Hansell Street
Maxwell AFB, AL 36112-6332

7 November 2018

MEMORANDUM FOR DIRECTORS OF CADET PROGRAMS

SUBJECT: End of Season Encampment Letter

Thanks to you and your teammates, we had another great year for encampment. In FY18, the encampment program served 6,026 cadets nationwide. To help build on our collective success, what follows are some suggested best practices and news about program improvements you'll see in time for next summer.

This memo is a list of friendly reminders, suggested best practices, and requests for leadership emphasis to help cadets experience a high-quality encampment.

1. **Encampment Websites.** While many encampments have excellent websites, others have limited information or no online presence at all. Each wing has many ways of distributing relevant information to cadets, but an encampment website is vital. This can be a page on the wing website or an independent site, but there needs to be a single place where cadets and their families can find information about your activity. The encampment webpage needs to include the following information:

- Names and contact information for commander and executive staff
- Location, dates and report times for students and cadre
- Activity cost
- Application directions including procedures to request a Cadet Encampment Assistance Program (CEAP) scholarship
- Packing list
- Location, date and time for graduation activities

A few other things to keep in mind regarding your encampment online presence:

- The website is also a great place to outline cadet staff selection procedures.
- When parents conduct a Google search for a wing encampment, information from previous years may appear. We recommend you search for outdated information on your encampment and try to remove that information.
- For ease of communication, a group email distribution list forwarded to multiple staff members (like encampment@wingcap.gov), can facilitate the right people promptly answering questions.

2. **Digital Critique Forms.** Printing, distributing, collecting and tallying student, cadre and senior critique forms is a labor intensive activity, particularly on the last day when you're trying to break down and clean up the

headquarters. Starting this winter, encampments will have the option of using digital critique forms to reduce the administrative burden. We are building the encampment critique in Survey Monkey for ease of access. One option will be to provide iPads or tablets during the last evening of encampment for cadets to pass around. Alternatively, since many encampments return contraband the last morning of the activity, cadets with smartphones can complete the critique on their own devices. After the activity NHQ will forward the critique data to the encampment leadership with minimal delay. Paper critique forms remain an option for activities with limited connectivity.

3. **Intensity.** Long-time members might recall concerns about hazing a decade ago. With the introduction of Required Staff Training, incidents of hazing declined dramatically. Recently, there have been an increasing number of incidents involving inappropriate intensity levels at encampment. General Smith held a closed session meeting with Wing and Region Commanders to address this important issue. The National Cadet Team is developing new guidance and tools to assist cadet cadre and adult leaders in modeling appropriate, positive leadership. We are producing an encampment video with the assistance of Col Barry Melton. The video is targeted for a general audience (including first-time students and parents) to introduce encampment and better prepare them for the experience. We will release an updated Required Staff Training class and new guidance in CAPP 60-16, The Cadet Protection Policy Implementation Guide this spring.
4. **Encampment Visitation Program.** For the past several years NHQ has recommended that wings visit neighboring encampments to compare notes and identify best practices. We are formalizing this recommendation in 2019 to increase the flow of information and give visibility and transparency to every wing encampment. Every encampment is asked to host an observer from a neighboring wing, the region or national. We are developing a visitor's guide and observation checklist, will beta test them at winter encampments, make final edits and publish it widely in the spring. The National Cadet Team will then work with Region DCPs to coordinate visits.
5. **Encampment Coordinator.** The National Cadet Team is hiring an Encampment Best Practices Coordinator to serve as the encampment subject matter expert, coordinate the Encampment Visitor Program and webinar series, and monitor encampment reporting. Interested senior members can find the full job description and [application form here](#). Applications are due by 25 November.
6. **Call for Cadre Training Plans.** Many encampments have excellent cadre training to ensure the cadet leaders are prepared for their role at the activity. We'd love to gather and share some of these best practices with wings that struggle with this aspect of activity planning. You're invited to send your cadre training plans, ideas, resources, to cadets@capnhq.gov.
7. **Wing & Region Statistics.** We've attached a breakdown of statistics from this year's encampments, derived from the encampment reports submitted.

a. **Capacity.** Please pay attention to the capacity rates of the encampments in your region or nearby states. While many encampments fill all their beds, some locations have room to spare. The way to boost total participation in the encampment program is to fill those beds. If your encampment fills, please consider transporting cadets to a nearby wing. We ask Region DCPs to take a hands-on approach facilitating this.

b. **Squadron Participation Rate.** This statistic represents the number of cadet and composite squadrons that sent cadets to encampment,

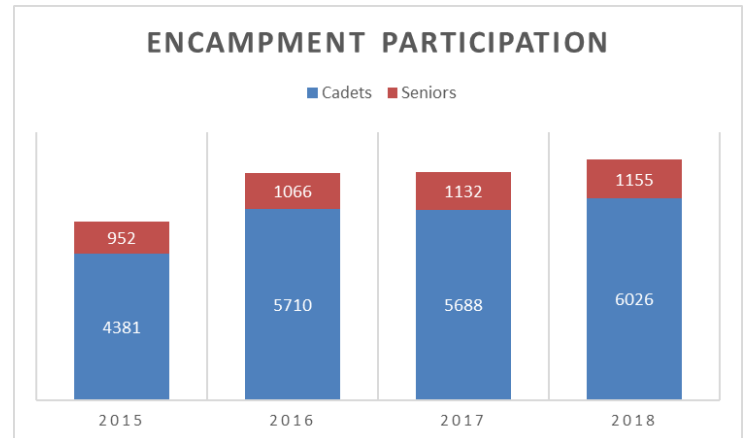
divided by the total number of those units in the wing. Every cadet or composite unit should have cadets at encampment. If your wing's rate is low, make an effort to reach out to the squadrons that didn't participate and encourage them to send cadets. A best practice is to conduct a "road show" where a few knowledgeable cadets and seniors visit the non-participating squadron for a "show and tell session" to generate enthusiasm among the cadets there.

c. **Curriculum Percentage.** Congratulations to the 17 encampments that reported completing 100% of the curriculum. Though there may be good reasons for not completing all the curriculum in a given year (due to guest speaker cancellations, inclement weather, or some other factor beyond the encampment's control), since the Air Force validated our curriculum, they expect us to deliver at least 90% of the material. Satisfying that benchmark will help them see the Cadet Encampment Assistance Program as a worthwhile investment.

8. **Cadet:Senior Ratios.** The nationwide average cadet to senior member ratio for encampments in 2018 was 5:1. Though there's no recommended ratio of cadets to adult leaders, if your ratio exceeds the norm, you should make an effort to recruit more senior members for your upcoming encampment. We recommend you have at least one dedicated Training Officer per flight.

9. **Food Service Resources.** Since encampment facilities vary, some will need to provide their own meal preparation arrangements. We recognize this is not a primary skill for many of our members, so NHQ is developing resources to help members offer a safe, nutritious menu and kitchen experience. We have expert consultants and website resources available to assist with menu development, food ordering, kitchen safety, cooking techniques, recipes and more. Please contact cadets@capnhq.gov if you'd like to communicate with our experts.

10. **Cadet Encampment Assistance Program.** CEAP Applications opened 1 November for winter encampments and will open 1 March for spring/summer encampments. We encourage disadvantaged cadets to apply for help with encampment fees and/or uniform expenses. Applications are approved at the squadron level and enter the queue at national for funding. We process application by level of need, date of application, and first-timer status. For cadets receiving tuition assistance, CEAP covers their entire encampment fee at the rate of \$35/day. We can add lodging costs per cadet; please submit contracts or invoices to ceap@capnhq.gov to adjust the reimbursement rate. See www.gocivilairpatrol.com/ceap for more details about the program. Encampments late in the summer should encourage cadets to apply for CEAP early to best take advantage of available funding.



11. **Schedule.** When planning an activity with so many moving parts the schedule often starts with broad strokes. The sooner the activity can publish a schedule with detail, the better the activity can execute the program. Rather than listing a leadership block from 9 am to 11:30 am on Tuesday, a detailed schedule will identify what class is taught, the instructor and the location. The more specificity built into the schedule before the activity starts, the smoother the encampment will run. Region DCPs should conduct quality reviews of the activity schedule.
12. **Student Billeting.** In facilities where students occupy two- or four-person rooms, the encampment must take student age into consideration for roommate assignments. Experts state age disparities increase the risk of peer-on-peer bullying. Students should be paired with a roommate within one year of age whenever possible.
13. **Transportation.** Activities on military installations may request transportation support from the installation in accordance with AFI 10-2701, section 3.5. When available, busses are the preferred method of transporting cadets more so than vans.
14. **Capstone.** When designing your encampment schedule you must consider the desired trajectory of growth for your students over the week. Students move through four learning phases, from the initial challenge through forming, exploring and concluding (Ref: CAPP 60-70, 5.7). Planning a capstone activity to highlight the improvements in the students from day one to day six will make the overall encampment more meaningful as well as reinforce lessons. The form of the capstone activity may be a drill competition, detailed group inspection, group run, volleyball competition or something else, preferably judged by the Cadet Commander. Completing this major accomplishment allows cadets to move into the concluding phase having conquered a challenge ... not just because it's time to go home.

Conclusion. Overall, the National Commander's priorities for the 2019 Summer Encampment Season are to: (1) calibrate training intensity, (2) maximize capacity at encampments, and (3) encourage cross-wing visitation. The encampment program uses Level 1 training intensity but must always do so in support of the learning objectives and in a positive and age-appropriate way. No cadet should have to wait to attend encampment next year because their wing's activity is full when a neighboring wing has empty beds. Every cadet and composite squadron in every wing should have cadets attend encampment. The Encampment Visitation Program will assist the spread of best practices and continue to build a robust encampment program.

Questions? Please contact cadets@capnhq.gov. Thank you for supporting our cadets.



CURT LAFOND
Director of Cadet Programs

copy: CAP/CC/CV/COO/XO/Region CCs/Wing CCs