



# Event Planner Guide

Building a Conference



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## Foreword

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If you have never planned an event, the thought of where to start can be challenging. If you have planned an event, then you are aware of the complexities involved. Perhaps you are looking for a structured approach to planning an activity. The goal of this pamphlet is to provide guidance for all aspects of organizing an event. Although the primary example used in this publication is planning a conference, use the base information and adapt it for organizing a meeting, a training weekend, or other type of event. Conference Planning was selected because the process can be the most complex of events to organize. Several job titles may be identified with planning an activity: Plans & Program Officer, Project Coordinator, Event Director, Conference Coordinator, etc. The names are all interchangeable. The tasking is the same.

This guide incorporates successful procedures used by project coordinators throughout Civil Air Patrol. Obviously, conditions will vary, but if you use the principles presented in the guide, you should be able to plan and coordinate a successful event. Take the information that best suits your needs, build on it using your own ideas as you gain experience.

The guide is divided into three chapters: 1) Commander Responsibilities, 2) Conference Building, and 3) the Event Countdown.

The National Headquarters Professional Development Division (PD) welcomes your comments and recommendations to improve this handbook. Please write, call, or fax us at the addresses below:

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# CHAPTER 1: In the Beginning

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## *Introduction*

Events need planning time. What is your goal? Is the Wing/Region holding a second major activity at the same time and place which will have to be inter-coordinated? If so, then two planners are required and contingency plans will have to be very detailed. Are you planning a Squadron party or a Wing/Region conference? Who do you want to invite? Will there be any distinguished visitors (DV)? Where will the event take place? Hotel sites normally require 9-12 months to secure before the event. Restaurants may require 1-2 months advance planning. Commanders involve your event coordinator in these early stages of planning.

As the event coordinator, once the type of event is decided, a vision of what you want will start to form. But you have to be able to explain your vision to your team, commander, and event facility staff so that everyone is on the same page. Think of yourself as a reporter asking the six basic questions: **why, what, when, who, where, and how.**

**Why** is this event necessary? This is an important question to answer in order to organize your approach toward planning and managing the event.

**What** type of event are you planning? If you are planning a conference, will it be traditional style or town hall Meeting style? Traditional style consists of a general assembly, numerous breakout rooms, and a banquet. Town hall meeting style has a smaller footprint in the facility. The general assembly is held in the morning and the same room is used throughout the day. Attachment #1 describes a town hall style conference in detail.

**What** part of the Wing/Region will the event be held? Has it been a while since an event was offered in a particular area? You want to cycle (especially) annual events among the geographical areas of a large command to ensure that members have a chance to stay close to home at least some of the time. For smaller areas, consider staying in a central location. It depends on conference attendance habits of the members and the availability of dedicated conference staffs.

**Where** will the event be held? In a wing headquarters, a hotel, a restaurant, or military base facility?

**Who** will be attending the event? Commanders, senior members, cadets, parents, local politicians, CAP NHQ visitors, CAP National Staff?

**When** will the event be held? This will be determined by the Wing/Region calendar.

**How** should everyone dress: casual, service uniform or formal attire?

**How** should refreshments and food be served? If food is served will it be pot luck or catered? Catered can mean fast foods like pizza or Subway sandwiches, a buffet, or a sit-down meal. Will the food include morning and afternoon snacks, a luncheon, and/or dinner?

Whatever you decide, ask yourself 20 questions about each choice so that all the details can be determined at the beginning of the project. This hint will save you time and frustration as the event draws near.

### ***Site Acceptability (Location, Location, Location)***

Coordinator.

1. Determine a reasonable projection of attendees.
2. Determine how the facility and catering determines pricing for various services and how these can affect hotel perks.
3. Be sure the facility can provide adequate square footage for the general assembly room, breakout rooms, and banquet room.
4. Consider an area for presentation photos (optional).
5. When ordering breakout rooms, state theater style or table style seating and the expected number for each room. This means pre-planning may be needed before these arrangements are confirmed.
6. Is catering available?
7. Room for Commander's Lunch (optional at commander's discretion).
8. Bar area (optional).
9. \*Arrange with the hotel the blocking of the pay-per-view movie feature and long-distance phone access for all cadet rooms. Ensure that there is a note along with a registration of cadet rooms at the desk and with the Manager on Duty (MOD) so that cadets cannot call to have the movies turned back on.
10. Hospitality Rooms (optional).
  - a. Consider having two (2) **Hospitality Rooms**.
    - (1) Senior Members.

(2) **Cadets** (Do not put the cadet room near an outside exit or fire alarm).

b. Hospitality rooms may be provided free of charge by the hotel if the organization meets a certain commitment of rooms during the event (**cumulative NOT per night**). Negotiate for every 30 rooms.

c. Do not choose a hotel with insufficient hospitality room facilities (entertainment space and bathrooms). A standard hotel room is an insufficient hospitality room for the number of people and the noise created. Be sure the facility can provide two hospitality rooms.

#### 11. Using/Staying on Military Bases.

Items for consideration with activities held at Air force or other military bases:

a. Go to the base visitor center to ask for specific procedures for composing and approving the entry access list (EAL). These procedures may vary by base. NOTE: You may have to ask someone with permanent base access privileges to sponsor your group.

b. Compose and gain approval for members staying overnight (including any DVs that are not active military, Guard, Reserve or Retired). NOTES: (1) Ask the region Liaison office to outline the procedures for you. (2) AN MSA DOES NOT GRANT BASE ACCESS. IT ONLY ALLOWS MEMBERS USE OF BASE FACILITIES ONCE ENTRY ON THE BASE IS GRANTED. YOU MUST ALSO GET AN APPROVED ENTRY ACCESS LIST (item "a" above).

c. On-base overnight Lodging. CAP members on official, AF-sponsored activities and on an MSA may be allowed to stay in base lodging at their own expense on a space-available basis. Each base has their own specific procedures for prioritizing and scheduling on-base rooms.

### ***Negotiating a Contract, Responsibilities***

#### 1. CAP Contracting Processes and Procedures.

Commanders, will not be negotiating this contract alone; and you cannot contractually obligate the CAP Corporation. Only CAP NHQ can obligate contracts. Therefore, you must be aware of the contracting policies and procedures before you begin negotiating with the property(s).

**The Process:** Once it is determined where the event will be held, you and the wing commander and event coordinator can establish the terms for a contract. Guidance for doing this can be found in sections #2-4 below.

Once done, work with the facility to draft a contract with the understanding the NHQ (legal) has final approval for all contracts prior to signing. Be sure to give yourself adequate time to accomplish this. Be sure the hotel agrees with this arrangement and will hold the space available while the approval process is completed. Set a “drop dead” date with the hotel. This is a hard deadline after which time the contract will become null and void.

**The Procedure:** Who in the wing will move this process to NHQ? Will it be the Wing/Region Commander, the Wing/Region Legal Officer, the Wing/Region IG, or someone else? This person should make NHQ aware of the “drop dead” date and stay on top of the process

## 2. Hotel.

Negotiate what the Wing/Region can deliver. Basically this will reserve a guaranteed room block at a certain rate. However, it is just as important to have a clear understanding with the hotel that the number may (and hopefully) increase and they need to be flexible. Those additional rooms should be charged the block room rate. The hotel will ask for a room cut-off date for the special rate. The room block should extend to 48 hours before the event. Be sure your registration information to the membership clearly states that the room rate will go up and the hotel might not have rooms available after that date because they have to open the available rooms for other customer’s needs. Also, guaranteed hotel rooms should be totaled cumulatively and not per night. This will help qualify for “complimentary” (compt.) rooms.

While discussing the room block, it is wise to make arrangements with the hotel to credit the group account for nights people stay at the hotel which are outside the event dates by a couple days. This is for people who will be coming in early to help set up and tear down or who just want a couple extra days attached to the event schedule. The CAP Coordinator will work with the hotel to keep track of those registrations as well as those people who register for lodging independently and don’t identify themselves with the group.

If the choice is to have a senior member hospitality room, it’s nice to provide the responsible individual for maintaining that room a free hotel stay, either pre-paid by the wing/region or as a ‘compt.’ room from the hotel (based on actual attendance).

The previous statement should also apply to the cadet sponsor who is responsible for maintaining the cadet hospitality room and overseeing cadet activities.

Ask the hotel if your organization may provide outside food and beverage for the hospitality suites. These may include adult beverages. Some



hotels may balk at this due to health department code restrictions or liability issues.

The general assembly room may be negotiated at no charge. It's worth a try.

3. Catering & Hotel are two different areas to deal with.

a. **Hotel covers hotel rooms.** Hotel may furnish free gift baskets for specified DV rooms if requested.

b. Catering will be food plus room set-ups, audio/visual needs, etc.

c. Try to negotiate a **Tax Exempt contract.** The form will vary from state to state where this is approved. Attachment #2 is an example of one of these forms.

d. Try to arrange for a large movie screen for the general assembly/banquet room, complimentary (optional).

e. Tell catering about any entertainment planned. They will help set up for you if they can or at least be able to work around your planned areas.

4. Catering.

Consider catering for banquet, continental breakfast (optional), and coffee/soft drinks (options), be sure water is available to all breakout sessions (not optional), and snack breaks (optional). Hotels normally ask for a minimum amount for catering as part of an event contract which may be satisfied by either the standard banquet catering office or through their in-house restaurants. (Try to have the hotel honor restaurant visits as part of the food minimum.) Food prices may be charged by bulk or individual servings. When considering "bulk", estimate "low" since most catering provides a bit extra. When considering banquet service, ask them how many extra meals normally are included. This can help with unexpected overflow as well as serve the Color Guard members. **It is highly advisable to set the food pricing at the time of the contract.** Facilities have been known to balk at doing this because the event is months away. Prices may increase in the ensuing months and the facility wants to make the most profit as possible. What the delay causes for an event coordinator is months of budget uncertainty and the possibility of not being able to afford the catering for the event in the end. Where does that put your organization... committed to a contract you can't afford.

Don't necessarily go with established meals when discussing banquet food prices. Suggest a simpler fare with more basic foods and not so many fancy sauces which may upset the constitutions of our older members.

One crowd pleaser for a sit down dinner is a dinner salad with a choice of two dressings, moist roasted chicken breast, a vegetable, a starch, ice tea, water, and cheesecake for desert. One may also consider a buffet which can be less expensive than a plated meal and yet offer the same choices. You will save money and have a nice meal.

5. Pricing Considerations. When considering the **prices of the breakout rooms and banquet menu**, think about how much you can reasonably increase the registration fee to accommodate the majority of other expenses as listed below.

a. When considering the price of services, remember that facilities add on service charges plus tax (per person). Be sure to add this into your budget estimates. The service charge can be as much as 20%, and may be taxable.

b. There may be a certain portion of free banquet/hotel guests the Wing/Region wants to sponsor (e.g. Commander, Vice-Commander, Chief-of-Staff, past Wing/Region commanders and their spouses, color guard members, special guests/speakers/entertainers).

c. Make arrangements to store equipment over Friday and Saturday nights in a secured room.

d. Get a list of audio-visual (AV) equipment prices (microphones, type of podiums, movie screens, flip charts, easel for displaying items, project tables (with and without wheels), etc.). Remember, they charge for EVERYTHING. See if common items, such as a large screen, podium and mike can be complimentary for the General Assembly and Banquet rooms. Also, remember, it's a lot less expensive if presenters or wings bring AV equipment which the facility would otherwise charge a fee.

e. Ensure that all Wing/Region distinguished visitors (DV) are identified for room type guarantee and ask if a complimentary gift can be provided for said VIP. This goes over really big with the DVs. One consideration to think about, is can the item fit into a suitcase if the DV is flying home.

f. Be sure to meet with the hotel and catering/hotel staff at least 1 week before the event to confirm all arrangements and food service and for the hotel personnel to identify the CAP conference coordinators with whom they will be working. Perhaps arrange to wear a common pin so the catering/hotel staff can identify designated CAP contact people quickly if needed. Only a small number (2-3) of CAP committee staff should be authorized to ask the hotel for anything and vice-versa. It's the hotel's job to say "yes". But they will always charge a fee for that service. By limiting access to hotel management, you can better control costs. The day of the

event, be sure the hotel and catering staff understand they are not to take directions from anyone other than those designated.

6. Understand the catering billing/payment confirmation arrangement. Request that the CAP Coordinator meet with the shift managers to review all daytime charges prior to the Day Manager's shift change and post banquet with the Night Time Manager to discuss any discrepancies and to initial off agreed amounts for final billing to the Wing/Region in an effort to alleviate any questions at time of payment.

## CHAPTER 2: Conference Building

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Once a site is selected and confirmed and a date is approved, it is time to form a plan for the event and develop a Budget and Operations Plan. The most important thing you can do is to gather a team together to help you throughout this project. Choose wisely. Whether you are in a squadron, group, wing, or region, there is always a core of people that are known for getting things done. They should be your first recruiting effort. That said, try to match a person to the job they will be doing. That way everyone is happy and willing to work. The first person to consider for your staff is your **assistant**. This has to be someone you can trust. Just make sure that person is reliable and great with organizing and handling details. Other jobs which require special attention are **Registration, Hospitality Room Coordinator, IT Assistant, Finance Officer, Transportation Officer, DV Coordinator, AV Coordinator, PAO, Non-Member Activity Chaperone**, etc. Ask the appropriate directorates to fill those roles. This serves another purpose as well. Directorates need to know what is expected of them early in the process. If you are planning a non-member (spouse) activity, assign someone on your team to accompany the people to handle any situations which may arise on the trip.

### *Develop an Operations Plan and Continuity Book*

An **Operations Plan** (Ops Plan) takes many forms, but in general its purpose is to be the game plan for the organization, planning and execution of an event. You will realize how much you need it as soon as a Project Officer calls in sick. It needs to be general enough to be adapted annually yet detailed enough to show someone with a cursory knowledge of the event what is required. Common items include staff, tasking, administration, facilities, contingency plans, risk management (RM) assessment plans, transportation, agenda, etc.

Where an operations plan is like a game book of “plays”, a **Continuity Book** or file is the stats and film from the previous games. The continuity book has copies of previous contracts (so you know what competitors charge and offer when you are negotiating the next contract), lessons learned (so you or the next project officer don’t make the same mistakes again), exact counts (so you can calculate how much to order), vendors who gave good/poor service, staff evaluations, adjustments to the timeline, summary of the evaluations (so you know what to keep, add, drop, or change for the next time).

There are a few things you should know about continuity books. First, the more years you can go back the better. That makes it easier to spot trends and do more accurate calculations and predictions. Second, plan to pass the continuity book along to your successor. Some will prefer paper some

will prefer electronic versions. Third, keep a copy of the paper and electronic ops plan and continuity book. One of the next three project officers will either lose the book or think they know better and throw it out. Which means the following year's project officer will be at square one. You can make their life much easier and the conference better by making a copy of your copy. Fourth, the ops plan and the continuity book are a set and are used/kept together.

**Make lists.** Revise lists. Make more lists. Everything is in the details and the more you take care of at the beginning of a project, the less stressed you will be during the event. In fact, as you read through this publication, you may want to make a list or highlight duties for your team members.

## ***The Budget***

It is your responsibility to work the budget. Present an estimated budget to the Wing/Region Finance Committee when the site selection has been negotiated and confirmed and you have a firm concept for the event. The budget is actually separated into two sections: conference and catering. See Attachment #3 for a sample format. Submit any interim expense receipts to the Wing/Region Finance Officer.

1. Conference Budget. The conference budget is divided into income and expenses. Income will be any monies received from registration fees and/or supplemental funds offered by the wing/region. Expenses will include catering costs, facility costs administrative costs (preparation expenses like printing, decorations, and misc. supplies, etc.), gasoline for airport runs, prizes, awards and thank you gifts to name a few. Be sure the estimated Day Conference fees cover basic costs. This is an estimated amount taking into consideration costs for food and equipment rental, facility expenses, and administrative expenses, etc., divided by the estimated attendance. Then add \$2-\$3 to each fee.

a. In order to **cover expenses** and possibly make a **profit**, think of your day registration fees being separate from the banquet. The more people you attract to attend the day session, the more profit you will make. One way to do this is to offer convenient electronic payment programs such as PayPal<sup>®</sup>. For payment plans, be sure to consider if the cut-off date for PayPal<sup>®</sup> is the same for those paying by check or cash. In keeping things simple, perhaps establish a single cut-off date two weeks prior to the event. This would allow in-process transactions to be completed with plenty of time for review.

b. Another suggestion is to offer a "Pre-Registration Discount." You may also want to offer a slightly less expensive price to cadet registrations for the Day Conference. The "Pre-Registration Discount" should be the price you need to hit your budget. The "late registrations" and walk-ins

fees should be higher. Determine a Pre-Registration cut-off date and hold firm to that date. For those who want to pay by check or cash, provide appropriate information on the registration form. This is where your Finance Officer or Registration Assistant comes into play. Two weeks prior to the event, request a copy of all the people who have Pre-Registered by that time (cash and by electronic payment). Merge the lists to determine your expected attendance roster. That will give you the first indication of expected income.

c. Mass marketing in the local area will hopefully bring in a larger number of members to attend the Day Conference and pay at the door. These registrations are not discounted. No banquets can be ordered that late in the game. The more local members who attend only the day session, the more profit. Be sure to have your Registration Assistants at their station until at least 30-40minutes into the General Assembly in order to handle late-comers.

2. Banquet. Banquet budgets are unique in that they need to be considered as part of the conference as well as the catering in that banquets generate income through registration fees but cost money as well. One way to balance the books when figuring the price of the banquet tickets is to be sure to include tips and service fees and any entertainment costs along with the meal cost into the price per plate. Combine these costs and then add \$5 - \$10 per plate, if possible. That way the meal pays for itself and you may even turn a profit.

3. Catering.

Most people associate “catering” with only food services, but in fact audio-visual (AV) equipment (screens, projectors, microphones, cables, extension cords, AV carts, podiums), table set ups and tear-downs, decorations, risers, seating arrangements, and special requests also fall into this category. Nothing is free and the little things can add up to a large bill at the end of the day. In order to avoid this pitfall, arrange for as much of this equipment to be coffered from the membership and wing/region as possible.

## ***The Details***

As the saying goes, everything is in the details. The sooner you have a site picture in your mind, the better off you will be. A site picture refers to how you imagine the event will happen. How the spaces will be used. There are some elements of planning a conference which are non-negotiable and others which are purely optional.

1. Color Guard.

Arrange for color guard for both the general assembly and the banquet. Colors do not have to be removed at the close of the general assembly, but should be presented and removed during the banquet. Be sure that the required flags and flag stands are available, including extra flag poles, toppers, and stands. A “general officer” is one whose rank is higher than Colonel. If the National Commander is present as well as the National Vice-Commander, the National Commander’s flag will be used. If an active military general officer is a guest at the banquet, their flag will be used. Regardless, they bring their flag (only). You will have to provide the pole and stand.

As a reminder, the Wing/Region should provide hotel rooms for color guard members as well as banquet tickets. These will probably take up the extra meals automatically provided by Catering, but double check the numbers with Catering so there are no last minute surprises.

Check with the hotel if there is a fee for extra beds to be added to a room. Plan for two rooms. Confirm arrangements for having a Color Guard as soon as practical. Ask in advance the make-up of the team. It may be all males or three males and one female, or vice-versa. Until you know these answers, don’t check this off your list as completed. Keep a contingency plan in place. And don’t forget to tell the Color Guard Chaperone(s) of your plans.

2. Cadet Activities. The Director of Cadet Programs and his/her team of senior members will be responsible for managing the cadets during this event. Be sure they understand this responsibility and that ground rules must be set. In order to attend, Cadets must provide the name of a sponsor with their contact information. Sponsors may be parents or CAP members who are attending the conference and must be available on site day and night. It’s very important to remember that the sponsor **must** be verified before the cadet’s registration is accepted. This is one of the responsibilities of the Director of Cadet Programs, but as the coordinator, you must ensure that this is being done and in a timely manner. Cadets and their sponsors/chaperones must understand that the cadet must stay on the premise of the event unless given permission by you or your assistant to leave and that their sponsor/chaperone is aware of this and agrees. This is very important to remember. If a cadet attends an event, CAP is responsible for them. The worst case scenario is that a cadet(s) leaves the conference site without permission and gets hurt or disappears.

3. Marketing.

If you want people to come, let them know! This is the purpose of marketing. Back to Who, What, When, Where, Why, and How. If your preparations answer those questions, you are doing fine.

Conferences are only successful when people come to share. It's also important to let members know that the wing conference, for instance is as much a celebration of their successes as it is a business meeting and learning opportunity. Conferences are where life-long friendships are made and strengthened in a family atmosphere. It can be the highlight of a member's year. This is your message.

There are several different ways to spread the word: e-mail to each member affected (senior members and cadets), social media, meeting announcements and by word of mouth to name a few. The secret is frequency of notification. Start with a general announcement about six (6) months out (for a conference). Let people know about the event in general terms and any associated costs. This allows members to plan ahead and budget. Two months out, start using e-mail and the social media. Create a flyer that can be scanned or posted. Be consistent and persistent. This would be a good job for your Assistant or PAO to do. Remember, the more people you can attract to attend the daytime sessions, the more money goes toward breaking even or turning a profit.

In spite of an excellent effort, don't be flustered by a poor response until two weeks out. Keep up the effort. This is not unusual, but be prepared for a sudden rush of registrations at the last minute.

#### 4. Establish a Conference Website.

This is something your Director of IT can do with you. With today's technology, creating a dedicated website or adding a web page to an existing website is an excellent way to get information to the members. Link it directly from your wing's homepage in a prominent place (it goes without saying that your wing's website be kept up to date). Also consider sending a mass e-mail to the wing members with the link so that they know that the wing conference is coming up, and recommend that they include the link on their own squadron website use of social media.

Below are suggested topic links to consider. Pick and choose which ones work best for you. The attachments which follow are examples which can be used for reference.

- a. Application Information with link to registration form and payment method (Attachment #4)
- b. Conference Registration Policies (Attachment #5)
- c. Hotel Information (From hotel information packet)(Attachment #6)
- d. Air-Ground Directions (Attachment #7)



- e. Conference Codes of Conduct (Attachment #8)
- f. Conference codes of Conduct – Cadet (Attachment #9)
- g) Non-member Activity ‘Spouses Activity’ (Before and after – post photos of the group)
- h. Seminar Summaries (Post 4-6 weeks before the event)
- i. Cadet Participation
- j. Dress Code (Attachment #10)
- k. Event Schedule and Site Plan (After the directorates have had a chance to review) (Attachment #11)
- l. Site Plan (After the directorates have had a chance to review) (Attachment #12)
- m. Contests
  - (1) Raffle Information – Offer a Tax Exempt Form to companies donating items (items should be less than \$1200 in value to prevent the gift tax)
  - (2) Model Airplane Contest in both cadet and senior member categories
  - (3) Guess your Command Staff (details on page 20)
  - (4) Buzz Word Bingo (details on page 21)
- n. Post-Critique Forms – Members (Attachment #13)

The IT director can post this information, but the coordinator has to make sure he/she has the text to upload. Text can be a Word Document or PDF. The website/web page should go live six (6) months before the event with a link to the Application Forms for download. Other folders can be added gradually until one (1) month prior to the event.

## 5 Forms.

Forms for the following items can be electronic and/or printed, depending on their use.

- a. Conference and Banquet Registration. Assess a late fee date and stand firm.
- b. Hotel Information (Restaurants & Shopping) (Attachment #6).

c. Directorate Applications (Seminar Equipment Needs) (Attachment #14).

d. Organize and print the Schedule of Events and room locations. Send out a proposed schedule of events to the directorates. Give a closing date for any changes before posting on the website. (Attachments #11,12).

e. Non-member Activity Registration.

f. Post Event Critique.

(1) Place a form in each directorate's packet for each seminar given (Attachment #15)

(2) Place a form in each member's packet as well as online (Attachment #13).

## 6. Distinguished Visitors (DVs).

Invitations.

Who do you want to attend this function other than the general membership and respective local command staff? If you are planning a wing conference, you will want to extend an invitation to the Region Commander. If you are planning a conference for a Region, in addition to the command staffs, you may want to extend an invitation to any of the following individuals:

a. Governors, Senators, and Congressmen. They may or may not speak depending on what you plan. If they don't show, ask them to send a senior member of their staff or at minimum, their regrets in a nice supportive letter which could be included in the registration packet or read at the banquet. Word the invitation letter with a request for a supportive letter if attendance is not possible.

b. National Commander.

c. National Vice-Commander.

d. Past Wing/Region Commanders.

e. State ES Coordinator.

f. CAP-USAF.

g. National Headquarters Staff.

h. Guest Speaker.

All of these people are considered DVs. When these people accept an invitation, be sure to take care of them during the event. Coordinate this effort with the command staff. Take care of their transportation needs. Be sure the DVs are invited to dinner or lunch and are included in activities throughout the event. Be sure accommodations are suitable. If possible, arrange for a small complimentary gift by the hotel to be placed in their room. Consider providing the current National Commander or National Vice-Commander with an aide or escort. Cadets fill this job well. Their duties may include holding items which will keep the generals' hands empty and available to meet and greet as well as being asked to get items for the generals. The duty will vary.

DV Invitations should be sent out no later than six (6) months before the event by the Wing/Region Headquarters. Although these invitations are sent out at the commander's discretion, it is your responsibility to remind the commander to do the invitations. The Wing Administrator can prepare them since he/she likely has the names and addresses.

Another type of DV invitation is for the **Commander's Luncheon** (optional). The Wing/Region may pick up the cost of this lunch so be sure to include it on your budget. You have to tell the commander how many people the room will hold and he will tell you who to invite. Card stock is always nice for these invitations and they can be placed either in the DV's registration packet or handed to them personally. Be sure to invite spouses unless you know they will not be attending the luncheon. These luncheons can be buffet or seated meals and usually have informal open seating.

Requesting the National Commander or National Vice-Commander.

The National Commander and National Vice-Commander are enthusiastic about meeting as many members as possible. Any commander may request the appearance of a Civil Air Patrol General Officer (always remember to inform your chain of command of the request). The Aide-de-Camp staff is committed to insuring that the commanders are able to participate in conferences, banquets, award ceremonies, memorials etc., around the nation. In consultation with the event staff, the Aide-de-Camp staff works to ensure that all measures of planning and protocol are followed.

Commanders make their requesting using the "General Officer Request" module in the Commander's Corner section of eservices. Requests must be received not later than 90 days prior to the event.

Once the request is received, the request is reviewed by the ADC for scheduling conflicts. If no conflict is found, the ADC will forward the request to the CAP/CC and/or CAP/CV for a final decision. The requesting

commander and their commanders (as appropriate) are then notified of the decision.

If accepted, the ADC will send the event POC a questionnaire and follow-up by providing the POC with an ADC guide outlining CAP's protocol guidelines and expectations. Teamed with the event POC, they will also begin making arrangements for the General(s) lodging, travel, schedule, etc. Additionally, if the ADC team is not available to attend the event with the General(s), they may request that a local area member fill this role during the event (on a case-by-case basis).

#### Conference Protocol Concerning DVs:

Who receives free registrations, banquet tickets or "compt." rooms depends on how many complimentary rooms are received as part of the hotel contract and how much money has been budgeted for the conference. Normally the guest speaker is compt. for the banquet. Any others that you want to honor, such as Past National Commanders or past Region/Wing Commanders, may be compt. a banquet meal if you want to and can afford it. This is not expected. It is up to you.

Rooms are a little more touchy because they are more expensive. Normally, everyone but the guest speaker has to pay for their rooms.

It's nice to pre-register the National Commander and Region Commander if you are sure they are coming. That assures them the best suites. It is also nice to have some amenities as flowers or a fruit basket in their rooms. If you know what their favorite beverage is, perhaps have a bottle handy. That really impresses them with your hospitality.

#### 7. Entertainment.

Planning a conference is a very serious and complex undertaking. But, the conference itself should be fun for the attendees. As you read through this pamphlet, try to find ways to make the fun happen. One of the main goals is to have a meeting that everyone wants to come back to next year and to bring more people with them. Here are a few suggestions to accomplish this.

Have fun during the general assembly, with the Commander's approval of course. For something unexpected, **celebrities from the past** may suddenly reappear and converse with the head table (all scripted). There could be Elvis modeling a new flight suit or Winston Churchill stopping by for a chat. Senior members will really get into the role play and have a good time with it. Perhaps there is a **community band** that could play the National Anthem and another piece of patriotic music to open the general assembly. Have contests. One idea is "**Guess Your Command Staff**" where you mount their baby pictures on a board by the registration desk or

on individual pages in the registration packets. Another game is **Buzz-Word Bingo**. This is played by creating bingo sheets with common words which would occur during a general assembly. The sheets can be placed in registration packets or on the seats in the general assembly. The member crosses out words as he hears them. Be vague on the rules to win the game. Make sure each sheet is different by at least one word. The key to having someone win is to plant one word on one card which will not appear on any other cards. For example, if Mary Feik is visiting the conference, make her name the winning word. At the end of the general assembly, the host announces the winning card containing (blank) word. This game gets everyone to listen closely to what is being said during the meeting and yet it is fun.

During the daytime, have a **Non-Member Guest Activity** planned. Have your assigned chaperone meet the guests in the hotel lobby. Be sure their names match the names on the list of participants. Stay within a 20 mile radius of the conference. Plan an interesting location to draw the spouse's to the conference. Perhaps plan a lunch location or wine tasting (self-pay) and furnish any transportation needs. Establish the cost of the activity and advertise it on the Conference Application and website. Although optional, an activity of this nature will bring more people to the conference.

A pre-dinner cocktail party is always a crowd pleaser. You may want to contact a talent agent in the conference location and tell them what you have in mind and your budget. \$500 generally will provide dinnertime music of some sort. Arrange for after-dinner entertainment no later than six (6) months out. Also you might find an Air Force Band or CAP Band available. The USO may also be another source of entertainment. Please be mindful however that cadets are present, and that there may be limitation on the consumption/availability of alcohol because of this. For example, don't plan the social hour for the hotel bar area because cadets cannot enter bars.

### ***Preparations Checklist***

Determine the **procedure for opening ceremonies** at the general assembly.

Arrange for a **Sergeant-at-Arms** to call the meeting to Order and announce the head table for the general assembly.

Contests (optional).

Make registration packets. These should contain the Schedule of Events, floor plan of meeting rooms, information about the hotel and services, information on activities available around the hotel area, non-member

activity information as appropriate, give-away gifts, banquet tickets with table number if appropriate, any special invitations (Commander's Luncheon), general conference and directorate critiques (one per seminar).

Shop for give-away gifts for raffle, etc. Local business donated gift cards work well, or generic gifts for all ages like glider rides for senior members, flight instruction for cadets, etc.

Make a drop box for conference critiques. This should be placed on or near the conference registration desk.

Contact the Wing Chaplain and arrange for invocations and benedictions for the general assembly and banquet.

Check with the commander about DV gifts (optional).

Notify the hospitality room bartender and cadet sponsor (and color guard sponsor) of their room arrangements.

Appoint a Protocol Officer for morning and evening sessions.

Buy two-sided tickets for any drawings or door prizes.

If appropriate, think of how live floral center pieces at the DV table(s) will be given out at the end of the banquet.

**Banquet seating arrangements** should be pre-determined for DVs and their spouses. **Please let those guests know what the arrangement is.** If DVs are at a head table, assign specific tables to their spouses and other special guests to avoid confusion and further tasking at the last minute. Also, you and your assistant should keep a copy of the DV seating chart with you going into the banquet just in case someone did not bring their dinner card with their table number on it to the banquet. DV tables can be open-seating placement or by place-cards, but please identify those specific tables to the VIPs beforehand.

Also, by doing a seating chart, you will save the **commander the embarrassment** of having a totally empty or sparsely attended dinner table or two right in front of the head table. This is not a good situation.

Arrange for banquet table center pieces. These can be cut flower arrangements or candles inside hurricane flutes on mirrored tiles. Use your imagination. Use confetti, ribbons, etc. to make the feeling festive.

Confirm arrangements for all audio-visual services and seminar room assignments the day before the conference begins. This should be done in-person rather than by phone or e-mail. Assign a person to check on the rooms before each session to ensure the set-ups are correct and complete.

Ensure that the front desk staff and Manager on Duty (MOD) have the cadet room numbers and arrange to turn off pay-per-view movies and access to the long-distance telephone lines.

DV Transportation: Assign a member to be responsible for providing VIP transportation to and from the airport for the event. Be sure to place this person's name and contact information on the website so they can receive the DV's travel schedule.

### ***Working with Command Staff***

There are three areas in which you should communicate with the command staff. First, work with the awards committee to get the winner's names to you in a timely manner in order to get plaques or certificates created.

Secondly, decide who will be the Master of Ceremonies (emcee) for the General Assembly as well as the Banquet. Are they going to create a script or will you be responsible for providing a script? The script should list the hour/minute on the left side with the text to the right. As a planner, you can take this and create a summary sheet for your team with the hour/minute and segment title with any details necessary. The bottom line is that there should be a script to follow. That will keep the event moving in a timely manner. (Attachments #16,17,18.)

Third, there is nothing wrong with pomp and circumstance when it comes to awards. When preparing the script, be sure to allot sufficient time for major awards with full recognition. Give the award winner the time they deserve and don't scrimp. Have the citation read out loud so the audience and family will know what that person did to deserve this award. For example, don't let the Cadet or Senior-Member-of-the-Year merely walk to the presentation area in a fast precession. The audience should rise out of respect for the top award winners. If this is a new concept to your wing, then arrange for people in the audience to stand up and clap at the appropriate time. Others will follow their lead. Two top awards are the **Carl A. Spaatz** and the **Gill Robb Wilson** awards. One is for cadets and one is for senior members. Make these really special. Have the emcee read a brief background on both types of awards and read the number assigned to each recipient. The audience will then appreciate the effort these members have made to accomplish these milestones.

### ***Contingency Planning***

Contingency planning is based on Murphy's Law, 'If something can go wrong, it will go wrong.' So stay one step ahead of the possibilities. Everything mentioned in the above list can change at the last minute. Play devil's advocate and be prepared. Have a back-up plan for every phase of

the conference and then remain flexible for dealing with what you never thought could happen. For example, if one of your team members gets ill at the last minute, have a replacement in mind. If there are open seats at the DV dinner tables, have a list of people to personally invite to fill those seats at the last minute. What happens in the event of inclement weather, especially if it causes members to be stranded in the hotel (it's happened) or they can't get there. Activating a contingency plan is called 'putting out fires'. Most of the time the attendees will never know anything happened. It all happens behind the scenes.

### ***Risk Management for Safety***

No matter what type of event or activity you are coordinating, risk management must be an integral step in the planning. As you work more and more with the facility, become aware of any potential problems. For example, whenever audio-visual equipment is used, there are cords. Tell the facility that all the cords must be taped safely to the flooring to prevent a tripping hazard. If your event involves a Flight Line or Hangar, troubleshoot any hazards which might become evident. Is there residue on the ground which could cause someone to slip and fall? Are aircraft safely parked to eliminate hangar rash or personal injury? Hotel tornado shelter? Fire exits (congregation point for attendees)? Location of nearest urgent care center or hospital? First aid kit? Don't assume someone else will take care of it. Look for potential risks early in the process. The local fire department or hotel may have a handout for hotel safety tips. Consider putting the "Safety Briefing" as a handout in the packet.



## CHAPTER 3: Event Countdown

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It's crunch time. One or two weeks to go and everything has been going smoothly of course. Fires have been put out. Remaining flexible has paid off with contingency plans to handle last minute cancellations and disappointments. The "finish line" is in sight. That means it is time for another checklist.

### ***Event Countdown Checklist***

Flower arrangements for banquet DV tables. At the end of the evening it would be nice to give the arrangements to an honored female guest and/or the commander's wife, on down the line at the commander's discretion.

Order food trays for the senior member hospitality suite. (Dry snacks are most successful – shelled nuts, chips, chocolate/candy- as are cheese and fruit/vegetables/cured meats. Prepared sandwiches pose a problem because most people have already eaten before they come to the hospitality suite.

Purchase snack plates, cups, napkins, serving utensils and toothpicks. (for cheese cubes, etc.)

Buy liquor and mixers/sodas/bottled water for senior member hospitality suite. Don't forget the ice.

Buy prizes and raffle ticket stock for contest winners. (Budget item).

Assemble banquet programs.

Assemble registration packets.

Container for drawings.

Copy hotel information sheets for packets.

Copy critique sheets for packet.

Tent cards (name, rank, position) for members of the head table. (General Assembly)

Collect equipment and supplies:

- a. PowerPoint projector.
- b. Movie screen.
- c. Overhead projector, extra bulbs.

- d. Flip chart paper stand with markers.
- e. Flag stands for general assembly. Be sure they are of presentable quality. Include flag stand and pole for DV's flag, if needed.
- f. Liquor.
- g. Hospitality room supplies.
- h. Registration packets.
- i. Tent Cards for head table. (General Assembly).
- j. Remote control for the PowerPoint and extra batteries. (plan on 2 sets/day).
- k. Extension cords and duct tape for securing the cords.

13 Draft DV introduction list and seating list for the general assembly Master of Ceremonies (emcee) (and the order in which the head table enters the room, is seated, and departs). Be sure to have wife's name on the introductions list in case they are present. Attachment #19 gives the protocol for introductions starting with the head table: National Commander, National Vice-Commander, National Chief-of-Staff, CAP-USAF Commander, Region Commander, Wing Commander, special guests, then CAP National HQ Staff members and any National Staff (volunteer) members, followed by Wing/Region staff, visiting Region/Wing Commanders, former National Commanders, former Region/Wing Commanders, active Group or Squadron Commanders, cadets, and visitors from outside the region. Introduce any exhibitors which will be set up at the conference.

14 Draft DV list for Banquet Master of Ceremonies (see above). Have spouse's name on the list and table number. It's a good idea to number the DV tables. Tell the Master of Ceremonies that when introducing people, start with Table #1 which should have the Wing/Region Commander(s), hopefully the National Commander/ Vice-Commander, etc. The order of introductions should follow the chain of command starting with the National Commander, Region Commander, Wing Commander, National Headquarters staff, etc. at that table. Then on to the next table... chain of command and visitors, etc.

15 Work with the Masters of Ceremonies and approve their scripts. Give them a copy of Attachment #19, Introduction to Protocol.

16 Assign 1-2 people to move AV equipment during the conference. Give them the schedule for those movements.

## ***Catering Reconciliation Sheet***

It takes a bit of time to create a Catering Reconciliation Sheet, but that is time well spent at the back end of the project. As it sounds, this is a “List” of all catering services provided by the facility. It’s broken down by “service” and description, unit price, and total price before and after fees and taxes are applied. Attachment #20 is a sample of one way to accomplish this. The first page is a summary of food service throughout the event. The upper  $\frac{3}{4}$  of the page provides basic prices for each service (line item) with the final quantities used. The numbers in “red” are subtotals for each line item with a grand total at the bottom of that section. Some hotels will reconcile bills with the service charge included with the price of the food plus tax. Others may separate out the tax. The lower part of the form consolidates the possibilities for easy reference. Food services are listed with the service charge added to the food charge, then the tax, then a grand total. Page two (2) basically does the same process for non-food catering services such as Audio Visual (AV) set ups, display tables, centerpieces, etc.

## ***Hotel Registration Reconciliation***

There is one last area that must be discussed before the Conference begins. By now you have a smooth working relationship with the Hotel Sales Representative. Two weeks before the conference begins, it would be advisable to request the hotel provide all the names of people who have booked a room on the CAP room block. Make arrangements to get an updated list for those who schedule within the following two weeks. Take that list from the hotel and compare the names with senior members who pre-registered for the conference. Make a note of any discrepancy and see if the hotel has them registered separately. It is not unusual for this to happen for a number of reasons. Also people may book lodging for additional nights outside of the event date. **It is important that the conference gets credit for those nights toward the cumulative night commitment.**

## ***The Conference***

It’s very early in the morning. You are dressed and loaded with tote bags and checklists and the Operations Plan. The moment has come and you are ready. Your team is in place and ready. Let the games begin... with a checklist of course... and coffee.

- 1 Friday.
  - a. Transfer equipment, supplies, and gifts/prizes/awards to hotel.

- b. Check in at Hotel.
- c. Set up Registration Desk.
- d. Pick up food for hospitality suite.
- e. Work with bartender to help set up hospitality room.
- f. Conference Coordinator meets with Hotel Catering Manager and Hotel Manager to review compt. room credits, make special arrangements, set up a daily catering and hotel reconciliation schedule and identify those CAP members who are authorized to work with the hotel staff.
- g. Check on General Assembly room set-up schedule.

## 2 Saturday Morning.

- a. Meet with the Day Catering Manager. Set up monitoring schedule of food items for replenishment.

\*Establish "charge" review schedule to reconcile the bill later in the day.

- b. Registration 7:00 – 8:30 am (Advertise registration from 7:00-8:00 am. No one should be permitted to enter the General Assembly after 8:00 am until the Presentation of Colors has ended).

- c. \*Color Guard must have access to the general assembly room prior to 8:00 am to rehearse.

- d. Meet any morning entertainment (optional).

- e. Continental Breakfast (optional), check to see if it has everything you ordered, **drinking water** is not optional.

- f. Check final details for the general assembly.

(1) Color guard.

(2) Head table seating arrangement and place tent cards.

(3) Photo area set up properly.

(4) Give the Master of Ceremonies a list of DV's for that session.

(5) Check room set-up (award tables, photo areas, name tags, etc.) If anything is not right, like the direction chairs are placed, have it corrected immediately before anyone enters the hall.

g. Protocol Officer calls the general assembly to order and announces the arrival of the head table. **“Please rise for the arrival of the distinguished guests.”**

h. Someone should be available at the registration desk for contests of raffles or bookstore items.

i. Non-member activity 10:00 am.

(1) ½ hour before, have assigned drivers inspect vehicles. Ensure that the drivers have a current state and CAP drivers’ licenses. Then have drivers meet participants and be sure everyone is agreeable to the transportation schedules.

(2) Ensure that the van(s) meet the transportation requirements (number of seats, etc.) This may require special waivers for non-members if you are using CAP vans. This could be done with a letter from the CC. Discuss the issue with the command staff.

j. Mid-morning break with drinks only or have breakfast items available.

k. Seminars: Ensure that equipment is where it should be. If equipment has to move around between sessions, have a volunteer move the equipment for the directorates or let the directorates know where to find what they need and let them move it to their seminar site.

l. Lunch.

m. Commander’s Luncheon: Check the room ½ hour before it starts to be sure everything is as ordered.

3 Saturday Afternoon.

a. Seminars.

Ensure that equipment is where it should be. If equipment has to move around between sessions (use a checklist), have a volunteer move the equipment for the directorates or let the directorates know where to find what they need and let them move it to their seminar site.

b. End of seminar sessions.

Secure all CAP equipment from the seminars. CAP PowerPoint or overhead projectors may be used during the banquet. Arrange for someone to move the equipment into the banquet room and set it up. Ensure that extra equipment is securely stored.

c. **NLT 4:30 pm** arrange with the hotel to enter the banquet area to check table decorations and settings, place programs, identify DV tables, and place flag stands for Presentation of Colors for the banquet, and color guard practice. It may not seem important on the surface, but be sure the servers put out bread plates. It makes a big difference to all the guests and is noticed when not there.

d. Give a final list of DVs and their spouses and their table location to the Master of Ceremonies for the Banquet.

e. Before the banquet, reconcile the day conference bill with the catering manager.

#### 4 Saturday Night.

a. No Host bar.

b. **1 hour prior to Banquet**, color guard must have access to the dining hall to practice.

c. Enter banquet for general seating (15 minutes prior to start).

d. Presentation of Colors (5 minutes).

e. **Invocation** (5 minutes).

f. **Welcome remarks** (5 minutes).

g. Contests and drawings.

h. **Dinner** (1 hour).

i. **Intermission** (15 minutes).

j. **Keynote Speaker** (20 minutes).

k. **Awards and remarks** (45 minutes).

l. Command change (as appropriate).

m. Retire Colors.

n. Benediction.

o. Break before entertainment (optional), Hotel will set up.

p. \*Reconcile banquet bill with catering.

q. Hospitality rooms are opened.

## ***Staff De-brief***

At the time of your choosing, meet with your event staff to discuss what worked well and what didn't work so well. This discussion can be referred to as a staff de-brief, hot wash, lessons learned, after action report, or critique analysis. In the end, it becomes an integral part of the planning process. It's a time to learn from your mistakes. As a wise man once said "I always find I have enough new mistakes to make that I do not need to make the old ones." This is also a time to update and pass along a continuity book.

Now it's time to deal with the last item on your checklist, a good night's sleep.

## ***Summary***

Use this pamphlet as a guide. When faced with developing and coordinating an event of any size, shape, or form, follow eight basic principles or "Golden Rules" and take them step by step.

Decide on your goals.

Delegate. Build your team. Trust but Verify.

Create and communicate your vision for the event/activity.

Decide on a date as soon as possible and list it in the Wing Calendar, on the Wing Website, on the National Calendar.

Market the event using all available media, heavily and frequently.

Manage the budget.

Make and follow checklists, paying attention to the details.

Risk manage for safety.

## Conference Planning Checklist

	NOT LATER THAN	TASK
	180-365 days prior	Secure facility Develop Ops Plan
	180 days prior	Key staff selected <ul style="list-style-type: none"> <li>• Main Assistant</li> <li>• Registration Coordinator</li> <li>• IT Assistant</li> <li>• Marketing Assistant</li> <li>• Finance Officer</li> <li>• Transportation Officer</li> <li>• DV Transportation Assistant</li> <li>• Hospitality Room Assistant</li> <li>• Cadet Coordinator/Sponsor</li> </ul> Present est. budget to Finance Committee Invite DV's Entertainment secured Start marketing campaign
	NOT LATER THAN	TASK
	As needed	Further staff meetings as appropriate
	60 days prior	Review Final Preparations Checklist <ul style="list-style-type: none"> <li>• Day and banquet script arrangements</li> <li>• Arrange Sgt.-at-Arms</li> <li>• Contest (optional)</li> <li>• Print registration packet form</li> <li>• Shop gifts, prizes, and give-aways</li> <li>• Confirm Wing Chaplain</li> <li>• Buy raffle tickets</li> <li>• Confirm hospitality room arrangements for both cadets and senior members</li> <li>• Confirm Protocol Officer</li> <li>• Banquet – center pieces &amp; distribution, DV seating arrangements</li> <li>• Confirm AV services furnished by hotel and members</li> <li>• Confirm DV transportation</li> </ul> Work with command staff on scripts and awards for day and evening sessions



	30 days prior	Review status with region/wing commander
	25 days prior	Step up marketing Confirm all details for the event
	14 days prior	<p>Staff meeting with final status check Electronic registration cut-off date, estimate attendance Review Event Countdown checklist</p> <ul style="list-style-type: none"> <li>• Flower arrangements for DV banquet tables (optional)</li> <li>• Order food trays for senior hospitality room</li> <li>• Buy supplies for senior hospitality room</li> <li>• Buy adult beverages for senior hospitality room</li> <li>• Buy prizes and raffle ticket stock</li> <li>• Assemble registration packets</li> <li>• Assemble banquet programs</li> <li>• Provide a container a container for drawings (tickets)</li> <li>• Print hotel information sheets for packets</li> <li>• Print critique sheets for packet</li> <li>• Make tent cards (name, rank, position) for members of the head table (general assembly)</li> <li>• Collect "Equipment &amp; Supplies"</li> <li>• Draft DV introduction list (general assembly)</li> <li>• Draft DV introduction list (banquet)</li> <li>• Review all scripts</li> <li>• Assign 1-2 people to move member owner AV equipment during conference. Give them the schedule for those movements.</li> <li>• Prepare Catering Reconciliation sheet</li> </ul>
	7 days prior	Banquet registration cut-off date First hotel registration reconciliation
	Friday	<p>Transfer equipment and supplies to hotel</p> <ul style="list-style-type: none"> <li>• Check in at Hotel</li> <li>• Set up Registration desk and make a sign with hours of operation. Also have a sign with the hours of operation for both hospitality room</li> <li>• Pick up food for senior member hospitality room</li> <li>• Ensure that cadet hospitality room and planned activities are in place</li> </ul>

	<ul style="list-style-type: none"> <li>• Work with bartender to prep the senior hospitality room</li> <li>• Meet with Hotel Catering Mgr. and Hotel Mgr. to review compt. room credits, special arrangements, set up catering reconciliation schedule, ID your authorized staff to hotel staff</li> <li>• Check on general assembly room set-up</li> <li>• Schedule</li> <li>• Other</li> </ul>
<p>Saturday Morning</p>	<p>Meet Day Catering Mgr.</p> <ul style="list-style-type: none"> <li>• Set up schedule of food item replenishment</li> <li>• Breakfast set-up (optional)</li> </ul> <p>Registration desk 7-8:30 am.  Color guard rehearsal 7 am.  Meet entertainment (optional)  Check final details for general assembly</p> <ul style="list-style-type: none"> <li>○ Color guard</li> <li>○ Head table seating arrangement and place tent cards</li> <li>○ Photo area for awards</li> <li>○ Give emcee the DV list</li> <li>○ Check room set up before attendees are permitted inside</li> </ul> <p>Protocol Officer calls meeting to order and announces entrance of head table  General Assembly 8 am.  Non-Member Activity 10 am  Mid-morning Break 10 am  Seminars (Time permitting)  Check on room for Commander's Lunch 30 minutes early  Lunch Break</p>
<p>Saturday Afternoon</p>	<p>Seminars</p> <ul style="list-style-type: none"> <li>• Equipment placement</li> <li>• Stow equipment at end of day</li> </ul> <p>Afternoon Break  Reconcile day catering bill with Catering Mgr.  NLT 4:30 pm prep. banquet room  Collect critiques  Give DV list to banquet emcee</p>

## Attachments

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The following attachments provide guidance for developing materials for developing an activity or event.

**A-1 Town Hall Conference Format.** This is a description of the Town Hall meeting concept.

**A-2 Tax Exempt Certificate.** This is an example of a format that could be used to present to hotels/catering and gift donors which allows them to claim the merchandise value tax exempt. Most companies like to have this form. Hotels will vary as to what may or may not qualify as tax exempt services.

**A-3 Budget Request.** This is an example of an overview of proposed expenses and estimated receipts which should be presented to a Wing/Region Finance Committee for approval.

**A-4 Electronic Application Information Sheet.** This is a sample of the format which may be used to register people for the event. Include this with the online conference information.

**A-5 Conference Registration Policies.** Include this with the online conference information.

**A-6 Restaurants & Shopping Sheet.** Local information made available is helpful to attendees and especially spouses when planning schedules. Include this with the online conference information

**A-7 Air-Ground Directions.** This is important information for DV's. Be sure to include the name and contact information of the DV Coordinator. Include this with the online conference information.

**A-8 Conference Code of Conduct (Senior Members).** This form takes the mystery out of what is expected of senior members attending the event. Include this with the online conference information.

**A-9 Conference Code of Conduct (Cadets).** Ground rules guide the expectations of Cadets attending the event. Include this with the online conference information as well as placed in a cadet registration packet .

**A-10 Dress Code.** Include this in the online conference information.

**A-11 Conference Schedule.** This is a sample format which could be used by attendees to plan their time while attending the event. Include this with the online conference information as well as the registration packet.

**A-12 Site Plan.** This is a sample format. This can be printed and placed in registration packets

**A-13 Member Evaluation Form.** Sample of a form which could be printed or sent electronically

**A-14 Seminar A & Directorates.** This is a suggested format providing easy review of the seminar schedule, room assignment, and any equipment needed.

**A-15 Directorate Evaluation Form.** This is an example of a form which is printed and given to those teaching seminars.

**A-16 General Assembly Script Template.** This is a generic sample of a script which was used to host a General Assembly. The names have been changed to protect the innocent

**A-17 POW-MIA Table Script Example.** This is an optional ceremony to honor those members who could not be present. This particular script is based on a military model.

**A-18 Table of Remembrance Script Example.** This is an optional ceremonial script to honor those members who could not be present.

**A-19 Introduction Protocol.** Print this information for the Day and Banquet MC's.

**A-20 Catering Reconciliation Sheet.** This is a suggest format which lists all provided catering services with and without service fees and taxes.

**A-21 Glossary of Acronyms & Terms.**

## Attachment 1: Town Hall Meeting Style (Conference)

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A “Town Hall” style conference offers the advantage of a reduced footprint in the hotel; thus lower facility costs. Historically, a “Town Hall” refers to the main government building in a town where citizens could meet to receive the news of the day or discuss pressing issues. The premise of a “Town Hall” style conference is based on the concept that most activities will be held in one large room or “hall”.

The General Assembly will remain traditional in arrangement. The difference between traditional and Town Hall style is that the Break-Out sessions will be in a town-hall meeting format. There could be up to three sessions. Each session will have directorates from related fields present and center. Each will be allowed an established amount of time (5 minutes) to make a quick presentation. The remainder of the time will be for audience interaction. Visiting members from NHQ, National Staff, etc will be invited to participate. This type of conference leaves a very small footprint with the facility and reduces the cost of doing business. There is one projector and one screen each for the main hall and cadet activities, which will be held in a separate area; however, cadets are welcome to join the audience at any time.

Example:

Period I:

Wing/Region Command Staff, visiting VIPs

Period II:

Operations, Stan/Eval, Homeland Security, Safety, and Aerospace Education

Period III:

Admin, IT, Professional Development, PAO, Chaplains Services

Break-out rooms will be provided for Cadet Speak-Off, CAC meeting, Cadet Programs, DCPs

Vendors: Vanguard

Displays: (Flight School) with a possible table- top flight simulator

NTC Equipment Display

Additional table space can be provided in the pre-function area outside the main room for directorates to display items, provide handouts, or conduct business hours (as preference directs)

Suggested timeline for the day session:

0800 – 1000	General Assembly	1300-1430	Session II
1015 - 1130	Session I	1430-1500	Break
1130 – 1300	Lunch	1500-1630	Session III

# Attachment 2: Tax Exempt Certificate (Example)

VA Dept. of Taxation  
Form ST-12  
6201059  
Rev. 11/99

## COMMONWEALTH OF VIRGINIA SALES AND USE TAX CERTIFICATE OF EXEMPTION

(For use by the Commonwealth of Virginia, a political subdivision  
of the Commonwealth of Virginia, or the United States)

To: \_\_\_\_\_ Date: \_\_\_\_\_  
(Name of Dealer)

\_\_\_\_\_  
(Number and street or rural route) (City, town, or post office) (State) (Zip Code)

The Virginia Retail Sales and Use Tax Act provides that the Virginia sales and use tax shall not apply to tangible personal property for use or consumption by this State, any political subdivision of this State, or the United States. (This exemption does not apply to sales or leases to privately owned financial and other privately owned corporations chartered by the United States.)

The undersigned, for and on behalf of the governmental agency named below, hereby certifies that all tangible personal property purchased or leased from the above dealer on and after this date will be for use or consumption by a governmental agency, that each such purchase or lease will be supported by the required official purchase order, and that such tangible personal property will be paid for out of public funds: (Check proper box below.)

- 1. Tangible personal property for use or consumption by the Commonwealth of Virginia.
- 2. Tangible personal property for use or consumption by a political subdivision of the Commonwealth of Virginia.
- 3. Tangible personal property for use or consumption by the United States.

Virginia Wing Civil Air Patrol

(Name of governmental agency)

7401 Airfield Drive Richmond VA 23237-2250  
(Number and street or rural route) (City, town, or post office) (State) (Zip Code)

I certify I am authorized to sign this Certificate of Exemption and that, to the best of my knowledge and belief, it is true and correct, made in good faith, pursuant to the Virginia Retail Sales and Use Tax Act.

By: DAVID A. CARTER (Signature) Wing Commander EIN:75-6037853 (Title)

*Information for dealer:* — A dealer is required to have on file only one Certificate of Exemption properly executed by the governmental agency buying or leasing tax exempt tangible personal property under this Certificate.

## Attachment 3: Budget Request (Example)

### BUDGET REQUEST

NAME OF PROJECT OR PURPOSE: \_\_\_\_\_ CONFERENCE 20XX

DATES OF PROJECT: 16-18 APRIL 20XX

#### INCOME:

Revenue Expected:	Conference Registration Senior 125 x \$35 =	\$ 4,375
	Conference Registration Cadet 25 x \$25 =	625
	Banquet 130 x \$45 =	5,850
	Assessed Late Fees 20 x \$ 5 =	<u>100</u>
	<b>TOTAL INCOME</b>	<b>\$10,950</b>

#### EXPENSES:

##### **PREP.**

Sr. Hospitality Suite, supplies	\$ 250
Printing	350
Packets	900
Gifts	200
Travel (Airport Transportation)	100
Contingency Expenses	<u>300</u>
	<b>S.T. \$ 2,100</b>

##### **HOTEL**

Hotel Rooms (CC, Color Guard-2, Hospitality Suite Hosts -2) 5 rooms/ 2 nights	
Compt. room for every 45 cumulative nights,	
plan on 3 rooms compt.= 2 rooms/2 nights (with 11% tax)	440
Hospitality Suites (1 compt., 2nd one for \$75 upgrade fee) (with 11% tax)tax)	<u>193</u>
	<b>S.T. \$ 633</b>

##### **HOTEL CATERING**

Breakout Rooms 4	Included in Catering	\$ -0-
Ballroom 50%	Room Occupancy cumulative 75 nights \$2,500	
	80% Room Occupancy cumulative 120 nights	1,250
AV needs	Sound system \$200, LCD Projector \$350,	
	12' Screen \$200, Ex. Tables 9 \$315, Microphones	
	(table podium & floor podium (night) \$100	
	Put-up/ tear-down fee \$60/Hr Ext 3.5 hrs. \$210	
	\$1,575 (with tax and service fee)	1,747
	Misc. (Flowers, table décor., etc)	150

**FOOD SERVICE:**

Breakfast	150 x \$12 = \$1,800	(with 5%tax & 21%service fee)	2,268
AM Break	Refresh coffee	\$45/gal (with 5% tax & 21% service fee)	57
Commander's Lunch	30 x \$25= \$ 750	(with 5% tax & 21% service fee)	946
PM Break	150 x \$10 = \$1500	(with 5% tax & 21% service fee)	1,890
Cash Bar (Prior to Banquet)	1 Bartender 3 hours	(TBA)	
Banquet	130 x \$35 = \$4,550	(with 5% tax & 21% service fee)	<u>5,734</u>
		<b>S.T.</b>	<b>\$14,042</b>
		<b>TOTAL EXPENSES</b>	<b>\$16,775</b>

<b>Catering: Food without tax &amp; fees</b>	<b>\$10,335</b>
<b>Catering: Non-food without tax &amp; fees</b>	<b><u>1,575</u></b>
<b>Hotel Catering Total</b>	<b>\$11,910</b>



## Attachment 4: Electronic Application Form (Example)

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### WELCOME TO THE CONFERENCE WEB PAGE

Please note that this year \_\_\_ is streamlining both the conference registration and hotel registration process by offering you the option to register for both electronically. Conference Registration payment can be made by major credit/ debit card, check, or money order.

### HOTEL RESERVATIONS

This year the conference will be held at the

HILTON HOTEL AND CONFERENCE CENTER  
(Street)  
( City, State, Zip Code)  
(local phone number) or Central Hotel Registration 1-800- HILTONS.

To reserve a room, please use the link provided below and be sure to reserve your room before **March 29<sup>th</sup>** to take advantage of a room block rate of **\$99/night.** Advise them you are with the “CIVIL AIR PATROL” block and use (CODE XX). The hotel will accept payment by cash, check, money order, all credit cards. Bring your Confirmation Number to the conference.

<http://www.hilton.com/en/hi/groups/personalized/RICWSHF-CAPI->

### CONFERENCE REGISTRATION

Prior to **March 29, 20XX** (5pm CT), National Headquarters will be accepting payment for MER Conference Registrations, both by credit/debit card, check, or money order.

To pay by CREDIT CARD, use the link provided below. Bring your receipt to the conference.

<http://guest.cvent.com/i.aspx?1Q%2cM3%2cf57014ea-1b2b-418e-9eaf-338882574c47>

To pay by CHECK/MONEY ORDER

Before **March 29, 20XX**, make all checks/ money orders payable to CAP HEADQUARTERS. Print the Registration Form provided on the MER Website and send it with your payment to CAP NHQ, Attn: (name NHQ person) /FM, 105 S. Hansell St., Maxwell AFB, AL 36112 . A receipt will be issued via e-mail. Bring your receipt to the conference.

**From March 30 – April 9, 20XX**, make all checks/money orders payable to MER CAP and send to (name, address, e-mail address)

### CONFERENCE NOTICES

**CONFERENCE PRE- REGISTRATION CUT-OFF DATE: April 9, 20XX**

**LATE REGISTRATIONS:**

- 1) Conference discount rates end on **March 29, 20XX** after which the price will increase \$5.00 for conference and \$5.00 for banquet.
- 2) No banquet request will be accepted after **April 11, 20XX**.

**POLICY NOTICES**

**CANCELLATION POLICY and REFUNDS:**

Please refer to the conference link on your e-mail receipt to request a refund if you need to cancel your conference registration before **March 29, 20XX**. No refunds will be approved after **March 29, 20XX**.

## **Attachment 5: Conference Registration Policies (Example)**

---

### **LATE REGISTRATIONS:**

- 1) No banquet request will be accepted after **April 11, 20XX**. \$5.00 late fee added to request. Requests for late registrations prior to April 11th, contact (name, address, e-mail address)
  
- 2) Walk-ins (Day Registration Only), \$5.00 late fee added to registration.

### **POLICY NOTICES:**

#### **CANCELLATION POLICY and REFUNDS:**

If you need to cancel your conference registration before **April 1, 20XX**, please return to the NHQ link to request a refund. No refunds will be approved after **April 1, 20XX**.

#### **LATE FEES:**

Any registration request received after **April 1, 20XX** will be charged a late fee of \$5.00 to be applied to the Conference Registration price and to the Banquet price. No banquet request will be accepted after **April 11, 20XX**.

# Attachment 6: Restaurants & Shopping Page (Sample)

## RESTAURANT & SHOPPING & ENTERTAINMENT GUIDE

(This is a small list of what is available in the area)

### TOWN CENTER WEST (.2 miles) Far East Bistro, Emilio's, Daffodil (Bakery)

### SHORTPUMPTOWN CENTER(1.2 miles east) 11700 W Broad St.

Baker's Crust - Copper Grill - California Pizza Kitchen - Cold Stone Creamery Cheesecake  
Factory - Firebirds - Food Court - Funny Bone Comedy Club & Restaurant  
Maggiano's - Nordstrom Marketplace Café - Tara Thai

### OUTER DRIVE (TownCenter) Red Robin - Applebee's - Chili's - Chipotle - Jason's Deli - Tropical Smoothie

### DEPARTMENT STORES Nordstrom - Macy's - Dillard's - Dick's Sporting Goods

### SHOPPES AT WESTGATE 11721 W. Broad St. (1.2 miles east)

Bertucci's Brick Oven Restaurant, Panera Bread  
Maggie Moo's Ice Cream, Barrel Thief Wine Shop & Café  
Starbucks

### OTHER

Chick-Fil-A,	3380 Pump Rd	
Subway	3326 Pump Rd	
Mexico Restaurant	11621 W Broad	
TGI Friday's	11600 W. Broad	JohnnyRockets
11680 W. Broad		

### ENTERTAINMENT

Regal Short Pump 14	11650 W Broad St	1.7 miles
Bowl America		1.8 miles

**HILTON SHUTTLE BUS GOES TO ALL LOCATIONS WITHIN 3.5 MILES 7AM  
- 10PM (Last Pickup)**

## **Attachment 7: Air-Ground Directions Page (Example)**

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### **AIR & GROUND TRAVEL DIRECTIONS:**

### **AIRPORT TRANSPORTATION REQUESTS**

Those members from outside (Region/Wing) who are arriving/ departing XX Airport, please coordinate your flight times and transportation needs with Lt Col (name, e-mail)

Those members who are flying corporate or personal aircraft, please use XX General Aviation Airport and park at (location/ FBO). The transportation coordinator TBA. Keep checking this website.

### **DRIVING DIRECTIONS**

#### **HILTON HOTEL & CONFERENCE CTR (address and phone number)**

**The hotel is located on the north side of .....**

#### **FROM THE WEST**

I-64 E  
EXIT 175 to VA-288 S  
EXIT onto US-250/ Broad Street Exit (1<sup>st</sup> right exit) Eastbound toward Richmond  
TAKE W. Broad Street 2 traffic lights (1.4 miles)  
LEFT TURN onto Town Center West Blvd.(By Ethan Allan)

#### **FROM THE NORTH**

I-95 S  
EXIT 84B for I-295/ I-64 toward XX, VA  
EXIT 53B to I-64 E  
EXIT 178A SHORT PUMP (1<sup>st</sup> right exit)/ US-250/Broad Street westbound (2 miles)  
RIGHT TURN onto Town Center West Blvd (by Ethan Allen)

#### **FROM THE SOUTH**

I-95 N  
EXIT VA-288 West (5 miles)  
EXIT US-250/ Broad Street (toward Richmond), stay right, bear right at the split (1.4 miles)  
TAKE W. Broad Street 2 traffic lights  
LEFT TURN onto Town Center West Blvd (by Ethan Allan)

#### **FROM THE EAST**

I-64 W  
EXIT 178A SHORT PUMP / Broad Street westbound (2 miles)  
RIGHT TURN onto Town Center West Blvd (by Ethan Allan)

**--OR--**

I-295 W toward XX, VA  
EXIT to I-64 W  
EXIT 178A SHORT PUMP /US-250/Broad Street westbound (2 miles)  
RIGHT TURN onto Town Center West Blvd (by Ethan Allan)

## **Attachment 8: Conference Code of Conduct (Senior Members)**

### **CONFERENCE CODE OF CONDUCT** **SENIOR MEMBERS**

Conferences are fun. They are an opportunity to meet people from throughout the organization. There are activities and learning labs (seminars) for a variety of interests which provide new or revised information. Meet National officers, National Headquarters Directorates, and Region Staff members.

If you have never been to a Wing or Region conference before and don't know what is expected of you, here are some guidelines on conference etiquette.

#### **SENIOR MEMBERS:**

This is a time to meet your counterparts from other wings, to network, and to share ideas. Go to the learning labs (seminars) and discussion groups relative to your interests. Enjoy the social hours and downtime as the schedule permits.

#### **CADET SPONSORS:**

Know where your cadets are at all times of the day and night. Don't assume they are where you think they are; double check. Due to liability concerns, cadets should not leave the premises without conference approval, even if accompanied by a Senior Member or their sponsor. Please give the cadets guidance to attend the conference and to participate in Cadet Program activities.

#### **CADETS: Do's and Don'ts**

Take advantage of the learning labs. Participate in various organized cadet activities. Meet cadets from other Wings. Share ideas. When you are participating in a learning lab, be courteous and keep extra talking to a minimum. You are there to do something you can't do at home and are expected to be at the conference area and not checking out the hotel or neighborhood activities during conference hours.

Along with the fun things to do, there are also rules which need to be followed. Please do not leave the conference site without prior permission of the conference staff even if you will be with your Sponsor or another Senior Member. This is for your safety.

Free WiFi computer time is very tempting, but please do that only during designated free time. You are expected to go to the Cadet Hospitality Room when it is open. Do not wander the hotel hallways after midnight.

## **Attachment 9: Conference Code of Conduct (Cadet)**

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### **CONFERENCE CODE OF CONDUCT** **CADETS**

Conferences are fun. They are an opportunity to meet other cadets from throughout the organization. There are activities and learning labs (seminars) for a variety of interests. Meet your National Officers, National Headquarters Directorates, and Region and Wing Staff members.

If you have never been to a Wing or Region conference before and don't know what is expected of you, here are some guidelines on conference etiquette for cadets.

Rules of engagement must be established so that everyone knows what is expected of them.

- Long distance phone connections and pay-per-view movies have been turned off by the hotel for all Cadet occupied rooms
- No one is allowed in the pool after 10 pm
- When male and female cadets are sitting in the same guest room, the door to that room will be propped fully open
- No cadets of the opposite sex will be in the same hotel room after 10 pm
- No smoking anywhere on the premise
- No cadet will leave the conference site without permission of their sponsor and the Conference Coordinator.

Other guidelines for cadets include:

- Take advantage of the learning labs.
- Participate in various organized cadet activities.
- Meet cadets from other Wings. Share ideas.
- When you are participating in a learning lab, be courteous and keep extra talking to a minimum.
- You are there to do something you can't do at home and are expected to be at the conference area and not checking out the hotel or neighborhood activities during conference hours.

## Attachment 10: Dress Code

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### DRESS CODE

**DAY ACTIVITIES:** AF style Service Dress Uniform and CAP Distinctive Uniform (blazer combination). Jacket or blazer is preferred, however, if member doesn't have jacket, or blazer Service Dress without jacket or aviator Shirt Uniform is acceptable. Also, business civilian attire is also acceptable.

**BANQUET:** Mess Dress, Formal/ Semi Formal Attire, or Same as Day Activity.

**SPOUSE:** Casual, Comfortable Walking Shoes, Light Sweater or Jacket

**HOSPITALITY:** Casual



## Attachment 11: Conference Schedule (Example)

### CONFERENCE 20XX SCHEDULE OF EVENTS:

ACTIVITY	FROM	TO	LOCATION
<b>FRIDAY 04/16</b>			
REGISTRATION	1600	2100	Ballroom Foyer
SR. HOSP. SUITE	2000	2400	Room 832
CADET HOSP SUITE	1900	2230	Room 804
<b>SATURDAY 04/17</b>			
REGISTRATION	0700	0800	Ballroom Foyer
CONTINENTAL BREAKFAST	0700	0800	Ballroom Foyer
VANGARD INDUSTRIES	0700	1600	Short Pump Room
GENERAL ASSEMBLY	0800	1000	Capital Ballroom A-E
CAC	0930	1130	Barron's Boardroom
<b>COFFEE BREAK</b>	<b>1000</b>	<b>1030</b>	<b>Ballroom Foyer</b>
<b>BREAKOUT 1</b>	<b>1030</b>	<b>1130</b>	
<b>Admin/ Personnel</b>			<b>Capital A AE</b>
DCPs			Capital B
DDR (Cadets & SM)			Capital C
Communications I			Capital D
Commander's Call I			Capital E
			Sr. Hospitality
<b>LUNCH</b>	<b>1130</b>	<b>1300</b>	
Lunch			At your discretion
Commander's Lunch			Henrico B Ballroom (By Invitation)
<b>BREAK-OUT II</b>	<b>1300</b>	<b>1400</b>	
<b>Safety</b>			<b>Capital A</b>
Forms/ Awards			Capital B
PAO I			Capital C
Cadet Programs			Capital D
Communications II			Capital E
SAR College Staff Meeting			Sr. Hospitality
Cadet Speak-Off	1300	1700	Barron's Boardroom
<b>COFFEE BREAK</b>	<b>1400</b>	<b>1430</b>	<b>Ballroom Foyer</b>
<b>BREAK-OUT III</b>	<b>1430</b>	<b>1530</b>	
Information Technology			<b>Capital A</b>
Professional Development			Capital B
PAO II			Capital C
Cadets (DDR)			Capital D
Operations/Stan/Eval/			
Homeland Security	1430	1630	Capital E
Commander's Call II			Sr. Hospitality
<b>BREAK-OUT IV</b>	<b>1530</b>	<b>1630</b>	
Chaplains			Capital A
Legal			Capital B
Logistics			Capital C
Cadet Programs			Capital D
<b>NO HOST BAR/RECEPTION</b>	<b>1800</b>	<b>1845</b>	<b>Ballroom Foyer</b>
<b>BANQUET &amp; AWARDS</b>	<b>1845</b>	<b>2200</b>	<b>Capital Ballroom A-E</b>
(Tickets Required)			
<b>SENIOR HOSPITALITY SUITE</b>	<b>2230</b>	<b>0100</b>	<b>Room 832</b>
<b>CADET HOSPITALITY SUITE</b>	<b>2230</b>	<b>2400</b>	<b>Room 804</b>
<b>SUNDAY 4/18</b>			
Check-out and Depart	0700	1200	Lobby
MER Staff Meeting	0800	0930	Short Pump Room
MER Finance Meeting	0930	1030	Short Pump Room

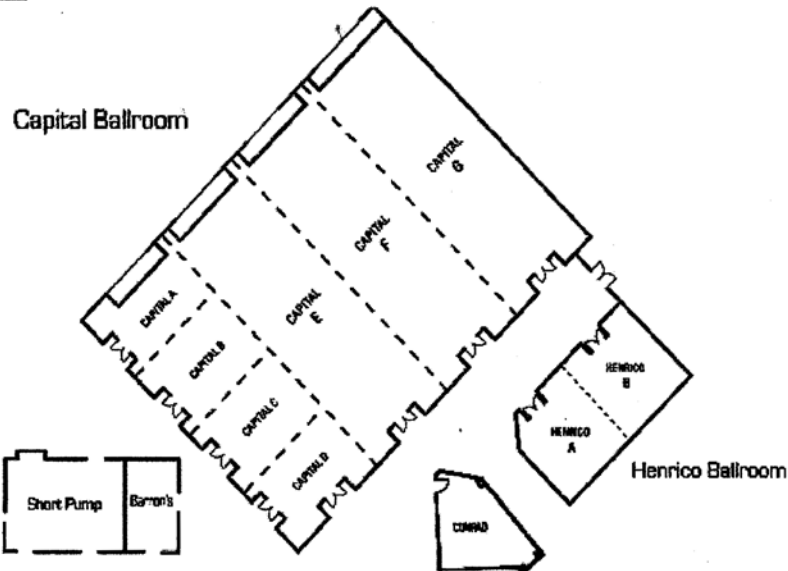
# Attachment 12: Site Plan (Example)

## MER 2010 CONFERENCE MEETING SCHEDULE

A continental breakfast will be served in the ballroom foyer from 0700 – 0800.

TIME	BALLROOMS					BARRON'S BRDRM	S.M. HOSP. STE
	A	B	C	D	E		
0800 0930	General Assembly		General Assembly			CAC	
1000	//////BREAK//////						//////BREAK//////
1030	Admin.- Personnel	AE	DCP's	DDR I (SM & Cadets)	Comm. I		Commander's Call I, SM Hospitality
1130	//////LUNCH//////						//////LUNCH//////
1300	Safety	Forms/ Awards	PAO I	Cadets	Comm. II	Cadet Speak-Off	SAR College Staff Meeting SM Hosp.
1400	//////BREAK//////						
1430	Information Technology	Professional Development	PAO II	Cadets DDR II	Operations + Stan/Eval. + Homeland Security		Commander's Call II
1530	Chaplain	Legal	Logistics	Cadets			

1630 END



## **Attachment 13: Member Evaluation Form (Example)**

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THIS PAGE IS LEFT BLANK INTENTIONALLY. EVALUATION FORM STARTS ON THE NEXT PAGE.

### **CONFERENCE 20XX EVALUATION FORM**

**You are requested to complete this form and return it to the Evaluation Box on the Registration Desk in an effort to make next year's conference even better.**

**You do not have to submit your name or unit number**

**Please use the following guideline for evaluating the conference:**

**5- Excellent 4- Good 3- Average 2- Fair 1- Poor NA-Did Not Attend/Not Applicable**

**Pre-Conference:**

<u>Area</u>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>NA</b>
1. Pre-Registration Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Conference Fee Structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Conference Check-In:**

<u>Area</u>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>NA</b>
1. Check-In	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Senior Hospitality Suite	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Cadet Hospitality Suite	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate where you had your Friday Night Dinner: \_\_\_\_\_  
Please indicate your opinion of service/food at this establishment: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Saturday:**

<u>Area</u>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>NA</b>
1. General Session – Part I	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a. Intro of Head Table	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
b. Presentation of Colors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c. Invocation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
d. General Conference	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
e. Coffee Break	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Page 2

<u>Area</u>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>NA</b>
2. General Session – Part 2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

a. Awards Ceremonies

Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

3. Area **5** **4** **3** **2** **1** **NA**  
 Cadet Advisory Council

Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

4. Area **5** **4** **3** **2** **1** **NA**  
 Deli Buffet Lunch

**Please use the following guideline for evaluating the Break-Outs:**  
 5- Excellent 4- Good 3- Average 2- Fair 1- Poor NA-Did Not Attend/Not Applicable

5. **1<sup>st</sup> Break-Out Session (1030-1130)** **5** **4** **3** **2** **1NA**  
 a. Admin - Personnel

b. Aerospace Education

c. DCPs

d. DDR I

e. Communications I

f. Commander's Call I

g. CAC

Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

6. **2<sup>nd</sup> Break-Out Session (1300-1400)**

a. Safety

b. Forms and Awards

c. PAO I

d. Cadet Programs

e. Communications II

f. Cadet Speak-Off

Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**Please use the following guideline for evaluating the Break-Outs:**  
 5- Excellent 4- Good 3- Average 2- Fair 1- Poor NA-Did Not Attend/Not Applicable

<u>Area</u>	5	4	3	2	1NA
<b>7. 3<sup>rd</sup> Break-Out Session (1430-1530)</b>					
a. Information Technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
b. Professional Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
c. PAO II	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
d. Cadets DDR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
e. Operations (Ops, DOV,HS)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

<b>8. 4<sup>TH</sup> Break-out Session (1530 – 1630)</b>					
a. Chaplains Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
b. Legal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
c. Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
d. Cadet Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
e. Operations (NHQ)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

9. Cash Bar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
10. Banquet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
11. Special Awards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
12. Entertainment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
13. BuzzWord Bingo and Drawings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
14. Senior Hospitality Suite	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
15. Cadet Hospitality Suite	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

Additional General Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
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**IF YOU STAYED AT The Hilton Hotel – Short Pump  
PLEASE COMPLETE THE FOLLOWING SECTION**

**Please use the following guideline for evaluating the Hotel:**  
Rooms: 5- Excellent 4- Good 3- Average 2- Fair 1- Poor  
Rates: 5- Excellent 4- Good 3- Average 2- Fair 1- Poor

	5	4	3	2	1	NA
Hotel Room:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Room Rate:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**RETURN THIS FORM TO THE CONFERENCE REGISTRATION DESK**

# Attachment 14: Seminar AV & Directorates Form

## CONFERENCE MEETING SCHEDULE Seminar AV and Directorate Form

A continental breakfast will be served in the ballroom foyer from 0700 – 0800.

TIME	BALLROOMS					BARRON'S BRDRM	S.M. HOSP. STE
	A	B	C	D	E		
0800 0915	General Assembly		General Assembly			CAC	
1000	//////////BREAK//////////						////////// (Name)
1030	Admin.- Personnel (Name) (screen)	AE (Name)	DCP's  Cadets)	DDR I (SM &(Name)  (Name)	Comm. I		Commander's Call I, SM Hospitality
1130	// LUNCH ////////////////						
1300	Safety (Name) (screen)	(Name) Forms/ Awards	PAO I (Name)	Cadets (Name)	Comm. II (Name)	Cadet Speak-Off	SARCollege Staff Meeting SM Hosp.
1400	//////////BREAK//////////						//////////BREAK//////////
1430	Information Development (screen)	Professional (screen)	PAO II DDR II	Cadets + (screen)	Operations  Stan/Eval. +		Technology  (Name)
1530	Chaplain (Name)  Screen)	Legal (Name)	Logistics (Name)	Cadets (Name)  Projector	Homeland Security 12 x 12		Commander's Call II, SM Hospitality

1630 END



## **Attachment 15: Directorate Evaluation (Example)**

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### **DIRECTORATE EVALUATION**

*(Circle All Appropriate Answers)*

1. Seminar Name: \_\_\_\_\_

2. Number Attended: 1-5   6-10   11-18   19-25   25+

3. Time Allotment: Excellent   Good   Need More Time

4. Room Condition: Excellent   Good   Fair   Poor

If Fair or Poor explain:

\_\_\_\_\_

\_\_\_\_\_

5. Equipment Condition (if applicable): Excellent   Good   Fair   Poor

If Fair or Poor explain:

\_\_\_\_\_

\_\_\_\_\_

5. Suggestions for Next Year:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Attachment 16: General Assembly Script Template

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### [8:15-10:15] GENERAL ASSEMBLY

8:15 – Request for everyone to take seats (Protocol Officer)

8:20 – Head table enters

Suggested head table seating (as viewed from the room look at the head table)

Lonnie	Russ	Tony	Carl	Charlie	Al	Joe
Todd	Jepps	Harwell	Wright	Boyd	Fisser	Viera

8:22 – Present the Colors

Good morning Ladies and Gentlemen. Please remain standing for the presentation of the colors and morning invocation. The [XX Wing Honor Guard] \_\_\_\_\_  
[color guard] will present the colors.

#### “Post the Colors”

“Please join me in pledging Allegiance to the flag of our country”

8:25 – Chaplain’s Devotion (Chaplain)

The invocation will be led by Chaplain Lt Colonel XX, XX Chaplain

8:28 – Call to Order (CV)

Please be seated. I am (Lt) Colonel Joe Viera, Vice Commander of XX Wing/Region and your master of ceremonies for this morning’s general assembly. On behalf of Col. Charlie Boyd and rest of XX Headquarters, welcome to the 20XX XX Conference.

The very first order of business is Safety. (You may have the Safety Officer do this)

In the event we have to evacuate this building, your exits are located

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

As always, in the event of a real emergency, remember to walk and never run to the exits.

Also during the course of today's seminars, there will be many projectors and video players in operation – and hence many yards of exposed extension cord lying on the floors. It is the responsibility of everyone in this room, not just the seminar leaders, to identify these tripping hazards and take steps to avoid them when entering and exiting those rooms.

### 8:31 – Introduction of Head table (CV)

In attendance at this year's Region Conference, we have many distinguished guests. Beginning to my [left /right] at the head table:

Mr. Alvin Fisser, Chief Operating Officer of Civil Air Patrol

Colonel Charles Boyd, XX Wing/Region Commander

Major General Carl Wright, CAP National Commander

Brigadier General Tony Harwell, CAP Vice Commander

Colonel Russell Jepps, CAP-USAF Vice Commander

Lt Colonel Lonnie Todd, XX Wing/Region Chief of Staff

### 8:33 – Introduction of Other Guests (CV)

There are many other special guests in the audience as well. If I miss introducing someone, please let me know at the coffee break.

[insert special DVs here]

We are very pleased to have a visiting region commander.

Colonel Ronald McGinfry, North Central Region Commander

There are also a few former XX Wing/Region Commanders with us

Colonel Gene Logan – immediate past region commander

Colonel Ira Hammond – Past region commander

For the next set of introductions, I'm going to recognize them one group at a time. Please remaining standing when I call your name. The audience is requested to hold your applause until everyone in the group has risen.

We have many members from CAP National Headquarters today. Those staff members are:

Mr. XX, Deputy Director of Operations  
Ms. XX, Deputy Director of Membership Services  
Mr. XX, Education Program Manager  
Ms. XX, AE Program Manager  
Ms XX, Wing Financial Analyst  
Ms. XX, Public Relations Manager

[Ladies and Gentlemen, please welcome your national staff]

All XX Wing/Group Commanders are also present today. Please remain standing as I call the role:

Colonel XX – XX Wing

Colonel XX – XX Wing

Colonel XX – XX Wing

Colonel XX – XX Wing

Colonel XX – XX Wing

Colonel XX – XX Wing

Colonel XX – XX Wing

[Ladies and Gentlemen, a round of applause for your hard working Wing/Group Commanders]

We have a visitor from outside the region today

Lt Col XX, the XX Wing Vice Commander

Would all members of XX staff please rise

[Let's recognize the members of our XX staff for a job well done]

Would all active group or squadron commanders please rise.

[Let's give these very hard working commanders a round of applause too]

Lastly, would all the cadets rise. Let's recognize them as well for being here today.

Again, if I missed anyone, please see me at the coffee break.

### 8:37 – Opening Remarks (CV)

This morning's general assembly will begin with remarks from our guests, followed by the XX Wing/ Region awards ceremony. There will be a XX Honor Guard Performance (*Optional*) immediately after awards, followed by the start of the morning seminars at 10:45am. Suffice it to say this is a very aggressive schedule, so we will have to move things along quickly to stay on target.

All of you in attendance this morning will have a unique opportunity to hear from the leaders of every policy making level that comprises Civil Air Patrol today. Assembled here are key representatives from the Board of Governors, the (CSAG), the CAP Command Council, CAP-USAF, and CAP national headquarters. As the day unfolds please make the most of your opportunity to meet these distinguished leaders. I have rarely seen gatherings such as this outside of national CAP events, and we are fortunate to have these guests in attendance today.

### :39 – XX Wing/Region Commander

Our first speaker is Colonel Charles Boyd, Commander of XX Region/Wing Civil Air Patrol. Col. Boyd is a former Air Force Reserve Officer, having served for 30 years in a variety of positions, the last of which was Air Force Reserve Commander for the XX Liaison Region. He retired as Colonel from the Air Force Reserve in 1974, earning during this career the Air Force Commendation Medal, and the Air Force Reserve Medal.

Col. Boyd has been a member of Civil Air Patrol for over forty years. He has held numerous positions in XX Wing, the last of which was XX Wing Commander, and the positions of Chief of Staff and Vice Commander in XX Wing/ Region. He is an active incident commander and mission pilot with two finds to his credit, and is a recipient of CAP's Distinguished Service Award with one clasp, Exceptional Service Award with two clasps, and many other awards.

In civilian life Col. Boyd was a manager in the Xerox Company, from which he retired with more than 37 years experience. He holds engineering degrees, as well as an MBA. I now present COL Charles Boyd, your XX Region Commander <applause>.

### 8:50 – National Commander

Our next speaker is Major General Carl Wright, National Commander of Civil Air Patrol. As Commander, Maj. Gen. Wright is in charge of CAP's volunteer force and is a member of CAP's Board of Governors, National Executive Committee and National Board.

He joined CAP in 1981, and has held the positions of National Vice Commander, XX Wing Commander. For his service, Gen. Wright has been awarded multiple Distinguished Service Awards and Exceptional Service Awards.

Gen. Wright has owned an accounting firm in Cartuck, WI, for 37 years. He has served as President of many local organizations, including the Wizzuma Co Development Authority, WI airport association, First Federal Accounting Association, and many other local civic groups.

Ladies and Gentlemen, it is my pleasure to present to you our National Commander, General Wright <applause>.

#### 9:09 – National Vice Commander

The next to speak is Brigadier General Tony Harwell, CAP's National Vice Commander. He will be giving his full speech at tonight's banquet, and only wants to say a few words at this morning's session. We will have more to say about his background prior to the banquet speech. So without further comment, I am pleased to present our National Vice Commander, General Harwell <applause>.

#### 9:10 – CAP Chief Operating Officer

As was noted earlier, we have many of CAP's National Headquarters Staff in attendance today. The man I am about to introduce is their boss, and is the guy the volunteer side of Civil Air Patrol depends upon to handle the day to day activities of a large nation- wide organization.

Mr. Alvin Fisser, is the Chief Operating Officer of Civil Air Patrol. In this capacity he oversees 79 headquarters staff members responsible for supporting all three missions of Civil Air Patrol.

Please welcome your CAP Chief Operating Officer, Mr. Alvin Fisser. <applause>.

#### 9:25 – CAP/USAF Vice Commander

Colonel Russell Jepps is Vice- Commander, Headquarters Civil Air Patrol-United States Air Force. In this position, he assists providing Air Force advice, liaison and oversight to the official Auxiliary of the Air Force, Civil Air Patrol. The CAP-USAF organization operates from 50 locations nationwide and includes more than 150 active duty and civilian employees and more than 450 Reserve personnel.

Colonel Jepps entered the Air Force from the United States Air Force Academy, receiving his commission in 1980. Following completion of undergraduate pilot training, he was an instructor pilot and check pilot in the T-38. Moving on to the EF-111 in his follow-on assignment, he flew operational tours in Europe and the continental United States, as well as three deployments to the Middle East.

Before his present assignment, the colonel served as chief of the command center, Headquarters U.S. European Command, Stuttgart, Germany. He was directly responsible for the supervision of all aspects of command and control for a 93 nation Regional Combatant Command that covers more than 21 million square miles. During this period, he oversaw the successful deployment and redeployment of more than 60,000 military personnel participating in Operation Iraqi Freedom. Colonel Jepps is a command pilot with more than 4,000 hours, primarily in the T-38 and EF-111 aircraft, including 116 combat missions during Operations Desert Shield, Desert Storm, Provide Comfort and Southern Watch.

Ladies and Gentlemen, it is my pleasure to present to you the Vice Commander of CAP-USAF, Colonel Jepps <applause>.

[9:35-9:40 – Optional Break]

9:40-10:10 – AWARDS (30 Minutes – Vice Commander)

9:40           1 – Garber Award (Level 4)

The first order of business is a professional development award. Major XX, please report to the XX commander.

Major XX has completed level 4 of the senior member training program, and is hereby awarded the Paul E. Garber Award. This award requires many things, including attendance at the week-long XX Region Staff College held at XX. Completion of the award is akin to a cadet completing the Earhart Award, and marks the beginning of the executive phase of a CAP officer's career.

9:43           MER Staff Officers of the Year

I am now pleased to announce the Staff Officers of the Year Awards in Middle East Region. Due to the dates when awards are posted, the Finance and Unit PAO awards are for the year 20XX, while the rest are for 20XX. If the member is present, please come forward when I announce your name. If the member is not present, I ask that the member's wing commander pickup their certificate at the end of the awards session.

The MER staff award recipients represent the "Best of the Best", in that they were all selected for the region award from among other wing award winners. These are the volunteers that make things happen out in the field, and do so day after day.

The Administrative Officer of the Year is Capt XX, XX Wing/Squadron

The Aerospace Education Officer of the Year is Lt Col XX, with XX Wing/Squadron.

The Unit Chaplain of the Year is Lt Col XX, XX Wing/Squadron

[MAY NOT BE ATTENDING]

The Wing Chaplain of the Year is Major XX, XX Wing/Squadron

The Communications Officer of the Year is 2Lt XX, XX Wing/Squadron  
[NOT ATTENDING]

The 20XX Finance Officer of the Year is Capt X, XX Wing/Squadron

The Logistics Officer of the Year is Capt XX, XX Wing/Squadron

The Moral Leadership Officer of the Year is 1LT XX, XX Wing/Squadron

The 20XX Unit Public Affairs Officer of the Year is 1Lt XX, XX Wing/Squadron

The Personnel Officer of the Year is Capt XX, XX Wing /Squadron

The Safety Officer of the Year is Capt XX, XX Wing/Squadron

The Norm Edward Counterdrug Officer of the Year is Maj XX, XX. Wing/Squadron

### 9:53 2004 Wing of the Year Announcements (*as appropriate*)

Another category of annual award is the 20XX wing of the year awards inside XX Wing/Region for Counter Drug, SAR, Disaster Relief, and new this year Homeland Security. Plaques for these awards are usually given out at the August Command Council Meeting, but are selected months in advance according to criteria established by CAP-USAF. While the award plaques will not be presented until August, it is my pleasure to announce the 20XX winners at this time.

The MER 20XX Counterdrug Wing of the Year is XX Wing.

The 20XX Search and Rescue Wing of the Year is XX Wing.

The 20XX Disaster Relief Wing of the Year is XX Wing.

And lastly, the 20XX Homeland Security Wing of the Year is XX Wing.

### 9:55 1 – Commanders Commendation

Last on this morning's agenda are six awards of merit, starting with a Commander's Commendation and ending with several Exceptional Service Awards.

The Commander's Commendation is awarded to Lt Colonel XX.

While serving on the staff of the CAP National Honor Guard Academy, Lt Col XX distinguished herself on 16 July 20XX while accompanying the CAP National Honor Guard from XX, XX to XX where the Honor Guard participated in the funeral of XX Wing Commander Colonel XX. Lt Col XX conducted herself with a high degree of professionalism and military bearing in assisting the Honor Guard in the execution of their duties. Her devotion to service brought great honor to the memory of a veteran of the U.S. Army, provided great comfort to the XX family, and brought great credit upon herself and the Civil Air Patrol.



9:57            1 – Meritorious Service Award  
Next we have a Meritorious Service Award for Lt Col XX.

Lt Col XX distinguished himself by commendable service when he volunteered to head up the effort to develop and implement a Critical Incident Stress Management (also known as CISM) program for XX Wing/ Region. In 20XX CISM was almost unknown within the region and Lt Col XX had to design and build the program from the ground up. He developed contacts with local CISM teams and a region chain of command for them to report through. Due in large part to Lt Col XX's efforts, XX Wing/ Region was able to meet the National deadline to have a CISM team in place by March 20XX. To date there are over thirty trained CISM members in XX Wing/ Region, and every wing has a CISM coordinator. The distinctive accomplishments of Lt col XX reflect credit upon himself, XX Wing/ Region, and Civil Air Patrol.

10:00           1 of 4 – Exceptional Service Award  
The last four awards are for the Exception Service Award, which is an award of significant merit within Civil Air Patrol. Individuals recognized for this award are those that have had an impact at both the Region and National levels of endeavor

The first Exceptional Service Award is for Captain XX

Captain XX distinguished herself by exceptionally outstanding service to Civil Air Patrol as Director of Finance, XX Wing/ Region, during the period of 26 October 20XX to 1 April 20XX. She researched, wrote and implemented the XX instruction for XX Credit Card use and supplements to CAPR 173-3. She provided accounting, oversight and reconciliations for the XX Search and Rescue College, Staff College, Wing/Region Conference, and Chaplain Staff College. Captain XX has been very prompt in answering all financial related questions from wings and staff members. XXWing/ Region has saved hundreds of dollars due to Captain XX's efforts to thoroughly research, track and account for all XX Wing/Region bills. The exceptionally outstanding service of Captain XX in a duty of high responsibility reflects great credit upon herself and the Civil Air Patrol.

10:03           2 of 4 – Exceptional Service Award  
The next Exceptional Service Award is for Lt Col XX.

Lt Col XX distinguished himself by exceptionally service as XX Wing/ Region's Director of Cadet Programs from September 19XX unit April 20XX. He has coordinated and directed 18 region cadet competitions at various locations within the Region. He also directed 19 Region speak offs, and 19 Region Cadet Leadership Schools located at XX Air Force Base. His tireless efforts have greatly enriched the lives of XX Wing/ Region cadets for almost two decades, and have had an impact beyond our region. He was a member of the National Cadet Programs Committee which formulated many advancements in the cadet program including establishing a relationship between CAP and Junior ROTC. He also helped with the establishment of the Ira Eaker Award.

Lt Col XX's exceptionally outstanding services, dedication and devotion to duty reflects great credit upon himself, the XX Wing/ Region, Civil Air Patrol and the United States Air Force.

#### 10:06        3 of 4 – Exceptional Service Award

The next Exceptional Service Award is for Lt Col XX

Lt Colonel XX is cited for exceptional performance of duty as the Director of Emergency Services in XX Wing during the period 5 October 20XX to 1 December 20XX. He attained significant and difficult milestones for the wing, earning XX the XX Region ES award for each of the last three years and an Excellent ES rating at the latest Compliance Inspection. Lt Col. XX implemented a system of programs to elevate Wing performance standards, starting with the establishment of wing ES schools and a progressive system of SAR training exercises. He upgraded the wing alerting system with alpha-numeric pagers to give IC's critical mission information and eliminate the need for written alert rosters. In concert with the paperwork reduction initiative, he developed a procedure for IC's to reduce the number of required documents from seven to only one on ELT missions. His service and devotion to duty reflect very highly upon himself, XX Wing, XX Region, and the Civil Air Patrol.

#### 10:09        4 of 4 – Exceptional Service Award

The last award is for Lt Col XX

Lt Colonel XX distinguished himself with exceptional service to Civil Air Patrol as XX Region's DCS for Professional Development during the period 25 November 20XX to 13 September 20XX. He was superbly supportive of the XX Region Staff College, and recruited many of the staff members that make that program successful. He was the catalyst for National Headquarters conducting quarterly conference calls to all Region directors of Professional Development, which later became the Professional Development committee. Lt Col XX served on the XX Awards committee, helping to insure due recognition to our membership in a timely manner. He maintained close contact with Professional Development in all XX wings, and set the example for each with his teaching activities at numerous officer development courses. The exceptionally outstanding service of Lt Col XX reflects great credit upon himself, XX Region, and the Civil Air Patrol.

#### 10:10-10:15 – Honor Guard Performance

Lt Col XX, XX DDR officer will introduce the next segment.

## Attachment 17: POW-MIA Table Script

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### POW-MIA PRESENTATION TABLE

As you enter the dining room this evening, you may have noticed a small table in a place of honor near our head table. It is set for one. The military caste is filled with symbolism. This table is our way of symbolizing the fact that members of our profession of arms are missing from our midst. They are commonly called, POW/MIA, we call them brothers. They are unable to be with us this evening and so we remember them because of their incarceration.

This table set for one is small, symbolizing the frailty of one prisoner alone against his oppressors. Remember!

The tablecloth is white, symbolizing the purity of their intentions to respond to their country's call to arms. Remember!

The single rose displayed in a vase reminds us of the families and loved ones of our comrades-in-arms who kept the faith awaiting their return. Remember!

The red Ribbon tied so prominently on the vase is reminiscent of the red ribbon worn upon the lapel and breasts of thousands who bear witness to their unyielding determination to demand a proper accounting of our missing. Remember!

A slice of lemon is on the bread plate to remind us of their bitter fate. Remember!

There is salt upon the bread plate symbolic of the families' tears as they wait. Remember!

The glass is inverted, they cannot toast with us this night. Remember!

The chair – the chair is empty – they are not here. Remember!

## Attachment 18: Table of Remembrance Script

---

### TABLE OF REMEMBRANCE

Will each of you fill a water glass at this time? As you arrived here, you might have noticed the small table here in a place of honor near the head table. It is set for one. Please let me explain. It is reserved to honor our missing loved ones – to remember those who answered the call to duty, but for whatever reason, failed to return. This Remembrance Ceremony symbolizes that they are with us, here in spirit as we remember them. Following the description of each item at the table, join me in repeating the word **“REMEMBER”**. At the conclusion we will repeat the words: **“WE REMEMBER”**

The table set for one is small, symbolizing the frailty of us all. **“REMEMBER”**

The tablecloth is white symbolizing the purity of their intentions to respond to their country’s call to duty. **“REMEMBER”**

(Opt) The crest on the service cap reminds us of the unity of purpose shared by our comrades. **“REMEMBER”**

The single rose is displayed in a vase reminds us of the families and loved ones of our comrades who will not return. **“REMEMBER”**

The red ribbon on the vase is reminiscent of the red ribbon worn upon the breasts of thousands who bear witness to the tragedy of POW’s and MIA’s and, with unyielding determination, demand a proper accounting of our missing. **“REMEMBER”**

A slice of lemon is on the bread plate to remind us of their bitter fate and salt to represent the tears of families and loved ones. **“REMEMBER”**

The candle is reminiscent of the light of hope which lives in our hearts to illuminate their way home, away from their captor, to open arms of a grateful nation. **“REMEMBER”**

The glass is inverted, they cannot toast with us this afternoon. **“REMEMBER”**

The chair is empty...they are not here. Our lives are incomplete because they are not here to sit with us this afternoon. They were there for us...we are still here for them. **“REMEMBER”**

As we stand together and face their table... the table where they should be sitting with us this evening... we honor them...each of them...all of them. We stand silently in their absence.

Please raise your water glass in a toast to those who are absent this evening. To those who served so honorably, who were lost or not with us. To our comrades, who gave their tomorrows for our today. **“WE REMEMBER”**

# Attachment 19: Introduction Protocol

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## GENERAL ASSEMBLY

### INTRODUCTIONS

#### **Head Table**

CAP National Headquarters staff members & any NHQ Advisors (volunteer staff)

#### Wing staff

Visiting Region/ Wing Commanders

#### Former Nat'l Commander

#### Former Region Commanders

#### Active Group or Squadron Commanders

#### Cadets

Visitors from outside the region today;

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#### Exhibitor.

Mr. \_\_\_\_, Vanguard Industries

## BANQUET

It's a good idea to number the DV tables. Tell the Master of Ceremonies that when introducing people, start with table 1 which should have the WGCC, Region Representative, hopefully NHQ CC/VC, etc. The order of introductions should follow the Chain of Command, starting with NHQ CC, MER, WG, NHQ staff, etc at that table. Then on to the next table. Chain of Command and Visitors, etc.

# Attachment 20: Catering Reconciliation Sheet.

## MER CONFERENCE 20XX CATERING WORKSHEET (Rev. 4/12/XX)

**BREAKFAST:** CONTINENTAL BREAKFAST  
 Assorted Fruit Juices, Assorted Fresh Baked  
 Breakfast Breads: Croissants, Bagels, Danish,  
 Muffins, Honey Whipped Butter, Sweet Cream  
 Butter, Margarine, Assorted Jams and preserves,  
 Assorted Yogurt Selections, Coffees, Tea  
 10 x 150 **1500**

**AM BREAK** Coffee (Refresh) 40 /gal x 4 160  
 Decaf 40 /gal x 1 40  
 Hot Water/ Teas Comp 200

**COMMANDER'S LUNCH:** Deli Buffet 25 x 27 675  
 Pesto/Asiago Tortellini Salad  
 Fresh Season Fruit, Sliced deli meats an cheese:  
 Roast beef, turkey, salami, pastrami, tuna salad, ham,  
 Swiss, provolone, cheddar, breads, cookies, beverage

**PM BREAK:** Assorted Cookies and Beverage @ \$10 x 130 1300

**BANQUET:** Salad, 2 dressings(vinegrette, ranch)  
 Grilled Breast of Chicken in Light Herb Sauce  
 Or Vegetarian selection  
 Roasted Fingerling Potatoes  
 Carrot & Green bean Medley  
 Cheesecake 35 x 134 4690

**BAR:** Bartender (2) 6:00 – 9:00 pm 100/3 hr \$75x1 75  
 Cashier 75  
 150

**SUNDAY AM MEETING:** (30 people)  
 Coffee/ Tea Service \$3.50 x 30 105

Gratuity not included in these prices Total Est. **8,620.00**

Tax 5%  
 Service Fees 22%

	<u>SERVICE CHARGE+ FOOD</u>	<u>TAX</u>	<u>TOTAL</u>	
Breakfast	330.00 = 1830.00	75.00	1905.00	AM
Break	44.00 = 244.00	10.00	254.00	
Commander's Lunch	148.50 = 823.50	33.75	857.25	
PM Break Sweet	286.00 = 1586.00	65.00	1651.00	
Banquet	1031.80 = 5721.80	234.50	5956.30	

Bartender + Cashier	33.00 = 183.00	7.50	190.50
Sunday Breakfast Meeting	<u>23.10 = 128.10</u>	<u>5.25</u>	<u>133.35</u>
	<b>1896.40 = 10,516.40</b>	<b>431.00</b>	<b>*10,947.4*</b>

**CATERING TOTAL S.C. \$1896.40 + Tax \$431.00 = \$ 2,327.40**  
**PLUS**

		<u>S.C.</u>	<u>TAX</u>
<b>AUDIO VISUAL</b> (6% tax)	3 Screens, tripod set up, Capital a-D @45 = \$135 1Pkg - large screen, cords, AV table, pwr pt projector	<u>\$29.70</u>	<u>\$ 8.10</u>
	Capital Ballroom E all day	\$525 <u>115.50</u>	<u>38.43</u>
	Sound Connection, A-E	25 <u>5.50</u>	<u>1.83</u>
	Podium Mic all day	40 <u>8.80</u>	<u>2.40</u>
	Mixer (could be \$200)	50 <u>11.00</u>	<u>3.66</u>
	CD Hookup for Nat'l Anthum	-0-	
	Set-up and Tear Down (\$60/hr) 2.5 hours	<u>150</u>	<u>9.00</u>
		<u>\$925</u>	<u>203.50</u>
			<u>63.42</u>

<b>DISPLAY TABLES</b>	9 x 35	\$ 315	<u>69.30</u>	<u>23.06</u>
	2 Award Tables, E	Comp		
	2 tables Office	Comp		
	3 narrow display tables D	Comp		

<b>CENTER PIECES – Banquet Tables</b>		Comp		
	Votiff candles on mirror tile (on all designated VIP tables)	Comp		
	2-3 VIP TABLE STANDS	Comp		
AV +	Cost + S.C. ( no taxes)	1240.00 + 272.80 =	<u>1,512.80</u>	
	Cost, C.S. + taxes		86.48 =	<u>1599.28</u>

<b>TOTALS:</b>	<b>CATERING</b>	<b>\$ 8,620.00</b>	<b>+ S.C.= 1,896.40</b>	<b>+ TAXES 431.00</b>	<b>= \$ 10,947.40</b>
	<b>OTHER</b>	<u>1,240.00</u>	<u>+ S.C.= 272.80</u>	<u>+ TAXES 86.48</u>	<u>= 1,599.28</u>
		<b>9,860.00</b>	<b>2,169.20</b>	<b>517.48</b>	<b><u>12,546.68</u></b>

**OR**

<b>CATERING and AV (includes SC and Taxes)</b>	<b>\$12,546.68</b>
<b>HOTEL 80% OCCUPANCY OF BLOCK</b>	<b>1,250.00</b>
<b>Standard Hotel Rooms picked up by MER (10 nights x \$99 + 13% tax)</b>	<b>1,198.70</b>
<b>Executive Parlor bedroom (2nights x \$174 + 13% tax)</b>	<b>294.54</b>
	<u>2,743.24</u> hotel bill
<b>Grand Total *****</b>	<b>\$ <u>15,289.92</u> *****</b>

## Attachment 21: Glossary of Acronyms & Terms

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Budget:	An expense accountability balancing income vs. expenditures.
CAC:	Cadet Advisory Council.
Catering:	Food services plus room set-ups, audio visual, etc.
Codes of Conduct:	Ground rules for how a member is expected to act during an event.
Compts:	Services provided based on actual attendance.
Continuity Book:	A detailed history of similar past events (includes copies of previous contracts, lessons learned, rate vender services, staff evaluations, summary of evaluations, etc.).
Critique:	Evaluation.
Dress Code:	What to wear.
DV (VIP):	Distinguished Visitor (Very Important People).
Emcee:	Master of Ceremonies.
Food Minimum:	A basic amount of food (being catered) which is committed to a monetary amount.
In-House:	Facility provided services.
Marketing:	Advertising.
M.O.D.:	Manager on Duty.
Operations Plan:	A short term, detailed plan (staff, tasking, administration, facilities, contingency plans, risk management assessment, transportation, agenda, etc.) to achieve an objective.
Protocol:	An established code of procedure or behavior in a group, organization, or situation (forms of ceremony and etiquette).
Reconciliation:	Settle or resolve.
RM:	Risk Management.
Room Block:	Guaranteed rooms.
Script:	A minute by minute text account of what is to be said.
Sergeant-At-Arms:	An appointed individual to keep order within an organization or at a social event.
Site Plan:	Floor plan.
Tax-Exempt:	Not subject to taxation. Some states have a template for organizations to provide to companies when asking for donated gifts/ prizes, non-food catering and hotel services. For the latter, there is no obligation to honor the Tax-Exempt request.