

CAPP 60-74

30 June 2020



Activity Director Guide

**A Handbook for National Cadet Special Activities,
Cadet Special Activities, and
National Flight Academies**



**Civil Air Patrol
National Headquarters**

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Thank you for your service to CAP's cadets and their development. Your dedication and commitment are the critical factors that ensure we have the strongest programs to support the development of future leaders.

PREFACE

Special Activities support the long-term development of cadets and ensure a rich and dynamic program. CAP offers a variety of special activities for cadets divided into categories:

- National Cadet Special Activities (NCSAs) - Special programs hosted by National Headquarters that enable cadets to explore civilian and military aerospace careers, develop leadership skills, or enhance their emergency services skills.
- Cadet Special Activities (CSAs) – CSAs are cadet activities hosted by wings or regions that enable cadets to explore aerospace careers, develop leadership skills, or enhance their emergency services skills. To qualify for CSA accreditation the activity must demonstrate at least two years of successful operation to apply for CSA Accreditation. After that, accreditation is granted one year at a time upon re-application. Some of the benefits activities enjoy through NHQ accreditation include national-level publicity and recognition through the CSA ribbon.
- National Flight Academies (NFAs) - NFAs are glider and powered flight programs that provide primary flight instruction. These programs are conducted at the wing and region level. Accreditation is granted one year at a time. Some of the benefits activities enjoy through NHQ accreditation include national-level publicity and recognition through the CSA ribbon.

OVERVIEW

This guide provides an overview of the tools available to our Activity Directors (AD) and their responsibilities for the execution of their activity. The guide does not override any CAP regulations or operating instructions; instead it provides access to the most current guidance available on gocivilairpatrol.com.

The AD Guide also provides a special section on Cadet Special Activities, focusing on the accreditation process which is necessary to run any CSA. All other guidance in this pamphlet is still relevant to a CSA AD, so make a point to use this as a virtual reference guide.

I. GENERAL

ADMINISTRATION

Key NHQ Contacts

The following individuals are your key contacts to help you plan, coordinate and execute your activity. In addition, they serve as your Chain of Command as it relates to the operation and oversight of your programs. Please do not hesitate to contact us to be of assistance. Our group email is nlsa@cap.gov.

Lt Col James D. Peace

NCSA Coordinator
jpeace@cap.gov
832-877-4691 cell

Mrs. Wendy Hamilton

Cadet Career Activities Program Manager
Whamilton@capnhq.gov
877-227-9142 ext. 417 office
334-953-9210 office

Assistant NCSA Coordinators

Lt Col Elizabeth Marx

emarx@cap.gov
443-454-4101 cell

Lt Col Robert Shaw

rshaw@cap.gov
603-438-7752 cell

Activity Staff

ADs are appointed by the National Commander for each activity year. It is expected that ADs will serve three to four years before transitioning leadership of the activity to other trained staff members.

The ongoing success and development of each of our activities is dependent on a quality team involved in planning, execution and oversight. ADs are responsible for selecting a staff of qualified, interested CAP members to facilitate the execution of the program. At a bare minimum, ADs must select a Deputy AD, Safety Officer and Finance Officer. These appointments must be entered in eServices as described in Section II below. Other staff positions such as Support, Logistics, Administration, Registrar, Instructor, and others, are added as determined by the AD to support the needs of each program.

In addition to meeting current needs, ADs must keep in mind the need to develop a broad base of staff members who may potentially serve as ADs for this or other activities in the future. Since we are actively transitioning ADs every three to four years, this cycle of developing future leaders is an essential requirement of our program.

Activity Continuity

Each activity must have a viable plan to develop its staff to ensure continued leadership and execution of the program over the long-term. This must include appointment of a Deputy AD and the regular rotation of ADs at least every three to four years. In addition, each activity will maintain its files, budgets, schedules, curriculum and other materials used to plan, execute and close out activities in Continuity Files stored in the CAP Dropbox system provided by NHQ/CP. You are encouraged to share these folders with your staff. In addition to activity staff, the NCSA Coordinator and Program Manager will have access to these files.

Active Duty/Reservists

Coordination for active duty and reserve support is conducted through the NCSA Program Manager. Requests for active and reserve support is started in spring the year prior to execution. For example, requests and job justifications for reserve support for summer 2021 courses are submitted in spring of 2020.

Active duty personnel also serving in the Civil Air Patrol need to choose which organization they are representing for the duration of the activity. They cannot serve on CAP activity staff while in a USAF uniform. When serving on CAP activity staff, they follow the CAP chain of command.

POV and Corporate Vehicles

POV - Senior Members may drive POVs if approved by the AD where the activity takes place per CAPR 77-1, but they will not drive cadets in a POV during the activity unless the vehicle is signed into the activity.

Corporate or military vehicles - The AD will ensure that drivers are qualified to drive the vehicles they are using. CAP or DoD driver's licenses will be checked for currency. Corporate or military vehicles will be given a daily safety inspection, in accordance with CAPR 77-1, *Operations and Maintenance of CAP Owned Vehicles*. CAPF 73, *Vehicle Inspection Guide and Usage Data* must be used. Vehicles will be returned to the owner in the same or better condition as received. Vehicles will be cleaned and fueled before being returned.

On occasion, USAF Reservists serving on CAP activities are inclined to drive corporate vehicles. This is not permitted without the express permission of the CAP USAF Commander on a case by case basis.

Uniforms

Cadets and senior members will comply with weight and grooming standards in order to wear an AF-style uniform and uniforms will be worn in accordance with uniform standards as prescribed in CAPM 39-1. "Special Patches," badges, tabs, or other devices not expressly approved in CAPM 39-1 will not be worn.

Participants and staff will comply with the guidelines and policies set out by the AD as it relates to "off-duty" attire. Regardless of what members are wearing, while participating in an NCSA, all members still represent CAP and the USAF and must conduct themselves appropriately.

Participants and staff will be in the AF-style blue uniform, BDUs, or the corporate equivalent, or an activity uniform. **Note:** activity uniforms such as khakis and activity polo, shorts and activity t-shirt, require alternate uniform approval as outlined by the AD.

Activities requiring special uniforms or clothing may do so with the approval of NHQ/CP. Activities using approved "special combinations" will be standardized throughout. There will be no "half/mixed uniforms."

Unless limitations, restrictions or special circumstances require it, the preference is for our activities to be held in a CAP uniform (as defined in CAPR 39-1).

1. Alternate Uniform – If your activity has certain limitations, restrictions or special circumstances and you intend to define an alternate uniform, this **MUST BE APPROVED IN ADVANCE** via notice to the NCSA Coordinator AND approved by the National Commander. We submit a request for approval via an Alternate Uniform Letter Authorization to the National Commander. This effort is required by CAP regulation but has not been widely adhered to in the past. We will include your activity from year to year going forward.
2. Uniform Options – If your program does not have an alternate uniform, your activity **MUST** permit any uniform, per class (dress or utility), as authorized by CAP. So, if your activity operates in the utility uniform, ANY version of that uniform (ABU, BDU or Blue BDU) is authorized. **Note: BDUs will no longer be permitted after 15 June 2021.** Activities cannot restrict participants to wear only a style of uniform in a class (i.e., ABU or BDU, only). The same applies for the dress uniform.

Uniform Infractions

Note: The AD should provide leadership and set the example for staff grooming standards. CAP does not permit its senior members to wear Air Force style uniforms if the member is overweight, has a beard (other than for religious reasons) and is outside other grooming standards listed in CAPM 39-1. Females should not wear multiple piercings, visible necklaces or

Military personnel participating in CAP activities are expected to conform to similar staff uniform requirements, consistent with their regulations and guidelines.

Adult Drinking at an Activity

Senior members and reservists serving on staff will not consume alcohol while running a cadet activity.

Per **CAPR 60-1, 2.3.3 Alcohol - Cadet Activities**. *During activities conducted primarily for cadets, the consumption of alcoholic beverages is prohibited:*

- (1) in the presence of cadets*
- (2) by adult leaders who are likely to encounter cadets later that day, and*
- (3) in the area of the campus or installation used for CAP operations.*

CAP strongly encourages adult leaders to abstain from alcohol for the duration of cadet activities they attend. CAP may discipline members who consume alcohol immoderately during CAP activities, even if the drinking occurs when the member is temporarily off-duty during an activity.

The only appropriate time to have a drink is the night before cadets are expected to arrive and after the last one leaves.

Disciplinary Action

Sending members home is a serious matter and should not be considered lightly. Issues related to health, safety and activity rules/guidelines are at the discretion of the AD. However, **before sending a cadet or staff member home for any reason and regardless of the time of day, the AD must contact the NCSA Coordinator (or one of the other “Key Contacts” listed on the Administration section above)**. AFTER consultation with the NCSA Coordinator, in the event the decision is made to send a participant home, the AD will:

1. Contact the activity’s assigned NCSA Coordinator to advise them of the circumstances. Your coordinator will help you with attaining the following phone numbers.
2. Contact the participant’s Region Commander
3. Contact the participant’s Wing Commander.
4. Contact the participant’s unit commander.
5. Follow up phone communications with a written explanation of the reason the member will be sent home and anticipated details to their departure (cc’ing the NCSA Coordinator).
6. If the member is a cadet, notify their parents.
7. The NCSA Coordinator will notify NHQ/CP of the reason the cadet was sent home. This action may be done by a forward of the above written correspondence. NHQ/CP policy is to leave the disciplinary action of the participant to the appropriate Wing and Squadron. The cadet will remain with senior members while awaiting to travel home (CPPT guidelines will be followed).

The cost of the member returning home is the responsibility of the member and/or their parents and NOT CAP.

Base Access

Should your activity require access to a military installation(s), be prepared to become familiar with the Base's requirements more than a month in advance. You will need to have both a Military Support Authorization letter and an Entry Authority List (EAL). These are separate documents.

- **Military Support Authorization (MSA)** – Gives members access to clothing sales, AAFES, the dining facilities and lodging and is issued by CAP-USAF. The MSA does not give access to the base. NHQ will prepare this letter for your activity. Please provide information on your participants to the NCSA Program Manager at LEAST two weeks in advance of the activity date. Include the name, CAP ID and CAP grade for all participants and staff. CAP-USAF HQ is responsible for preparing all base support request letters for any activity conducted on an Air Force installation. Work with the NCSA Program Manager to prepare letter for CAP-USAF signature.
- **Entry Authority List (EAL)** – Provides base access and is issued by each base's Security Forces. The MSA—Military Support Authorization **does not** give you access to the base. The AD will need to coordinate with the local Security Forces in the Visitors' Center to provide ready access for your staff and participants. Each base has different requirements, so identify and coordinate their requirements early.

If you have a cadet or senior who was not born in the US and does not have US identification or passport, there may be additional information needed to gain access. This process can take up to six weeks, so plan ahead. The base itself will tell you how much lead time it will need; typically though, plan on having information to them AT LEAST two weeks in advance.

At a minimum, bases require each member's full name, date of birth, an unexpired driver's license number and state of issue. If a member does not have a state-issued photo identification card, then there will be other information required—expect to provide a social security number, place of birth and or passport number. If cadets are 15 or under, just write in "cadet or youth" in the field. A separate EAL might be needed for your guests or individuals picking up members, if you do not have those guest names included in the initial request. If you have any trouble with this issue, contact your assigned NCSA Coordinator.

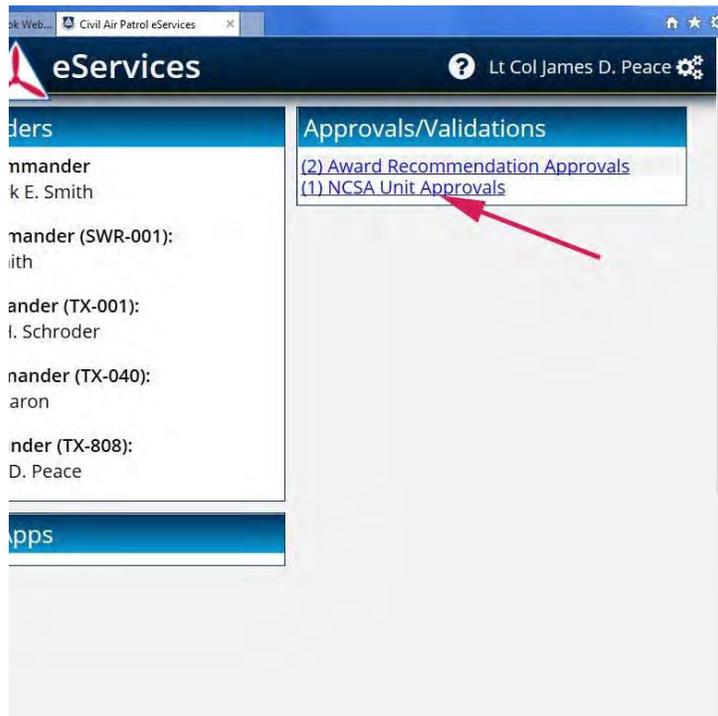
Activity Preparation

The best activities are those that have been planned in conjunction with the activity staff starting months in advance. See the Activity Director Help Page at NCSAS.com for the following tools:

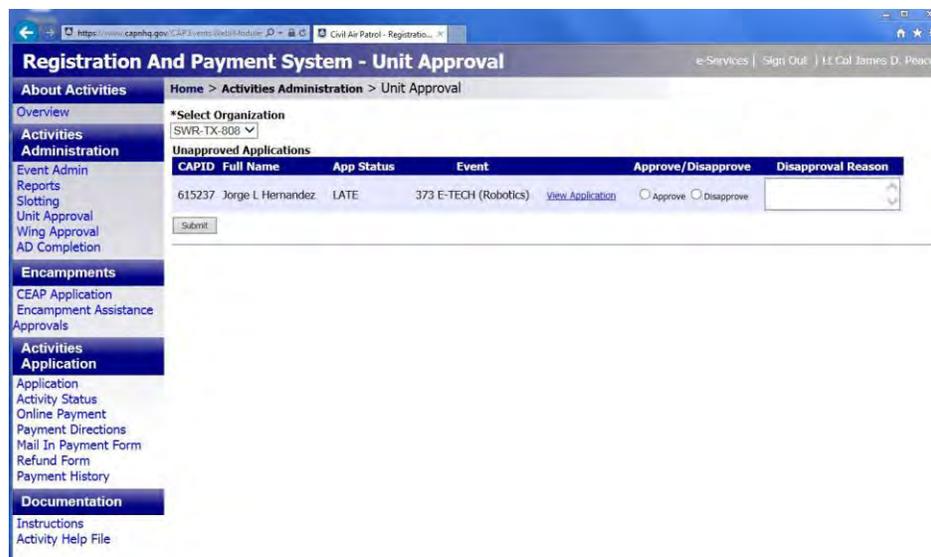
| <i>Tool Name</i> | <i>Description</i> |
|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Activity Director Planning Tool</i> | <p>A spreadsheet that helps you plan and track each activity day, POC, agenda for staff meetings, and final (publishable) schedule.</p> <p>To the cadets, speakers, support activities, it can look like the NCSA is running seamlessly. But we all know that there can be last minute changes anytime operations tempo fluctuates at a command or a speaker cancels. This tool helps you track backups, change timing, and move days if necessary.</p> |
| <i>NCSA Timeline</i> | <p>This Timeline table runs down the middle of the page and emphasizes milestones for the planning cycle.</p> |
| <i>End of Activity Survey Links</i> | <p>Have cadets and staff complete surveys before leaving the activity to ensure compliance.</p> |
| <i>AD After Action Report (AAR) Template</i> | <p>The AAR provides CAP with a basic way to evaluate the success of the activity and prioritize needed changes. This is due to your assigned NCSA Coordinator no later than 45 days after the end of the activity. A copy is then stored in your Dropbox folder labeled: "5) After Action Report and Surveys."</p> |

Approval Queue in Commander's Inbox

Following the application to a special activity, cadet and senior member submissions reside in the unit commanders queue awaiting approval or disapproval. The commander is first alerted to the applications when signing on to eServices.



The commander then enters NCSA Unit Approvals (see arrow above) to reach this screen.



If a cadet or senior member complains that their application is stuck in the system somewhere, this is a good place for an AD to start checking. Contact the unit commander and have them disposition the application so it can progress to Wing level.

Keep Regions/Wings informed! Too often, NHQ has received complaints that the AD is operating autonomously within their Region or Wing without apprising the chain of command. Make it a point to send a monthly email summary to the Wing and Region commanders (where the activity will be held) bulleting key accomplishments and obstacles if any. For example, let the Wing know if vans are hard to attain or if a Base is not responding.

Don't operate autonomously! Region, Wing, and your own staff need to know how/what plans are rolling out.

Keep Activity Staff informed! ADs should start interviewing staff once applications are approved and slotted in Alternate. Click on the person's name and View Application to review their qualifications and acquire the phone number. Select your staff and move them to the primary slots.

As soon as practical, conduct monthly staff meetings via Go to Meetings, Zoom, or other. Planning the staff agenda is done on the Planning Tool (above). Staff should start becoming familiar with one another's backgrounds and contributions, so start assigning responsibilities and reporting expectations. Also:

- Intros: Include USAF Reservists assigned to the activity from the beginning and let the staff know how the reservists will contribute.
- Let the staff know how the schedule is filling in. This will help the Safety Officer and PAO in planning their own duties. This also gives the staff and reservist(s) an opportunity to support the planning with speakers, locations, and POCs.
- Answer questions with regards to travel and reimbursement. Ensure that staff all arrives when expected.
- Encourage staff to bring their Training Checklist so it can be signed for relevant tasks.
- Emphasize uniform requirements and grooming standards, and that these rules will be enforced.
- Remind key staff members of upcoming training opportunities via webinars.
- Use staff telecons to collaborate on the Safety Plan and risk assessment.
- Minimize surprises!

Training Webinars

On the AD Help Page, scroll down past the Timeline until you see the upcoming training webinars listed. Those training webinars already conducted will have links to the slides or audio within a few days of the webinar date.

The webinars include an introduction for new ADs, a season kick-off, Finance, Public Affairs, and Safety. At the end of the season, a wrap-up webinar is held to ensure that all staff members know how to close down their records and prepare for next year.

The highlight of the training webinars is the active interaction between staff and participants, Q&A, and assistance in landing your next steps. In addition, training webinars are offered on two nights for the participants' convenience.

CADET ADMINISTRATION

Proper Supervision

Cadets will be under senior members' supervision at all times. At least two senior members will be present at overnight activities. Ensure that adequate staff members are billeted in the immediate vicinity of the cadets. If possible, a female escort should be available for female cadets. If male and female cadets are in the same room unsupervised, the door will be open all the way. Cadets will receive a minimum of eight planned hours of sleep each night.

Cadet Protection

CAP senior members and cadets 17 years old and older are obligated to complete the Basic Cadet Protection Policy Training (CPPT) course prior to participating in any CAP activity and must refresh their training every 48 months. In addition, CAP offers an Advanced CPPT course required for NCSA directors and their deputies. Ref. CAPR 60-2, Chapt 3. Members whose training expires are automatically prohibited from accessing eServices until they renew their graduation credential.

Each AD should additionally become familiar with CAPR 60-1 which presents new cadet protection policies as of November 2019 and now has four attached waivers and interim change letters. In addition, ADs should be conversant in CAPR 60-1 which specifically focuses on Cadet Protection, enforcement, and reporting. ADs can always depend on other senior staff or NCSA Coordinators as needed.

Cadet Vehicles

Cadets will not be allowed to drive during any NCSA. Cadets driving privately-owned vehicles (POV) to an activity will turn in their keys at the beginning of the activity. Once keys are turned in, if a cadet has to return to the vehicle for any reason, (CPPT guidelines will be followed) one or more senior members or reservists must escort them. There are situations where it is impossible to transport cadets using CAP vehicles only. A POV is sometimes necessary. In cases of emergency, use common sense!

Check In and Out

On arrival, cadets will be picked up at the airport, bus station, train station by a senior

Become familiar with the regulations before you have to respond to a cadet protection incident.

member or reservist (no taxis or other public transportation). Participants must call home upon arrival.

Cadets departing an activity will be delivered to the transportation hub by a senior member or reservist (no taxis or other public transportation). Staff will ensure that the cadet has a phone number of a staff member before embarking on travel to use if there is a delay or cancelled flight.

Tobacco, Alcohol or other Banned Substances

Regardless of age, cadets will not possess or consume tobacco products in any form while participating in a CAP activity. Participants caught drinking alcohol or using other banned substances may be expelled from the activity at the AD's discretion. Reference section "Disciplinary Action" above.

The administration of both legal prescription and legal non-prescription medication(s) is the responsibility of the CAP member and not the CAP organization. Directors and staff need to know and understand the rules and requirements for members to self-administer medications per CAPR 160-2. Senior members and military personnel will not drink or smoke in the presence of cadets.

Medications

Take time in advance to review the CAPF 160 forms for completion and potential medical surprises during the activity.

Many cadets will arrive with prescription or other medications. ADs must ensure that each cadet has turned in a CAPF 160, *CAP Member Health History* form. Normally, medications should be left with the cadets so that they can take their medications as needed or prescribed. However, state laws vary considerably in this area, so the AD should check with the Legal Officer of the host wing and follow local laws.

First Aid

Medical treatment is an area that can get you into trouble very quickly. Cadets requiring first aid treatment will be taken to the nearest appropriate medical facility as soon as possible. Senior members or reservists will not treat cadets unless activity conditions require it. In such cases, the 'medic' should be appropriately qualified. CAP/CP would rather ensure that our cadets get appropriate medical treatment than allow a member to suffer permanent physical damage. Should an injury requiring hospitalization or death occur, immediately notify the CAP National Operations Center. CAPR 900-5 outlines insurance benefits for CAP members at civilian hospitals.



Insurance and Consent Forms (paperwork)

The AD will ensure that the necessary paperwork has been completed, remitted, and onsite by the time the activity starts. **Note:** The NCSA application in eServices contains insurance information and parental consent for medical treatment sections. Cadets will need to print the form and have parents sign. For cadets over the age of majority in the state in which the activity is held – 18 for most states – a parent’s signature is not required but is encouraged. ADs need to ensure participants’ signed copy is available onsite.

Abuse and Hazing

CAP has zero tolerance for abuse or hazing. Definitions and reporting requirements for alleged incidents are covered fully in CAPR 60-2, CAP Cadet Protection Policy, and must be followed by all activity participants. ADs having any questions about whether conduct violates the Cadet Protection Policy should contact NHQ. Each activity must conduct the Required Staff Training prior to beginning the activity which should highlight the unique dynamics of your activity and CAP’s Cadet Protection Policy.

Counseling

If available, use the chaplain on staff as a counselor. During counseling, be mindful of the Cadet Protection Policy; a second senior member or reservist will be present unless circumstances dictate that only a chaplain counsels the cadets. If counseling is of a highly personal or sensitive nature and the cadet would prefer to speak with a chaplain or officer of the same gender and no CAP officers or chaplains of the preferred gender are available, the AD may contact the base project officer to obtain assistance from the host facility after contacting the parent.

Graduation

Similarly, not all cadets are required to successfully graduate from a performance-based NCSA. If a cadet does not meet defined performance standards, does not complete required assignments, or fails to participate fully in the activity, the AD is not required to “graduate” the participant. It is critical, however, that ADs approach such decisions ensuring they use a consistent evaluation process and involve multiple staff members. ADs should follow the same protocol outlined above for sending a member home if a participant does not graduate.

If your activity has graduation requirements, these must be documented in writing, posted on your NCSA website and embodied in the Welcome Letter sent to cadets upon notification of acceptance to the activity. Per CAPR 60-1, para 8.7.3, cadets and staff must complete 80% of the requirements of the course in contact hours to be eligible for graduation. Again, participants may engage in the entire course, but not graduate. If a student does not graduate per the graduation requirement, they will not receive credit for the CSA or NCSA in their training record nor be eligible for the CSA or NCSA ribbon.

Recording Credit in Training Record

In order for your students and staff to get credit for successfully graduating from your program, ADs must complete the AD Completion module in eServices under Event Admin. Credit will not be given if the member is not approved online via the eServices registration process by both the Unit and Wing Commander.

1. Once logged onto eServices, click on "AD Completion" module found under Cadet Programs, Event Admin.
2. Select your event via dropdown menu (you may only see your event depending on given permissions).
3. Under "Completed?" – select the appropriate box per member, the default will always be "not selected." If the Cadet is a "Distinguished Grad," click on the box below that column as well. Finally, if a member did not complete event, after selecting that box you must fill out the comment not labeled "Did Not Complete Reason."

The shortcut link to the module is:

<https://www.caphq.gov/CAP.Events.Web/Modules/EventCompletion.aspx>. You will only see cadets and staff listed that were placed in a "primary slot."

Registration And Payment System - Completion e-Services |

Home > Modules > AD Completion

About Activities
Overview
Modules
Event Admin
Fee Admin
Payments
Reports
Slotting
Unit Approval
Wing Approval
AD Completion
App History
NHQ Fixes
Encampments
Encampment Entry
Encampment Reports
CEAP Application
Encampment Assistance
Approvals
Encampment Assistance
NHQ
Activities Application
Application
Activity Status
Online Payment
Payment Directions
Mail In Payment Form
Refund Form
Payment History

Select Event
267 - NCLS Familiarization - USAFA, Colorado Springs CO

Event Participants awaiting Completion

| CAPID | Full Name | Distinguished Grad? | Completed? | Did Not Complete Reason |
|-------|------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| | Patrick Student | <input type="checkbox"/> | <input checked="" type="radio"/> Not Selected <input type="radio"/> Completed <input type="radio"/> Did Not Complete | <input type="text"/> max. 0/50 characters |
| | Jake Cadet | <input type="checkbox"/> | <input checked="" type="radio"/> Not Selected <input type="radio"/> Completed <input type="radio"/> Did Not Complete | <input type="text"/> max. 0/50 characters |
| | Stephen Awesome | <input type="checkbox"/> | <input checked="" type="radio"/> Not Selected <input type="radio"/> Completed <input type="radio"/> Did Not Complete | <input type="text"/> max. 0/50 characters |
| | Jessica Amazing | <input type="checkbox"/> | <input checked="" type="radio"/> Not Selected <input type="radio"/> Completed <input type="radio"/> Did Not Complete | <input type="text"/> max. 0/50 characters |
| | Meghan Masterful | <input type="checkbox"/> | <input checked="" type="radio"/> Not Selected <input type="radio"/> Completed <input type="radio"/> Did Not Complete | <input type="text"/> max. 0/50 characters |
| | Garrett Great | <input type="checkbox"/> | <input checked="" type="radio"/> Not Selected <input type="radio"/> Completed <input type="radio"/> Did Not Complete | <input type="text"/> max. 0/50 characters |

This event has not ended yet, please complete this step after the Event.

Guests

It is at the discretion of the AD to determine when/if guests will be allowed to visit the activity. Guests that are CAP members should be approved through their Chain of Command before attending any activities as well as the NCSA Coordinator or the AD. The safety of our cadets is our primary concern, and CAP's Cadet Protection Policy should remain paramount. Non-CAP members cannot remain overnight in billeting that is in proximity to CAP cadets unless it is their relative. Every effort should be made to provide senior member escort for guests, but at no time will guests be left alone with a cadet or small group of cadets.

Guests include but are not limited to non-CAP lecturers, instructors, or support staff. Guests are also commonly invited to graduation and awards banquets to celebrate the achievements of their cadet relative or friend.

II. SAFETY

All adults who work directly with cadets are expected to be familiar with and apply the Deliberate Risk Management process during cadet activities. For help with Risk Management tailored to the NCSA, NFA, and Encampment environment, please look at and use the products available at Safety's <https://www.gocivilairpatrol.com/members/cap-national-hq/safety/ncsasafety>. This is an emphasis item. Use these tools to make RM a part of everything you do at your activity and provide feedback on the tools to safety@capnhq.gov.

Note: when selecting your activity's safety officer, ensure that the candidate has background at the squadron, wing, level in the Safety Duty Position, and preferably at a mission lever which more emulates an NCSA environment.

Unexpected circumstances such as the 2020 Coronavirus will be highlighted on the NCSAS.COM front page. This important information will include status for registration, document collection, a communicable disease plan, how to handle cancelled activities and refunds, infected cadets/SMs, and other Safety issues. This is a dynamic website posting that should be checked regularly.

There are four minimum safety requirements per CAPR 160-1 *Civil Air Patrol Safety Program* which require documentation:

- 1) Prior to the activity, staff must record the Risk Management (RM) process
- 2) The Safety Officer or AD must deliver a RM presentation tailored for the activity
- 3) During execution of activity the staff must conduct sub-activity safety pre-briefs
- 4) if a mishap occurs, staff must report via Safety Information and Reporting System (SIRS) in eServices.

As part of the RM process there is a way to record on the CAPF160 series an assessment of controls post-activity which should be the starting point for the next year's activity. The AD is responsible for ensuring a risk management mindset is integrated into the conduct of the activity. This begins with a thorough review of the risks associated with the activity before the activity begins.

- 1) Deliberate Risk Management identification of risks, controls, and method to evaluate effectiveness of the controls are recorded on one of the risk assessment worksheets located on Safety's <https://www.gocivilairpatrol.com/members/cap-national-hq/safety/risk-assessment-resources>, prior to the start of the activity. Typically, first draft is due at the end of March for flight academies since it is part of the operations plan needed for approval of the WMIRS mission number, and the middle of April for all other activities. These documents are living. If there is a change in conditions of the activity, such as location, you would update your RM worksheets. Due dates are on the NCSAS.com/Activity Directors Help page. This assessment needs to be retained in folder "1) Curriculum-oplan, schedule" of the activities assigned Dropbox.
- 2) Conduct safety presentation as part of Required Staff Training as detailed in CAPR 60-1 and CAPP 60-72 *Required Staff Training* (formerly CAPP 52-12). Emphasize the unique

characteristics or dynamics of each activity as it relates to the Cadet Protection Policy and overall safety. (A generic template of the safety portion of RST is on Safety's "NCSA and Encampment 2019" Safety page <https://www.gocivilairpatrol.com/members/cap-national-hq/safety/ncsasafety/>. Be sure to add specifics for your activity. You can even have the breakout groups get sub-activity pre-briefs ready to get a head-start; then they only need be updated for current conditions.

- 3) Each sub-activity requires an identification of risks and controls and a quick brief to be sure everyone understands the plan to mitigate risk. Think of the sub-activities as blocks of time from your schedule. All classroom time possibly could be covered as one activity, with the safety brief the same. But if moving outdoors or to other locations, you would want to have a quick huddle prior, maybe five minutes to remind each other of the risks.
- 4) Reporting. Reporting incidents allows us to determine if there are enterprise-wide changes/controls we should corporately set up to prevent reoccurrence. Without accurate and timely reporting, we are unable to see trends. Please ensure any incident, accident, or mishap is recorded in SIRS. Anyone can enter initial data. The AD and Safety Officer will have access to conduct review for up to 14 days after the activity. Get the data in quickly since we tend to forget the more granular details over time. A worksheet tool to collect details for bodily injuries to enter in SIRS is on the Safety pages listed above.
 - a. Note that Bodily Injury mishap reports should be entered using "NHQ-000" as the unit. Aircraft, vehicle, and facility reports should be entered using the Wing that owns the asset.
 - b. Bodily Injury reports are routed to the National Activities Team for review and closure. All others will route to the Wing/Region that own the asset for review and closure.
 - c. If asked by anyone in the review chain for details or clarification, please provide promptly or at least acknowledge receipt of the request and let them know when you can respond.

Further, the following guidelines govern all overnight cadet activities:

- 1) Safety Officer. The AD will appoint a safety officer to conduct the activity's safety program and ensure Risk Management is a part of the plan. The safety officer, or an assigned representative, will take requisite training prior to the activity, conduct daily safety briefings that are relevant to the activity and reinforce a culture of safety awareness and prevention, in the context of the activity.

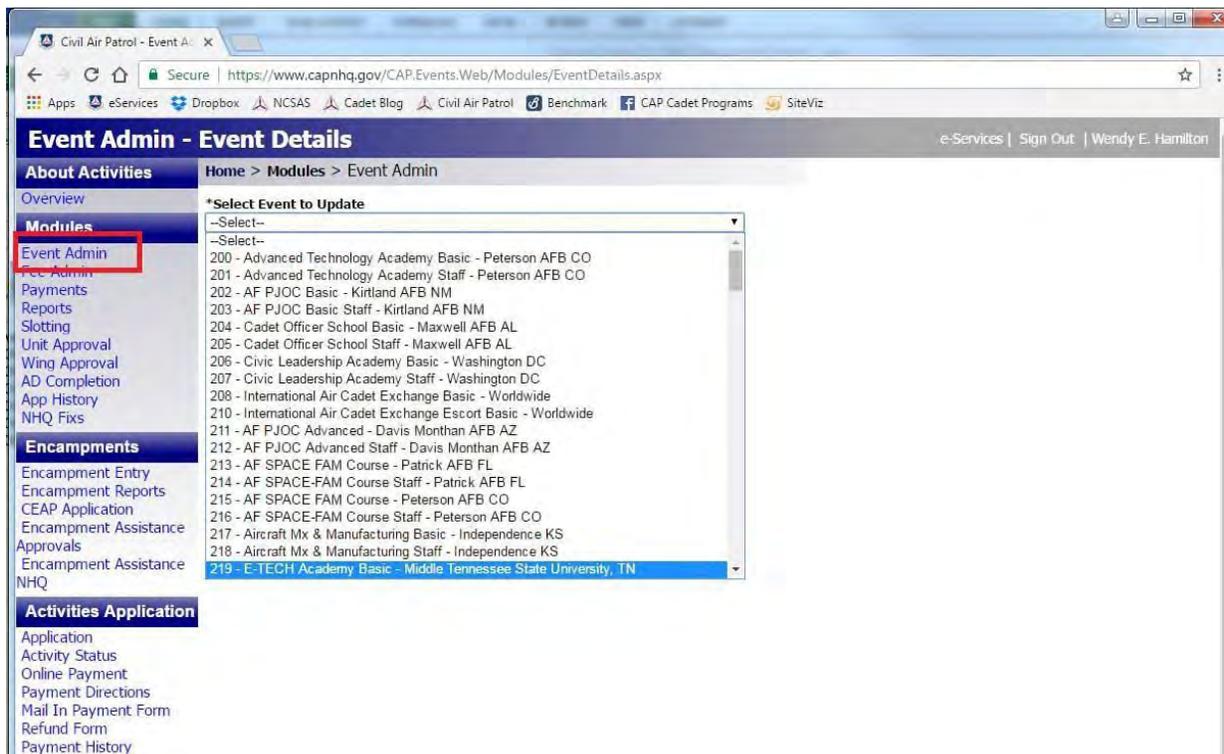
The activity safety officer should take the Activity Safety Officer Training at the following link which also includes further guidance for the Activity Safety Officer should be reviewed at <https://www.gocivilairpatrol.com/members/cap-national-hq/safety/ncsasafety/>. The Safety Officer will, in cooperation with the AD, perform a complete hazard analysis and risk assessment prior to the activity, see NCSAS.com Activity Directors Help page for due date for initial assessment, as well as on-going assessments of hazards and risks throughout the activity.

- 2) Staff RM Training. This training is conducted as part of Required Staff Training.

- 3) Participant RM Training. In lieu of the formal Basic Risk Management course in LMS, all activities will use the scripted briefing titled “What You Need to Know About Risk Management” on the <https://www.gocivilairpatrol.com/members/cap-national-hq/safety/ncsasafety>. Training in Hot Environments. For all cadet activities, ADs will adhere to the fluid replacement and work-load limitations described in CAPP 60-50, *Active Cadet Fitness Guide*. Note that CAPR 60-1 also addresses operations in hot weather. Review 2.6 for tools on determining heat index, smart phone apps, briefings, and heat index/training precautions table.

III. INFORMATION MANAGEMENT

National Headquarters diligently works to enhance and refine our information system tools to better support the AD and our members. Much of these capabilities are in eServices under Personnel/Registration and Payment Systems/Modules-Event Admin (“Event Admin”). Once you are appointed an AD, you are granted permissions to access this module. You may assign one to two other staff members to assist you, but you must notify the NCSA Program Manager so that they may add permissions.



Course Information

NHQ/CP is responsible for creating events, adding the AD, and assigning a course number in eServices. Once this basic information is in the system, NHQ/CP and NCSA coordinators update other critical information such as course location, dates, key staff, point of contact, and other data in the Event Admin. Beginning in 2019, data required to update the sites will be collected via a standard form. This data is used by many departments and pulled to support other data sites, so please ensure you fill in the form accurately and send updates as soon as you have them. IF CHANGES NEED TO BE MADE AFTER THE INITIAL POST, please advise nlsa@cap.gov of the changes, so we can notify other departments and update data sites.

It is essential that the AD review the activity course description, requirements, dates, and all activity related information by fall of the year prior to the activity. For example, updates to course

information must be provided in November prior to cadets selecting and applying for the activity. Cadets should also be clear about the participation requirements for graduation from the activity.

Applications for Activities

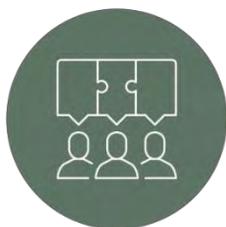
Participants (students and staff) can apply for activities via eServices each year once the application process is opened. The application is also an electronic form of the CAPF 60-81 (formerly CAPF 31) *Application for CAP Encampment or Special Activity*. ALL applicants must apply and be approved through eServices to ensure confirmation of commanders' approvals. eServices allow the AD to click on a cadet and view their individual application. Please note, if any changes need to be made to Tab1 "Personal," it must be done via the cadet's eServices "My Account" section on the top right.

Student applications must be submitted by the cadets typically no later than **15 January** for summer activities (unless otherwise specified by NHQ/CP) to be considered for *priority placement* in primary slotting. Applications received after the cutoff date are processed but are not included in the initial slotting phase. Cadets still can apply after the 15 Jan deadline, but those applications are considered "Late" as noted by an "L" next to their name.

ADs should consider all on-time applicants before considering late applicants when filling open slots in their course. **Unit Commanders** will have until **1 February** to complete their approval process, and **Wings** will have until **15 February** to do the same. The primary slotting process will be finalized on or about **01 March** at which points cadets will be notified of their slotting.

After 31 March, the slotting score will be updated quarterly to help ADs select alternates to fill vacant slots as the year progresses. **Cadets** are asked to confirm and commit to their slots by **31 March** with payments for summer activities to be completed by **30 April** (unless arrangements are approved in writing with the AD in advance). **Effective in FY18 cadets will be required to pay a nonrefundable \$100 deposit.**

Building Your Leadership Team



Every AD knows they cannot run an activity autonomously, so why do so many skip the interview process and pick the same members used year after year? CAP wants to give every member an opportunity to have the opportunities you have had, so look at the applications in your Staff Alternate slotting screen to determine what skills and experience they can bring to your activity.

All members of your staff must apply for participation via eServices. No member may participate or receive credit for participation if they were not approved in eServices. In an effort to develop a broader base of NCSA staff, we encourage each AD to develop a short interview form, review all applications for possible fits, and arrange a time with the member for a phone interview.

While the decision for staff selection is your authority, please be courteous to our members and advise ALL applicants whether they have been accepted or not. Help a candidate understand what

skills, balance, or other factor effected your decision so they learn what must be done to be a better applicant.

For example: your staff might require an additional female officer to provide cadet gender balance. Letting a male applicant know that this is your priority this year is not offensive and you can thank him for applying while encouraging him to apply next year. In another case, if your activity takes the staff and cadets out into rugged terrain, let a member know that having a walker will prohibit them from fully participating and supporting cadets.

Always keep in mind that, like you, an applicant would like to make other plans, participate with other activities, and plan their family schedules, rather than second-guessing what the AD is going to do.

Show the same courtesy you would expect if you applied for a staff position

Approval and Slotting

All participants (staff and students) must be approved by their Unit and Wing Commanders to participate in any NCSA. This approval process is completed through an application to participate in NCSAs in eServices. The application process begins in late December, but applications can be accepted all the way up to the day before the activity begins, so replacements and last-minute fill-in participants or staff can be accommodated. They MUST complete the eServices application process before they can attend.

Students are slotted based upon the discretion of the AD, but the preference is for cadets to be slotted using the national slotting process which weights cadets rank, age, previous participation in NCSAs, among other factors. Activities requiring a hand-slotting or hybrid of hand and automatic slotting, must have approval for NHQ/CP to do so. Until the automatic slotting is completed (typically in the last two weeks of February), ADs will not be able to manually slot cadets as participants. Some exceptions are made but will be agreed upon by the NHQ/CP and the AD when the course is listed.

Staff members can be slotted at any time. ADs are encouraged to slot staff members as soon as their applications are approved in eServices.

Staff Completion

It is common to present each staff member with a certificate of appreciation or participation at the Graduation and Awards Banquet. But ADs should also be conscious of their responsibility to sign off on appropriate tasks on the staff members Training Checklist. This is a privilege for a member and allows them to return to base with more credentials than they left with.

Please be prudent when giving credit where credit is due. You will not give a staff member credit for something they did not do under your tutelage or observation. This does not benefit the member and is dishonest.

Reading the slotting screen: There is a lot of data on the slotting screen. The typical format for an individual member looks like the following:

| Reference | A | B | C | D | E | F | G | H |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----|--------|----|---|---------|------------|
| Typical Layout | Smith, John M | 123456 | (L) | MI-111 | 78 | C | Pref: 3 | Slotted: 3 |
| | Smith, John M 123456 (L) MI-111 78 C Pref: 3 Slotted: 3 | | | | | | | |
| | DESCRIPTION | | | | | | | |
| A | Member's name | | | | | | | |
| B | CAPID | | | | | | | |
| C | If this is present, it indicates the application was late | | | | | | | |
| D | Member's unit charter number | | | | | | | |
| E | Slotting Score at time it is run (appears once auto-slotting takes place and is updated quarterly from that point onward) | | | | | | | |
| F | Only on the Alternates screen: Indicates application is complete | | | | | | | |
| G | Indicates ranking the member made for this activity | | | | | | | |
| H | Indicates how many activities in which the member has been slotted as a primary. If this is in the Primary (Slotted) box, it includes the activity you are viewing from. | | | | | | | |

NOTE: A member whose membership has expired will be noted with "EXPIRED." These members cannot be moved out of a primary slot or from an alternate to a primary slot. Until their membership is current, any actions here must be directed to the NCSA Program Manager.

Below is a screen shot of the Slotting Screen:

The screenshot displays the 'Registration And Payment System - Slotting Administration' interface. The page is titled 'Slotting Administration' and shows a list of members in the 'Primary (Slotted)' and 'Alternates' sections. The 'Primary (Slotted)' section lists three members: Erickson Jr, John W (DC 033 0 Slotted 1), Frady, Kimberly C (VA 102 0 Slotted 1), and Reed, Bimba A (MD 001 0 Slotted 1). The 'Alternates' section lists five members: Allen, Forest E (TX 041 0 Pref: 4 Slotted 0), Creed III, Paul H (OH 254 0 Pref: 2 Slotted 0), Falls, Michael C (KY 002 0 Pref: 2 Slotted 0), Greenwald III, John T (MO 103 0 Pref: 1 Slotted 0), Nguyen, Anthony A (CA 304 0 Pref: 1 Slotted 0), and Stum, Matthew P (LA 000 0 Pref: 1 Slotted 0). The page also includes a 'Not Participating/ Refund Requested' section which is currently empty. A red circle highlights the 'View Application' link in the bottom right corner of the 'Alternates' section. The page also features a sidebar with navigation options such as 'About Activities', 'Modules', 'Encampments', 'Activities Application', and 'Documentation'. The 'Modules' section is currently selected, and the 'Slotting' module is active. The page also includes a 'Transfer Member to Event' section and a 'Senior Slots Available' indicator showing 4 of 8 slots available.

Information Continuity

The ongoing success and progress of each NCSA is dependent upon having a strong team that is fully engaged in the planning and execution of the activity. NCSAs cannot be dependent upon the experience, leadership or knowledge of any one person.

As part of the process to ensure continuity, NHQ has adopted the use of Dropbox as a central storage location for ALL documents, schedules, training materials, correspondence, and other relevant documents for the activity. This centralized online system allows access to your key staff members, NHQ/CP staff and ensures information is accessible to future ADs. This online resource is a storage space for you and your staff to use as you see fit. At a minimum, however, NHQ/CP has created the following pre-assigned folders for each activity to maintain with up-to-date documentation:

| FOLDER # | FOLDER TITLE | FOLDER DESCRIPTION |
|-----------------|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1) | Curriculum | OPlan, schedule, learning plan/objectives |
| 2) | Admin | MSA, EAL, rosters, thank you letters, awards, certificates, cadet forms and documents |
| 3) | Finance | Contracts, budget, trackers, expense report, receipts, certifications (actual financial information and budgets, contracts, credit card certification, POs, check request, cash request) |
| 4) | Website Posts & Publishing | |
| 5) | After Action Report & Surveys | |
| 6) | ZZ-Archive | |

You are encouraged to add any additional folders or files to this basic system. However, store finance-related files in Folder 3) and cadet forms in Folder 2), and so forth. This way, NHQ knows where to find files it is looking for. It is highly recommended that you use this tool for all your storage and file sharing needs for the activity. Because CAP provides a Business Dropbox, you have an unlimited amount of storage for your activity, and you will be able to add users (their storage capacity will be limited to personal Dropbox sizing unless you request additional licenses from the NCSA Program Manager. Any additional accounts are funded via your activity budget.) You must have a cap.gov email address to be assigned a Business account as part of the NHQ/CP team.

On or about 01 October, NHQ/CP will move all files in active folders above to the “ZZ Archive” folder with the activity year for archiving purposes.

IV. MARKETING & PUBLICITY

CAP as an organization is working to better market CAP as a whole. At the same time, you are all working hard to market your individual programs and the great work of your team. When coordinated and done in concert, each effort supports the other.

Social Media

Social media is the most effective way to communicate with your cadets and staff. If you use Facebook to communicate in advance and during the activity, either the AD or a member of your staff must be the administrator, not a student or cadet staff. Additionally, you must make CAP Cadet Programs or a member of the NCSA Program Manager an Admin on your page.

Please refer to NHQ's Social Media Guide for more detailed information on any of the available social media platforms at [SocialMediaGuidelines, CAPP 152](#) s valuable guide provides links to metrics, and guidance on branding, and the use of various social media.

~~It would be preferable to select a PAO for the activity who has a Technician rating or higher in their duty position and who is already familiar with the Specialty Track **CAPP 201**. To select a PAO who has written press releases for local papers, Wing newsletters, or NHQ publications would also be helpful. They should at least understand the construct of the press release, the approval process, and timing.~~

~~But at the very least, have the PAO review the pamphlet – particularly references available to assist a PAO in the execution of their duties.~~

Website/Activity Pages

Each activity has their own page under the www.ncsas.com website. At a minimum, the AD must ensure the accurate information is on the site and tell NHQ if updates are needed. Prior to **01 November**, ADs must advise the Program Manager via ncsa@cap.gov that all information is updated in the activity Dropbox folder 4) Website Posts & Publishing. Information on this page should include:

- 1) Basic Activity Information: activity dates, fees, location, and course description.
- 2) Any additional prerequisites not covered by the eServices online application
- 3) Any pre-arrival assignments or other work needed to be completed
- 4) PDF documents for posting such as Welcome Letter, packing lists, forms needed and where to send/upload them to for students or staff.
- 5) Other important arrival or activity information: arrival/departure details (airport, times), activity contact information (e.g., email, ~~phone numbers~~).

Photos and Videos

If you have been designated the PAO for an activity, ~~upload pictures or videos to the activity Smugmug repository. You will be given access along with a member of your staff to upload into the Smugmug folder.~~ Please be discriminate about the number and the quality of the pictures you upload. ~~Pick 10-20 per day. If you have a large activity with 100+ cadets, then be sure to upload a few more so that folks can see themselves in action. In addition, create a separate folder, titled "Photo Album" put your best 5-10 "photo album" worthy pics.~~ For those pictures, use the "properties" of the picture/video to:

- 1) indicate who took the photo/shot footage
- 2) include name of the editor if anything was edited on the pic
- 3) detailed description of what is going on (i.e., what activity, where, when, what are they doing)
- 4) if four or fewer people in the photo, include name-grade-and wing of each.

We will use these for future advertisements and to supply Public Affairs (PA) for requests throughout the year. If you would like for National PA to consider them for posting on CAP.News, FB or twitter, during the activity, send to ~~Mr. Steve Cox, scox@capnhq.gov or call him at 877-227-9142 ext. 251.~~

V. FINANCIAL MANAGEMENT

The AD is responsible for the overall financial activities and performance of their events, including developing and remaining within a budget, making purchases according to NHQ's guidelines, approving expenditures, submitting receipts in a timely manner, and submitting a "year-end" report within 30 days of the activity's conclusion. It is especially important for ADs to be keenly aware of their financial management responsibilities before, during, and after their activities. **ADs must:**

- 1) Appoint a Finance Officer. 
- 2) Ensure a budget is approved by NHQ/CP and loaded in your Dropbox folder **3) Finance**  using the established budget format found on the left- of the Activity Director tab of  NCSAS.com.
- 3) Report credit card expenditures each month via Servis1st online banking module. Account setup is done by NHQ/FM. The system will allow multiple uploads but all receipts must be attached via a single PDF file before submitting for review.
- 4) Report cash advance expenditures via spreadsheet from CAP/FM (all receipts or cash signature logs must be attached via PDF file).

- 5) Complete end of activity financial report within 30 days post activity, and no later than 01 Sept.
- 6) Send all financial processing to NHQ via ncsafinance@capnhq.gov or nfafinance@capnhq.gov for quickest response.

Tax Exemptions

Some vendors may need our Employee Identification Number (EIN). The number is 75-6037853. It is also found on our Federal Tax exemption letter. We keep a current copy on the NCSAS.com Activity Director Help page. Some states permit tax-free or reduced tax for purchases by our organization. Be sure to check the State Tax list 

Operating Revenue

Each activity operates through one to four revenue streams. First, each cadet pays tuition, as determined for each activity which is referred to as “Activity Fee” or “Program Revenue.” Second, NHQ may subsidize an activity using corporate or appropriated allocations, sometimes called “seed” money to keep the cadets’ costs down or pay for one-time capital investment or expense. Third, activities may fundraise to offset cadet costs. Any fundraising must be done prior to setting the final budget and activity cost in December. Lastly, additional income the activity receives, such as a grant, banquet income from guests or other resources, must be sent to NHQ for deposit. Checks should be made out to “Civil Air Patrol.”  **When you receive cash, please write out a check to Civil Air Patrol (do not send cash) and send the check with any supporting documents to National Headquarters. Remember that if you collect cash, you must provide a cash receipt which indicates name of payee, total they paid, and signature of the person receiving the funds.**

Program Revenue

Program Revenue are funds generated from tuition fees paid by participants. These funds can be used to support any variety of expenses for an activity except as restricted below or by CAP regulations. ADs are reminded that they are a fiduciary of these monies and must use their prudent discretion before approving these expenditures.

Note: Banquet fees should be collected via an online, NHQ-created Eventbrite account versus checks and cash. The Program Manager will set up an account for you so that it is ready prior to the activity start and keep it open for last day of the event to allow for last minute payments.

NHQ Corporate Allocation

NHQ adds a corporate allocation to the revenue, funds raised, and USAF appropriated to balance against expense.  Activities should plan to operate as “revenue neutral” meaning expenses should equal funds raised plus program revenue. 

Fundraising



Funds raised through fundraising efforts may be used for any expense unless restricted by the donor/grant provider. Please note that unless specified the dollars received are spent in the year received first and then other income is expended. If you are going to raise funds from entities within a specific Wing, please coordinate with the Wing CC so we are not taking resources away from that Wing. 

USAF Appropriated Allocation



Appropriated Allocation funding is provided directly by the USAF to support specific activities. These expenditures are the most restrictive and only can be used to pay for certain expenses. If you have appropriated dollars in your budget, CAP/CP will review the specific restrictions with you.

Regardless of the source of revenue, the following expenses are expressly **prohibited**:

- Computers, projectors (only with written permission of NHQ/CP)
- Any materials exceeding \$1,000 (only with written permission of NHQ/CP)
- Storage facility rental (only with written permission of NHQ/CP)
- Equipment and supplies for next year’s activity (even if the equipment is otherwise authorized)
- Printing expenses exceeding \$500 (only with written permission of NHQ/CP)
- Alcohol
- Uniforms or other related items (other than activity t-shirts) 

When in doubt, please do not hesitate to call NHQ/CP and we can help clarify.

In Kind or Cash Donations

In Kind or cash donations should be included on the budget if known ahead of time so the amount can be factored into the entire budget. In Kind donations can include the provision of lunch at the vendor’s facility for CAP participants. At the minimum, have the Finance Officer collect the information below necessary to provide a thank you note and charitable donation receipt, if vendor wants.

- Name/POC
- Address
- Date/Activity
- People served?
- Any other info that might be valuable in providing a thank-you

It is helpful to know when one of our major sponsors makes such contributions so we are on track with the full picture of CAP giving.

Budgets

Each AD is responsible for ensuring a budget is created following the template provided by CAP/CP (available on [NCSAS.com Activity Director Help Page](https://www.ncsas.com/Activity-Director-Help-Page).) The budget must be submitted to CAP/CP by **30 September** the year prior to the activity. 

The budget should include enough detail to understand major expenses in the key categories of: subsistence expenses (meals, lodging); travel expenses; program expenses (training materials, text); administration (copying, paper, office supplies) and other. As with any budget, it should reflect your educated estimate of expenses and costs based upon estimates, quotes, number of attendees and any other source of information. The budget must detail expenditures by source of revenue to ensure compliance with all expenditure requirements (see details above). 

Reserve Fund

Each budget must include a reserve fund equal to 3% of the activity's total program revenue. This reserve fund is to be used for unexpected expenses. Example: An activity has \$30k in activity fees. At least \$900 must be set aside in reserve.

Overruns

If an extreme circumstance arises such that the activity will overrun its budget by more than 3%, the AD must phone NHQ/CP immediately before committing CAP to any cost overruns, so the staff can assist you and, if needed, work with NHQ/FM to secure additional funds. In the event of a medical event or other emergency, contact the NCSA Coordinator as soon as possible, but the AD shall use their best discretion. The health and safety of our members is the priority.

Example: An activity has \$30k in operating revenue. The price of gasoline skyrockets putting the activity on track to spend \$32k, more than 103% of its budget. The AD must contact NHQ/CP immediately.

Surplus Funds

If the activity runs a surplus, the AD is not to expend those funds on supplies for the next year without permission. Call NHQ/CP to discuss. The priority will be completing the current year's activities; then NHQ/CP will prioritize your requests with our overall funding plans.

If an AD believes the activity is critically under-funded, the time to discuss the need for additional funds occurs when the budget is submitted to NHQ/CP for approval. Once NHQ/CP approves the activity budget, the AD becomes responsible for operating the activity within the parameters of that budget. 

Spending and Accounting Practices

Once the budget is accepted, NHQ/CP will work with ADs to ensure as many purchases as reasonably possible can be paid in advance and processed at NHQ. We want to pay as many costs in advance as possible via a check or with invoicing from vendor to NHQ, and thereby limit the number of transactions ~~the AD uses the credit card or pay cash at the point-of-sale~~. All forms for certification, reimbursement, refund, budget templates, are updated for the current year and loaded on ncsas.com website on the Activity Directors Help Page. Do not use previous year forms.

Receipts

Make sure that receipts are **legible** when scanned. In all cases, we must be able to read date purchased, name of vendor, and location of vendor, item purchased, price, total and method of payment. Special note for meal receipts: these require a **detailed** receipt which lists what was ordered and tip if appropriate. A credit card receipt with just the total is insufficient. Also, the credit card statement is not considered a receipt. Airline tickets must show date of purchase, traveler name, itinerary, fare class and fees.

Contracts

All contracts, including catering or room holds, must come through NHQ to be signed. NHQ will create a Purchase Order or Budget Obligation Request for a contract and then will pay for the services by a check or EFT.

Large Expenditures

Expenditures exceeding \$2,999.99 may NOT be placed on a credit card and should be handled by NHQ. NHQ will create a Purchase Order or Budget Obligation Request as required, so the vendor can be paid in a timely manner.

Credit Card

NHQ/CP will coordinate with NHQ/FM to establish a credit card account for up to two senior members per activity per year. Additional cards may be issued if there is a valid need. The credit card is the primary means for making purchases to support the activity during execution. DO NOT USE LOCAL/WING OR REGION CREDIT CARDS. Use the activity card you are assigned by NHQ (contact the NCSA Program Manager for any questions on exceptions).

It is not uncommon for a credit card to receive the greatest use during the week or so that an activity is in session. Therefore, ADs need to be mindful of their credit limits and contact NCSA Program Manager (CAP/FM if NCSA PM is unavailable) at least 30 days before the start of an activity if the pre-set credit limit is insufficient.

Note: Just because credit is available does not mean an activity has an equal amount of funds available for purchases. Again, all expenses must be kept within the parameters of the activity's budget and individual expenses over \$2,999.99 should be paid by purchase order unless impractical.

Information regarding the Servis 1st Bank credit card system is available on NCSAS.com, AD Help Page.

Cash

Sometimes cash is the only practical means of making purchases. A cash advance will be deducted from your budget. Cash advances are not over and above the activity budget. It is simply a method of payment. The AD requests the cash advance using the form found on NCSAS.com Activity Director's Help Page. NHQ/CP coordinates with NHQ/FM to deposit funds into the member's personal checking account via EFT. When managing cash, the AD is responsible for keeping receipts and having members sign for ALL cash disbursements. NHQ will not pay for any ATM fees or bank surcharges to withdraw the funds.

Again, NHQ/CP wants to work with ADs to handle as many expenses at NHQ as possible. Some alternatives to cash include having the establishment invoice us for payment within 30 days, or in the case of a trip to McDonald's, having the clerk keep a running tally of the cadet's purchases and then providing a credit card at the end.

Reimbursement

In order to receive a reimbursement for using personal funds, send in the receipt and the information for the person to be reimbursed (name, address, and other required information) to NHQ/CP using the reimbursement form posted on the ncsas.com/Activity Director Help Page. All claims for reimbursement must be made within 60 days of the end of the activity, or it may not be reimbursed. Personal reimbursements must be approved by the AD or finance officer before forwarding to National Headquarters for payment. This ensures you have oversight on expenditures.

Refunds

Cadets that are slotted, but later decide that they cannot make it to the event will ask for a refund. The form is available in e-Services in the Registration and Payment System. The cadet will need to send the form to the AD for approval, and then forward the form to NCSA Program Manager at NHQ for processing. **Cadets pay a nonrefundable \$100 deposit.** (Note: Deposit and final payment timeline is in primary notification letter. We can make exceptions, but they need to be justified.)

Moving a cadet in the slotting system to "refund required" does not substitute for the paper/email

process. Currently the refund notification portion of that window is inoperative, but it does allow NHQ to see refunds requested and be on lookout for the AD-approved refund form.

Local Purchasing Policy

Each AD needs to establish a local purchasing policy. It is recommended that no more than two individuals be authorized to make purchases, and that the AD authorize those purchases in advance. Some examples:

1. The budget allows for \$100 in office expenses. The AD authorizes the finance officer to run to Office Depot and buy up to \$100 in paper, pencils, and the like, paying for the supplies with the credit card.
2. The budget allows \$30 per staff member for the kick-off dinner, the night before the cadets arrive. Your staff may order alcohol but must pay for it separately as it is strictly prohibited as a CAP expense.
3. The budget allows for \$700 for tonight's dinner. The AD authorizes the finance officer to allow every cadet to buy a Big Mac Meal at McDonald's, which should total about \$600-\$700, and pay for it using the credit card.
4. An AD forgot to pack a pair of gray slacks for the blazer uniform. This person purchased a pair of pants and claimed them for reimbursement which was rejected as a personal expense.

Without a local purchasing policy that is clear to all adult staff members, a well-meaning volunteer might make unauthorized purchases using personal funds, then submit receipts later, only to find the activity has run out of funds. A clear purchasing policy keeps the activity in the black and eliminates the chance any member will be left with un-reimbursed expenses.

Note: All claimed expenses must be directly related to the activity. Also, CAP will not reimburse members for tickets or rooms purchased with points.

Local Taxes

As a CAP activity, you may be eligible for state sales tax-exempt status. Ask the NCSA Program Manager for your state tax-exempt number or letter. A list of those states offering a reduction or waiver of state taxes is posted on Activity Directors Help Page of the NCSAS.com web page.

Director and Staff Travel

Volunteer staff **may** receive reimbursement for their official travel expenses, **but only if the activity's budget allows and is coordinated with NHQ/CP**. In such instances, the NHQ travel policies apply. Travel documents are located in the AD section of ncsas.com. Staff does not fill out a travel authorization or travel reimbursement; rather they use a check request to apply for travel reimbursement.

Reporting Requirements



Anyone issued a credit card must submit a certification/expense report each month. The AD will be responsible to ensure that their team is compliant with this requirement. Each card holder has an online banking account via CentreSuite associated with their Servis 1st Bank activity credit card. The expense report is located online. Instructions on how to file the expense report is located on the [ncsas.com/Activity Director Help Page](https://ncsas.com/Activity-Director-Help-Page). Legible, detailed (i.e., what items, how many, unit cost, location and date of purchase and total cost) receipts must be saved and turned in with each report. If you have forgotten your login or have questions or issues, contact the Program Manager.

VI. SUPPLIES & PRINTING

Equipment

ADs must complete an inventory of any materials purchased with CAP funds at the beginning and end of each NCSA cycle. All items that are valued at \$500 or more must be listed on an inventory log that is to be submitted to NHQ/CP within 30 days of the activity's closing. An inventory form is available in the AD section of ncsas.com. 

Printing

We no longer have onsite printing capabilities other than standard office printing. If you have a print job that requires more than 500 sheets of paper, please check with local commercial vendors to secure printing. If you would like for NHQ to get a quote from its contracted printer, then send an email to NHQ/CP with files to print at least 30 days prior to the date needed.

Branded Items

As part of an organization-wide  program, CAP has contracted with Vanguard Industries to provide all branded items. If an activity wishes to purchase activity shirts, hats, coins, patches, or CAP-related gear, Vanguard must be used as the vendor  you may use a local vendor if the amount is less than \$40 

VII. MISCELLANEOUS

Working with Local Staff and Up-channeling

ADs will have to manage relationships with unit, group, and wing staffs for support and logistics needs specific to each activity. Please remain mindful while you support a National Activity as you are a guest of the Wing or Region in which you participate. Regular communication, advance planning and respect for the commanders you are working with is critical to the ongoing success of NCSAs around the country.

ADs and staff may NOT  contact the National Commander directly. The staff listed at the beginning of this guide are your primary contacts and resource. The NCSA Coordinator and the NCSA Program Manager are here specifically to help support the successful execution of your program.

Awards

Activity Directors should recognize the members, outside agencies and supporters that facilitate the success of their programs. There is no national recognition certificate and ADs are encouraged to create their own certificate or purchase small tokens of appreciation. A certificate goes a long way in thanking guest speakers and people who contribute to the success of special activities. It is important to note that military personnel often support special activities. Do not overlook their efforts and the invaluable support they provide.

Recognizing key staff and exceptional performers can be accomplished in a wide variety of methods. Directors may choose to formally recognize members by using the CAP awards and decorations system. Use the CAPP 39-3 Awards Made  as a resource when completing recommendations.

Do not use the Award Recommendation application tool via the eServices online module. Complete the word/pdf version of the CAPF 120 Recommendation for Decoration and send it directly to the NCSA Coordinator at jpeace@cap.gov. The recommendations will be processed by NHQ/CP and routed through the CAP Awards Committee. Be sure to include a copy of CAPF 120 in Dropbox folder 3) for safekeeping.

VIII. CADET SPECIAL ACTIVITIES (CSA)

ACCREDITATION PROCESS

WHAT ARE CSAs?

CSAs are programs hosted by wings or regions that enable cadets to explore aerospace careers/expertise, develop leadership skills, or enhance their emergency services skills. 

HOW TO NOMINATE

In September, an email invitation is sent from National Headquarters Cadet Programs Team to Wings and Regions soliciting nominations for activities that you believe should garner the CSA Ribbon. See the sample letter below for details on minimum requirements and the nomination process.

Basically, the host provides copies of:

1. curriculum 
2. schedule and/or O-plan
3. budget to actuals (2 years)
4. course critique or after-action reports (2 years)
5. nomination form

A panel reviews to ensure it meets criteria for selection and recommends the list to the National Commander. Once the commander approves the list, Cadet Programs notifies the activity staff and host of their selection.

The goal is to post the approved activities on the NCSAS.com website by 1 December so that cadets throughout CAP may apply.  minimum, accredited activities receive advertising on the NCSA site, and can opt-in to use our national e-Services registration.

SAMPLE LETTER SENT TO REGION COMMANDERS FOR CSA NOMINATIONS

1. Be ready to nominate wing or region activities that you believe should garner the CSA Ribbon to submit to Cadet Programs by 15 October. A panel will review the nominations and make their recommendations to the National Commander. We will send you notification of accreditation approval or disapproval by 15 November and work with the AD to capture data needed to advertise and, if requested, post the course on eServices registration and payment site.

2. The purpose of the CSA accreditation process of CAPR 60-1, 8.7 is to enlarge cadets' access to exemplary special activities, use the NCSA ribbon as a motivator, and provide managerial and quality controls within the NCSA/CSA system. So to qualify as a CSA, the activity must:

- a. Be endorsed by the host region commander (includes wing-level activities applying for accreditation)
- b. Operate according to a defined curriculum that specifies its learning objectives
- c. Include at least 25 hours of curriculum/training
- d. Accept cadets from across the nation; and
- e. Demonstrate at least two years' successful operation before accreditation

3. Roles and Responsibilities

- a. The Region Commander appoints ADs
- b. Wings/Regions develop/maintain curriculum
- c. Wings/Regions set minimum selection criteria: age, prerequisites, and other requirements
- d. Wings/Regions select attendees or may opt into using CAP/CP's standard, published scoring and automated selection system
- e. Wings/Regions oversee finances, including budgeting, setting activity fees, fundraising, and tracking expenses
- f. NHQ through Cadet Programs supports CSAs by processing registration and payments if CSA staff opts into using eServices registration and payment system, and advertising courses via national platforms.

4. Accreditation is granted for one year at a time, and activities approved in previous years need to be nominated again for the current fiscal year. National Flight Academies (NFAs) require accreditation as well. Request for NFA accreditation nominations will come via a separate email, since it may take up to two years to bring an academy into the national system.

5. CSA nominations should be uploaded to:

<https://www.dropbox.com/request/ITbnrqoHvADklw4DCCbp>

Use the following standard for naming files.

RegionAbbreviation_CourseName_DocumentName_FiscalYear

For example, a copy of curriculum for NER Honor Academy would be named

NER_HonorAcademy_Curriculum_2020

Include with your endorsement letter the following:

- g. copy of the curriculum (see Attachment 2 for example)
- h. draft schedule and/or operating plan
- i. budget to actual or an expense report for last two years
- j. course critiques/feedback (a summary is sufficient) from the last two years
- k. nomination form in an editable format, save as Word not PDF (Attachment 1)

6. Questions regarding accreditation process or status of a package should be sent to NCSA@cap.gov.

NOMINATION FORM SAMPLE:

Download from NCSAS.com webpage to complete and submit your Nomination Form

Cadet Special Activity (CSA) National Accreditation Nomination

(Please note this form is also used to populate the NCSAS.com website which advertises all national activities and eServices if using it for registration). Report all date/times in 24-hour clock format.

- 1) Name of Activity

- 2) Activity Location: City or Base / State
 - a. Full Street Address
 - b. If street address does not get you there by GPS, then provide a GPS location marker if possible.

- 3) Activity Start Date
 - c. If applicable, No Earlier than Student Arrival (MM/DD/YY XX:XX)
 - d. If applicable, No Later than Student Arrival Date and Time (MM/DD/YY XX:XX)

- 4) Activity End Date
 - e. No Earlier than Student Departure Date and Time (MM/DD/YY XX:XX)

- 5) Activity Staff Start Date
 - f. If applicable, No Earlier than Staff Arrival (MM/DD/YY XX:XX)
 - g. If applicable, No Later than Staff Arrival Date and Time (MM/DD/YY XX:XX)

- 6) Activity Staff End Date
 - h. No Earlier than Staff Departure Date and Time (MM/DD/YY XX:XX)

- 7) Required Staff Training Date and Time (MM/DD/YY XX:XX)

- 8) Activity Director: First Name: Last Name: Suffix: Rank: CAPID:

- 9) Activity Director Email:

- 10) Activity Director Cell Phone Number:

- 11) Contact to post on NCSAS.com website: Prefer a group/distro email, like cla@capnhq.gov, or a cap.gov address if it will be singular POC's address. We will not post personal email addresses on the website

- 12) Transportation hubs your staff will service (e.g., Reagan National Airport; Dulles International Airport; and Greyhound Station at Union Station, Washington, DC)

- 13) Activity Goal:

- 14) Total Number of Spaces (slots) for participants (do not include cadet or senior staff):

- 15) Activity Prerequisites for Participants:

- 16) Application Requirements for participants: (**Note:** NCSAs are open to anyone who has completed encampment. Accredited activity applicants must meet same minimum requirement.)

- 17) Graduation Requirements for Participants: (CAPR 60-1, para 8.7.3 states that in order to earn the Cadet Special Activities ribbon cadets and staff must meet minimum 80% participation in contact hours. In addition, activities can set other course requirements for graduation. Please use this block to state the additional 80% course requirements, if any.)

- 18) Total Number of Spaces (slots) for Senior Staff (do not include cadet staff):

- 19) Activity Prerequisites for Senior Staff (do not include cadet staff requirements):

- 20) Application Requirements for Senior Staff: (Resume required? Where do they send it? Do they have to certain senior member rating or ground training class, etc. regardless of staff position?)

- 21) Senior Staff Open Comments: (What do you want a potential senior member staff recruit to know about this activity? If you have a generic org chart, or list of positions for the activity, we can post it here. Attach a copy to application package.)
- 22) Total Number of spaces (slots) for Cadet Staff (do not include senior staff):
- 23) Activity Prerequisites for Cadet Staff (do not include senior staff requirements):
Prerequisites are items which can be verified in eServices records.
- 24) Application Requirements for Cadet Staff: (Resume required? Where do they send it?)
- 25) Cadet Staff Open Comments: (What do you want a potential cadet staff recruit to know about this activity? If you have a generic org chart, or list of positions for the activity, we can post it here. Attach a copy to application package.)
- 26) If already assigned, Deputy Director: First Name: Last Name: Suffix: Rank: CAPID:
- 27) If already assigned, Safety Officer: First Name: Last Name: Suffix: Rank: CAPID:
- 28) Does this activity include High Adventure activities? YES or NO
- i. If "yes," explain what activities are involved:
- 29) Brief overview and history of the activity:
- 30) If the activity currently has a web site, FB page or other social media page, please provide links:
- 31) If approved, activity would like:
- j. Advertising on NCSAs.com web site? Yes or No
- k. Access to the e-Services Registration & Payment System for registration? Yes or No

Note: If you choose to use the eServices Registration & Payment System to register your cadets, payment is collected via the system and then, at the Activity Director's request via

Cadet Programs, transferred to the Wing or Region for use by the activity using local financial processing procedures. Activity expense payments are not processed at NHQ. Region/Wing host manages the activity budget, sets activity pricing, and pays their bills. Choosing this option gives you access to reporting generated by the system. Training for the system is provided in December.

Select one of the following if you chose to use the eServices Registration & Payment System:

- Auto-slot--use standard, published scoring and automated selection system. This program runs the last week of Feb with automated notifications going out to selectees by 15 March. Following initial slotting, you manage drops/adds, including notifications, individually.
- Hand-slot—activity staff selects all participants manually. You may not hand slot until notified by NHQ it is permissible to do so. This is typically after automated notifications go out to selectees.
- Combination – the Activity would use a combination of auto slot and hand-slot. Used for courses where there is unique need to place cadets in course prior to auto-slotting or after. Examples would be special scholarships requiring area/region bias, cadets promised slot based on unusual circumstances, sudden illness, death in immediate family, or 2nd year glider academy students. Particulars of the combination must be approved by NHQ in writing prior to registration.

32) Is this activity considered a Wing or Region Activity?

CURRICULUM SAMPLE

The goal of your curriculum or O-plan is to give everyone a roadmap to your end objective(s) for the activity. Having the curriculum, ensures continuity from year to year, allows you to focus effort when scheduling, and allows you to build in back-up plans for weather or cancellations, and helps you balance the activity so that you not only have time to “do” but also have time to reflect on those experiences. It also helps when trying to setup field trips or recruit outside help to give a block of instruction.

If you know your goals, then you can pick substitutes. For example, your activity goes on a field trip to the control tower each year, but this year you can't get in there. You look at the objective for that field trip's block of instruction and see that the intent is to visit an airfield support facility to expose cadets to aviation careers other than piloting. This objective broadens your scope significantly and helps you select another suitable location for the field trip which achieves the same objective.

The sample below is part of the Cadet Officer School curriculum and includes some introductory material, the block of instruction goals—COS has five major blocks – and then a few samples of lesson goals. You can be as detailed as you like, and even provide lesson plans to help guest lecturers or staff members. At a minimum, you need to have objectives, prerequisites (i.e., does another block of instruction have to happen before another), preparation work for students and instructors, time allotted, preferred teaching method(s), an overview of what should be covered, and homework. The sample lessons at the end of this document are for a visiting lecturer block, an activity, and an outdoor activity.

CURRICULUM SAMPLE FROM CADET OFFICER SCHOOL

CADETS' INTRODUCTION

Welcome! Congratulations on your acceptance to the Civil Air Patrol's most prestigious cadet leadership training, Cadet Officer School (COS). This handbook provides an overview of what to expect at COS, and should be used to prepare yourself for your leadership development experience at Maxwell AFB this summer.

The goal of COS is to contribute to the growth of cadet officers as mature leaders and responsible citizens. COS is an introduction to strategic perspectives in leadership, consistent with the Cadet Program's leadership education goals for Phase IV of the Cadet Program. Moreover, behind this goal is the belief that leadership is a multi-disciplinary subject requiring academic study and continual self-assessment. Michelangelo's statement, "Ancora imparo" or, "I am still learning" serves as the school motto and underlines our belief that leadership education is a lifelong process.

As the pinnacle of leadership education in Civil Air Patrol's Cadet Program, COS is an academically rigorous study of leadership. Most cadets arrive at COS having developed good direct leadership skills, with 2 or 3 years' experience leading small teams in the tactical arena – that is, the students have been focusing on enacting plans developed by their superiors, and their chief concern has been to achieve immediate results. This course builds on that foundation, providing valuable leadership insights (via lectures, reading assignments and projects) and seminar discussion.

NEW CHALLENGES

At this stage in cadet officer leadership development, COS students find themselves on the cusp of more demanding challenges, which will require a broader perspective and more sophisticated understanding of leadership. These cadet officers are often called upon to contribute to the CAP mission above the squadron level. No longer can they afford to focus on their team's immediate needs; they must prepare themselves for indirect leadership - the

process of leading other leaders. And because many COS students are about to enter college or the military, they come to COS in search of a leadership experience that will deepen their maturity and prepare them for success in adult life. Although confident in their abilities to motivate and coach junior cadets, COS students know they are just beginning to comprehend the art of leadership and are eager to learn more.

COS CURRICULUM INTRODUCTION

The COS curriculum has been carefully designed to meet the needs of cadet officers. In fact, the core design of COS is based upon the United States Air Force's Squadron Officer School (SOS), being tailored specifically for CAP cadets. At COS, cadets learn how to lead multiple teams, manage complex tasks, and set mid- to long-range goals for themselves and the cadet corps. By interacting with senior Air Force leaders and Air University academic staff, the cadets glimpse what it takes to lead at the strategic level. Through challenging lectures, seminars, readings, projects, and simulations, the cadets begin to see leadership as an academic discipline worthy of careful study. COS cadets solidify their character and come closer to emulating the professionalism of Air Force officers. Cadets will be broken up into flights, also known as seminars, to participate in leadership discussions, simulations and projects. At COS, cadets work to apply team dynamics, learn more about themselves and each other, and further grow their leadership breadth and depth of experience.

BLOCKS OF INSTRUCTION

The COS curriculum is organized around five main blocks of instruction and one administrative block to help cadets fulfill the following five course objectives: (1) Leadership, (2) Character, (3) Communication, (4) Air Power Heritage, and (5) Strategic Thinking.

METHOD OF INSTRUCTION

The COS curriculum is presented through a variety of methods, including informal lectures, guided seminar discussions, and practical exercises such as team leadership problems and case studies. The teaching methodology will vary with subject matter, but seminar discussions will be the primary method of instruction. For seminars to be productive, substantive participation by all seminar members is a must. For this reason, it is imperative that assigned readings must be completed prior to each seminar.

READINGS

This syllabus lists readings for the various lessons and activities. Cadets are encouraged to plan ahead. Each reading has been carefully selected to augment the lecture, discussion, or simulation thus making the overall learning experience more meaningful. Previous iterations of COS have demonstrated that disciplined, well-organized cadets can complete the required readings, although the sheer volume of readings may appear daunting at first glance. Cadets

must complete all readings prior to class. Readings are hyperlinked within this student guide under each lesson.

AWARD PROGRAMS

There are four individual awards per flight: Top Performer (Distinguished Graduate), Best Speech/Top Speaker, Best Paper/Top Writer and Academic Ace. These awards are announced at graduation. Further, there is an Overall COS-wide Academic Ace Award for the cadet who scores the highest on the final written examination, and an Overall COS Top Paper for the student with the best capstone essay. Finally, an Honor Flight award will be presented at graduation, based on a flight's overall performance in academics, volleyball, team leadership problems and Project-X.

COLONEL RAY BEAN HONOR FLIGHT AWARD

This award is named after Air Force Colonel Ray Bean. He was an F-4 fighter pilot and navigator, Vietnam Prisoner of War, National Headquarters Director of Cadet Programs and a friend to many of us. He was a true friend of COS and was also the main force behind developing our current curriculum. Honor Flight is awarded to the flight that outperforms the others in Project X, volleyball, Team Leadership Problems and academics.

For 18 months Col Bean was a pancreatic cancer survivor, fighting valiantly and good naturedly against the odds. After he retired from CAP, Col Bean visited Cadet Officer School to speak with the cadets. Here's how one of your staff members introduced him:

A few years ago, tonight's speaker was meeting a leader of another cadet organization. The gentleman asked, "Ray, what did you do before you came to CAP?"

"I'm retired Air Force," came the answer.

"Oh, and what did you do in the Air Force?"

"I flew fighters, mostly."

One reason I love Ray Bean so much, is that he's humble and down-to-earth.

Ray didn't boast about being a retired full colonel; or having commanded Reese AFB; or serving on the faculty of the Air War College; or being awarded the Distinguished Flying Cross, Bronze Star for Valor, and two Purple Hearts.

And it's jarring when you're just chatting and he casually begins a story with the shocking line, "One time, when I was in prison..."

Col Bean spent nine months as a guest of the government of North Vietnam in the infamous Hanoi Hilton. This is the prison where John McCain, Bud Day, Robbie Risner, and other heroes of the 4th Allied POW Wing were brutally tortured.

Col Bean will tell you that by the time he arrived at the Hilton, conditions were much improved and that his experience was nothing like what the more famous prisoners endured. But if you ask me, nine months in hell is nine months too many.

Col Bean, taught us that leadership is an academic subject that deserves careful study; that you won't get anywhere if you can't see the big picture; that people respond to leaders because they respect the leader's personal character.

Finally, you'll want to know that after retiring from the Air Force, Col Bean was CAP's Director of Cadet Programs for roughly seven years, and it was under his visionary leadership that Cadet Officer School was transformed from a tired old tour of Maxwell to the impressive, academically rigorous program you all enjoy today.

KEY PRINCIPLES FOR ALL CADETS

COS students are afforded a college campus-style environment barring any disciplinary issues that may force the staff to reduce these privileges. Cadets must be prepared for all lessons and activities. Successful time management is a required trait for success at COS. This includes arriving to class on time, being in proper uniform, meeting all grooming standards, completing assigned homework, and participating actively in class discussions / activities. Tardiness is unacceptable. As a CAP cadet officer, the staff expects you to meet all of the above expectations without having to address you first.

As cadet officers, COS students are expected to display the highest degree of professionalism at all times without exception. Each student is expected to look out for their fellow classmates, maintain discipline, and support one another. At the AD's discretion, cadets who violate any school rules (e.g., lights out, off-limits areas, fraternization, safety, academic non-participation) or exhibit a lack of professionalism will be sent home at their or their parents' expense.

EVALUATIONS

COS instructors will provide cadets feedback throughout the activity, and if requested, may provide a CAP Form 50, Leadership Feedback prior to the conclusion of COS. Cadets are encouraged to seek feedback from their peers and flight instructors throughout the activity. Formal feedback sessions will occur at the mid-point and at the end of the course. COS instructors will also evaluate the performance of each cadet in the following areas:

- Seminar / discussion participation
- Assigned written exercises
- Speeches / presentations
- Overall leadership performance, to include leadership, followership and team dynamics
- A final written examination covering all aspects of the COS curriculum

GRADUATION REQUIREMENTS

The below list contains the graduation requirements for COS. In order to receive COS credit, ALL requirements below must be successfully achieved. Flight instructors will provide feedback when requested. The AD is the final authority on all matters relating to these graduation requirements.

1. Participate actively in at least 80% of the course's activities, to include being attentive during lectures and contributing meaningfully and regularly to seminar discussions, as judged by the instructors
2. Turn in / complete ALL assignments (including pre-activity coursework)
3. Achieve satisfactory ratings on tasked assignments:
 - 75 (out of 100) or higher on speeches (grade sheet)
 - Satisfactory or higher on summary essays
 - B or better on CAPSTONE Essay (rubric)
4. Successful completion of the final examination / academic exercise
 - Minimum standard: 70% (goal is 80% and higher)
5. Demonstrate a high degree of professionalism and commitment to the core values throughout the course, as judged by the instructors
 - Meet the spirit and intent of COS; team-player, grasp the curriculum and apply lessons learned
 - Professionalism as a CAP Cadet Officer

STUDENT ROLES

Cadets are expected to participate in lectures, ask questions, and have readings complete prior to class in order to engage in academic discussion as well as share experiences that relate. Additional seminar roles may be assigned in class for the duration of the course, or rotate during the course. These roles may include: class leader, volleyball captain, problem solving/team leadership problem (TLP) lead, safety officer, heritage officer, current events officer, or other roles as determined by your flight instructors. Additionally, each cadet will have an opportunity to lead a TLP or Project-X event.

ROLE OF THE COS INSTRUCTOR(S)

The primary responsibility of COS instructors is to present the course's academic content to the students, facilitate an understanding of the material, evaluate/provide feedback to the cadets and maintain the classroom's academic environment. Cadets who have questions about the school's subject matter and/or assignments should see their flight instructors. Feel free to

contact your instructors after hours with any academic-related questions. Other urgent issues requiring attention while at COS may be addressed to the support staff, at the phone number provided for the activity.

TYPICAL DAILY SCHEDULE

A typical daily schedule while in garrison could resemble the following. Daily schedules will be passed out ahead of time. Read and follow the posted schedules and be alert of any administrative announcements! Students will have use of the Maxwell AFB Dining Facility for meals.

0630 – 0745 (Prep/Breakfast)

0800 – 0815 Flight Time (Flight Rooms)

0815 – 0830 (Husband Auditorium/Announcements/Roll Call/Flight Cheers)

0830 – 1130 (Lectures, Seminars, and/or TLPs)

1130 – 1300 (Lunch/Study)

1300 – 1700 (Lectures, Seminars, and/or TLPs)

1700 – 1830 (Dinner/Preparation)

1900 – 1945 (Volleyball)

1945 – 2200 (Study/Preparation)

2200 (Lights Out)

MAPS & ORIENTATION:

Maxwell AFB Map | Maxwell AFB Map w/ COS Comments

- Note location of the Squadron Officer College (SOC) – Instructor training occurs here, location of Husband auditorium and flight/seminar rooms
- Volleyball fields are behind the OTS complex (Note: Do not cut through the OTS complex, use the road that runs between the OTS complex and the flight line to get behind the OTS area)
- Lodging Office for lost roomkeys, room assignments and other related issues. Air Force personnel should check in with your government travel card, CAP senior members do not need to provide a card (centrally billed)
 - (a) Actual lodgings assigned will be TBD
- Dining Facility

- The Bowling Alley will be the no-host social dinner on the travel day, Friday. Carpool from lodging at 1845.

KEY INFORMATION & WEATHER ALERTING

The COS Staff utilizes a mass text message service to send out updates to the school. These may include schedule changes, key reminders, inclement weather plans, and other key information. Instructions to register to receive these text messages will be provided on Day 1. REMEMBER: Every student may not have a phone! Come up with an effective flight (team) communication plan to ensure ALL flight members receive important updates / schedule changes. <http://ncsas.com/cos/>

COS STUDENT REPORTING INSTRUCTIONS

Follow all travel, reporting, and packing instructions listed on the COS Student Page: <https://www.gocivilairpatrol.com/programs/cadets/activities/national-cadet-special-activities/cos/>. Check this page frequently for updates, as well as updates of this student guide. Contact the CAP COS staff with any questions at cadetofficerschool@gmail.com. For immediate issues, call the CAP COS duty phone. Cadets will be lodged at the University Inn, Air Force Inns on Maxwell AFB. Cadets will not share rooms. Typical room amenities include an iron, iron board, desk, wifi, and other basic items. Cadets will receive their room key during COS check-in. Actual lodging buildings are TBD, however are in the vicinity of the “lodging office” on the map. Check-in is conducted in the lobby of lodging building #1409.

COURSE DESIGN & SEQUENCE

As described earlier in the Cadet Introduction, COS is organized around five main blocks of instruction. In a perfect world, the course schedule would proceed through each block of instruction in sequential, logical order. Although we have worked very hard to schedule the lectures and flights in a logical manner, often times availability of senior officer and other guest lecturers’ scheduling prohibits COS to properly sequence lessons in chronological order. Therefore, instructors must make a special effort to help students see the lessons in context, to help the students understand how a lesson from a couple days earlier relates to the lesson at hand and how nearly all elements of the course are interrelated. The importance of placing the lessons in context cannot be over-estimated. This context includes not only aspects covered in lectures and readings at COS, but also as it relates to the real world, whether in the military or in civilian life. A significant responsibility and role for COS Instructors includes helping to crystalize the ideas, concepts and theories developed at COS into examples and real-life situations that enhance the students understanding and application of what they are learning. Ultimately, at COS, we are working to facilitate the cadets as they synthesize their knowledge and think on a higher level.

Specifically, at the start of each flight the instructor should take a moment to point out how the lesson of the day relates to previous and upcoming lessons. For example, if introducing flight AH-02 Evolution of Space Power, the instructor might say:

“Earlier we explored the evolution of airpower, focusing solely on aviation. This lesson continues in that same spirit but focuses on America’s efforts in space. Moreover, as we discuss our history in space, keep in mind what we learned in the ST-03 Strategic Thinking lessons as America’s successes and failures in space is a reflection of our overall national aerospace strategy.”

An introduction like the above example ties together multiple lessons and spotlights the common thread running between them.

To assist in helping cadets see the course as a whole, the Course Director will use the introductory lecture (AD-03) to explain the course design to the students and emphasize that they have a responsibility for trying to draw connections between the various lessons and explore the depth of their understanding.

To facilitate your teaching experience:

- Review each lesson and understand the reading material
- Game-plan your instruction / start each day with a plan, and spend time preparing
- Seek out the tools and tips from this guide, ask questions
- Engage and fully participate in staff training before the course
- Daily evening staff meeting and seek feedback from other Instructors

CADET EVALUATIONS & FEEDBACK

For those areas that are formally graded (e.g., speeches, papers) the following four grading levels will be used:

- Outstanding
- Excellent
- Satisfactory
- Marginal

NOTE: The COS CAPSTONE ESSAY RUBRIC will be used for the final essay.

It is envisioned that the Marginal rating would be used only when it is obvious that a cadet has not given the graded item any real effort and “blown off the assignment.” If the instructor can determine that the cadet did make a serious effort to think critically about the subject matter, then the cadet would earn a Satisfactory. The Excellent and Outstanding ratings are for cadets who clearly demonstrate a willingness to tackle the subject matter head-on, challenge themselves and effectively convey this understanding in a superior fashion.

Cadets will be evaluated on their papers and oral presentations, the cumulative Communication Skills grades. In addition, we will ask for a grade from the teaching team on flight participation. Flight participation should be based on quality of input not just quantity. A cadet that takes a lot of “air time” may not make as significant a contribution as the cadet who talks occasionally but has insightful comments. Grading of written and oral work should be based on content primarily, with grammar being a secondary consideration. Evaluation sheets are provided for each of the speeches and talking papers. Instructors will also observe the cadets’ overall performance throughout the course and provide each with individualized feedback during flight AD-05, at minimum. This is a critical component of the learning process for the Cadets and, as such, requires thoughtful and constructive input from the instructor team. The feedback and perspective that COS Instructors provide students is one of the most important methods for the cadets to adjust their approach and address issues in their leadership development. All of this feedback does not need to be held to the end, but Instructors are reminded to remain in compliance with Cadet Protection Policies when providing feedback.

To assist you in providing cadets with meaningful feedback, it is recommended that you create 3x5” index cards for each cadet. On one side have the cadet write the basic info listed below. Use the other side for taking notes about the cadet’s performance during the week.

- Cadet’s name & grade
- Room number
- Cell phone, if applicable
- Hometown
- Duty assignment & Unit Name
- Their goals for COS

Another option that previous instructors have used is the opportunity to photograph each cadet and make a “facebook” to annotate notes throughout the week of instruction.

TIPS FOR TEACHING EXCELLENCE

Preparation is key in order for us to be successful. We ask that our cadets fully commit themselves to the academic experience of this course; we expect that the Instructors do the same.

- Read this guide and the Student Guide to ensure you understand the expectations
- Read the required readings outlined for the cadets. It will be very obvious to the cadets which instructors are prepared
- Read the lesson plans and associated learning objectives

- Be an active listener during the scheduled lectures; prepare questions relating to the lecture to ask during your flight. Reinforce the “nuggets” of information that our speakers present and provide clarifying points, especially around military and industry jargon during the flight time. In many cases it will be critical to identify which Learning Objectives were covered during lectured and which must be addressed during seminar.
- The intent of the course is to demonstrate how all aspects of the course are related to the leadership developed by tying previous lectures and discussions as well as personal experiences of the teaching team all together. Your objective is to help lead and guide the discussion by sharing this information, but do not dominate the discussion. Student discussion and interchange is critical.
- Articulate the “STAR” model: Something To Always Remember
- During the course, refer back to this guide, the student guide, notes during the teaching enhancement workshop, daily meetings and continually seek feedback about your own performance
- Adopt a flight discussion model which should include an introduction, discussion and review session. Keeping in mind the “STAR”

STAFF ORGANIZATION

The historical success of COS is a result of the strong partnership and collaboration between the CAP and Air Force staff. From the Directors to the instructors, we make no distinction between the two and work hand-in-hand. As a result, our cadets receive the best training possible.

Key Personnel

CAP Director

USAF Director

Duty Director

STAFF REPORTING INSTRUCTIONS

Inbound Travel Day: Friday

- If possible, land by 1700 CST (to provide ample time to attend social)
- Send travel itinerary/travel arrangements to cadetofficerschool@gmail.com
- Arrive and depart from/to Montgomery Regional Airport (MGM)
- For CAP members, reimbursement details please see COS staff website page under "Reimbursement of Travel", for Air Force, you will pay for lodging and file a travel voucher

- Meet NLT 1845 for group transit to the bowling alley; no-host dinner/social/bowling begins at 1900

Pre-Arrival Tasks

- Complete readings prior to COS
- Communicate with teaching team partner to focus on specific seminar lessons
- Prepare ad hoc instructor electives / be ready to teach in case of schedule changes / lesson cancellations “Semper Gumby”
- Pack uniforms; staff may have the option to wear ABUs/Flight Suits during the week

Staff Training: Saturday & Sunday

- Report to Husband Auditorium Saturday at 0730. Wear khaki pants/khaki shorts with COS staff polo. Continental breakfast will be provided. Working lunch will also be provided.

Outbound Travel Day: Friday

- If possible, attempt to leave later in the day to help assist with student out processing and tear down
- Provide feedback/debrief to Chief of Curriculum so we can capture feedback while it is fresh to incorporate next year.

CAP CADET PROTECTION POLICY

Cadet Officer School is committed to doing everything reasonably possible to combat the potential for child abuse within our organization and activity, and to discourage our cadets from illegal use of alcohol and other drugs. COS Instructors and staff are expected to avoid even the appearance of impropriety involving cadets and report suspected abuse immediately. For COS and CAP’s purpose, abuse is defined in three categories: Sexual abuse, physical abuse and hazing.

Because of the unique training environment, collegiate setting and direct interaction between Instructors and the student body, we must be extraordinarily vigilant to avoid actions that could lead or be perceived as a violation of the Cadet Protection Policy. This topic will be reviewed in much greater detail during the Staff Training. All cadets over the age of 18 and all COS staff must be current in the revised CPPT course.

STAFF TRAINING

In the spirit of ancora imparo, it is critical that we sharpen our own skills and develop our expertise as instructors. As such, COS Instructors and Staff begin the program with staff training and orientation. In addition to reviewing the schedule of activities and specific learning objectives of each session, we will learn about new teaching techniques, review

elements of Team Leadership Problems (TLPs) and learn about best practices from returning COS veterans. And, we will even get in a volleyball game to prepare to serve as referees and line judges for the cadet's daily volleyball game.

During this time, Instructors and Staff will have an opportunity to compare notes, clarify issues and concerns and work towards operating as a single, coherent team. Time also has been set aside for teaching partners to continue the coordination and planning they began before the start of COS and ensure they are ready to start the program fully prepared. It is highly recommended instructor pairs communicate prior to COS to introduce each other and begin developing their team game plan for execution at COS.

BLOCK 1 - LEADERSHIP

Leaders are people who do the right thing; managers are people who do things right.

– Professor Warren G. Bennis

Leadership is the art of getting someone else to do something you want done because he wants to do it.

– Dwight D. Eisenhower

BLOCK INTRODUCTION: According to the idea of transformational leadership, an effective leader is a person who does the following:

- Creates an inspiring vision of the future
- Motivates and inspires people to engage with that vision
- Manages delivery of the vision
- Coaches and builds a team, so that it is more effective at accomplishing the mission

Leadership at higher levels is not a “seat of the pants” exercise. It is a mental act that requires reflection, measured thought, and mature judgment. It is an area of immense academic study that cadet officers need to understand, despite having advanced considerably within CAP, having already held a variety of cadet leadership positions. In reality, cadets are just beginning to discover leadership principles. During this block, cadets will explore the leadership perspectives of senior officers and senior NCOs, the psychological foundations of leadership, and the practical application of leadership via team leadership problems and Maxwell AFB's famous “Project X” Leadership Reaction Course. Cadets will have the chance to discuss these leadership principles in seminar, as well as apply their learnings while at COS to accomplish part of the COS writing and speech programs.

BLOCK OBJECTIVE: At the end of this block, each cadet should be able to describe and apply some key leadership concepts necessary to lead at a higher, more complex level.

METHODS OF INSTRUCTION:

Informal Lectures (audience may ask questions)

Seminar – Facilitated/Guided Discussions

Practical Exercises – Simulations

Practical Exercises – Case Studies

Teaching methodology in all blocks of instruction will vary with subject matter, but seminar discussions will be the primary method of instruction.

LS-01 SENIOR OFFICER PERSPECTIVE

4.5 Informal Lectures

INTRODUCTION: These sessions sets the stage for the entire leadership block, enabling cadets to listen to senior leaders as they offer their perspective on leadership, offering examples / challenges faced, and provide cadets the opportunity to ask questions. Although there is not enough time to go to great depths in leadership theories, this session will give an overview of some of the key concepts in leadership, as viewed by a general officer. The real aim of this lesson is to have cadets realize that leadership is a subject for academic study and practical application, and therefore that leadership is both art and science.

LECTURERS: TBD

DESIRED LEARNING OUTCOMES:

1. Describe a senior leader's approach towards leadership
2. Begin developing a personal leadership philosophy
3. Understand the role an organization plays in fostering / promoting a leadership methodology

READINGS:

- a. Lorenz on Leadership, by Lt Gen Stephen R. Lorenz, USAF, from Air & Space Power Journal, Summer 2005.
- b. What Makes a Leader? by Daniel Goleman.
- c. Chapters 2, 3, 6 and 7 as a minimum from "The Starfish and the Spider" by Ori Brafman. There are limited copies of this book available at COS. You may want to see if your local library has a copy or purchase your own copy.

INSTRUCTOR NOTE: There will be multiple presentations by different general officers. It may be helpful for COS Instructors to purchase their own copy of *The Starfish and the Spider*. A copy can be purchased for \$4 - \$6 on a site such as Amazon.com.

LS-08 PROJECT X / LEADERSHIP REACTION COURSE

3.5 Practical Exercises – Simulations

0.5 Guided Discussion & Debriefing

INTRODUCTION: Project X is an outdoor exercise where some of the teaching points from earlier lessons can be witnessed in a practical environment. There will be some stress and pressure for the students to deal with in a leadership situation. The follow-on seminar is probably the most critical part of the lesson because it is where cadets consider what Project X teaches about leadership.

DESIRED LEARNING OUTCOMES:

1. Identify and describe at least three examples of effective leadership and followership.
2. Identify at least two areas for leadership self-improvement.
3. Identify at least two areas of personal leadership strengths.
4. Describe at least two leadership principles that were illustrated by actions in the Project X exercise.

READINGS: Same as LS-06 / Review the 8-Step Problem-Solving Process:

- PowerPoint PDF (Introduction to the OODA Loop and the 8-Step Problem-Solving Process)
- Worksheet (USAF Problem-Solving Process – OODA)

LESSON CONDUCT: The staff of the Squadron Officer School will be assisting us with the oversight and execution of Project X. This will give instructors more time to observe and assess you students. COS Instructors will receive a pre-briefing from the Squadron Officer School in advance of Project X.

The instructor teams need to evaluate and observe their cadets performance during each of the TLPs.

FLIGHT DISCUSSION

1. Did you notice some people making measured leadership decisions and others making “seat of the pants” decisions? What did Project X teach you about decision making?
2. What principles were on display from Col Warden’s lecture? What does Project X teach you about strategic thinking?
3. What does Project X teach you about team dynamics and leadership’s psychological foundations?
4. What communication principles are needed to succeed in Project X? Did your flight always display these principles? What worked, what didn’t work?
5. What did Project X teach you about your leadership style? How can you improve your skills? What did you learn about how you deal with people?

LS-09 VOLLEYBALL

13.5 Practical Exercises, 1.5 hours per session for 9 sessions

“Upon the fields of friendly strife are sown the seeds that upon other fields and on other days will bear the fruits of victory.” – GEN DOUGLAS MACARTHUR

Volleyball is part of the COS leadership curriculum because it is an activity that exemplifies MacArthur’s point about the virtues of competition. He had that quote engraved over the entrance to West Point’s gymnasium. Why there? MacArthur understood that training is the time to challenge one’s self, to get it right. Hours spent in sweat and toil in a training environment (even on a volleyball court) help you develop the skills and spirit needed to succeed in other, more important endeavors. Volleyball helps facilitate esprit de corps and further the teambuilding efforts of the flight. As students’ progress through the COS curriculum, incorporating lessons learned debriefing techniques and strategic thinking may also positively influence their daily volleyball performance.

DESIRED LEARNING OUTCOMES:

1. Demonstrate a commitment to attention to detail by following all rules to the letter
2. Collaborate as a team; display effective communication skills, encourage one another, and play to one another’s strengths
3. Develop a sense of team spirit that enables a team to perform at a level greater than the sum of its parts

4. Display the Core Values and an overall sense of good sportsmanship
5. Understand the need to plan, execute, review, and modify the plan as necessary to achieve unit goals

READINGS:

All cadets need to be intimately familiar with COS volleyball rules found in the Appendix.

REFEREES: COS Instructors

COS instructors on a rotational basis. This is a mandatory event for all instructors at some point during the week. It is another time to observe and evaluate your students outside of the classroom. COS volleyball rules are the same as the U.S. Volleyball Association, subject to the Volleyball Overview contained in the Appendix.

ADDITIONAL CONTENT

Helpful Links

AD and their staff should become familiar with the following documents or at least be aware of where they are should the need arise.

| <i>Document #</i> | <i>Document Name</i> | <i>Revision</i> | <i>Date</i> |
|-------------------|-----------------------------------------------------------------------------------------------------------------|-----------------|--------------|
| <i>CAPR 36-1</i> | CAP Nondiscrimination Program  | | 4 Aug 2016 |
| <i>CAPR 39-1</i> | CAP Uniform Guide | | 5 Mar 2020 |
| <i>CAPR 60-1</i> | Cadet Program Management (w/waivers) | | 1 Nov 2019 |
| <i>CAPR 60-2</i> | Cadet Protection Program | | 1 Nov 2019 |
| <i>CAPR 160-1</i> | CAP Safety Program (corrected) | | 1 Nov 2019 |
| <i>CAPR 160-2</i> | Safety Reporting and Review | | 30 Sept 2019 |
| <i>CAPR 190-1</i> | Social Media Guidelines (aka CAPR 152) | | 24 Jan 2017 |
| <i>CAPP 39-3</i> | Awards Made Easy | | June 2010 |
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CLOSURE

Whether you are a new or returning AD, this guide will have directed you to the most current information available to you to execute your tasks efficiently. Please let the NCSA@cap.gov team know if you would like to see the inclusion of additional information not available in other CAP publications or if you noted corrections which should be made for future iterations.