

# ACTIVITY DIRECTOR GUIDE

CAPP 60-74  
October 2021

*A handbook for directors of*

National Cadet Special Activities  
Cadet Special Activities &  
National Flight Academies



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

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## **PREFACE**

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

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

## **OVERVIEW**

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

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

## I. GENERAL

### ADMINISTRATION

#### ***Key NHQ Contacts***

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

<b>Lt Col James D. Peace</b> NCSA Coordinator <a href="mailto:jpeace@cap.gov">jpeace@cap.gov</a>	<b>Mrs. Wendy Hamilton</b> Cadet Career Activities Program Manager <a href="mailto:Whamilton@capnhq.gov">Whamilton@capnhq.gov</a> 334-953-9210 office
<b><u>Assistant NCSA Coordinators</u></b>	
<b>Lt Col Elizabeth Marx</b> <a href="mailto:emarx@cap.gov">emarx@cap.gov</a>	<b>Lt Col Robert Shaw</b> <a href="mailto:rshaw@cap.gov">rshaw@cap.gov</a>

#### ***Activity Staff***

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

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

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

#### ***Active Duty/Reservists***

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

Active duty, reserve and guard, personnel also serving in the Civil Air Patrol need to choose which organization they are representing for the duration of the activity. They cannot receive CAP credit if

they are on orders as a military member. This includes permissive TDY. While serving on CAP activity, staff will wear their USAF uniform and follow the CAP chain of command.

***Guests and Visitors***

Ref: **CAPR 60-2**, paragraph 1.5.10, *Guests and Visitors*

Ref: **CAPR 60-2**, paragraph 2.6.11, *Guests and Visitors*

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

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

***Activity Continuity***

Each activity must have a viable plan to develop its staff to ensure continued leadership and execution of the program over the long-term. Each activity will maintain its files, budgets, schedules, curriculum, and other materials used to plan, execute, and close out activities in Continuity Files stored in the CAP Dropbox system provided by CAP/CP. You are encouraged to share these folders with your staff. In addition to activity staff, the NCSA Coordinators and Program Manager will have access to these files.

***Activity Preparation***

The best activities are those that have been planned in conjunction with the activity staff starting months in advance. See the “Activity Director Help Page” at [NCSAS.com](http://NCSAS.com) for the following tools:

<b><i>Tool Name</i></b>	<b>Description</b>
<i>Activity Director Planning Tool</i>	A spreadsheet that helps you plan and track each activity day, POC, agenda for staff meetings, and final (publishable) schedule.  To the cadets, speakers, support activities, it can look like the NCSA is running seamlessly. But we all know that there can be last minute changes anytime operations tempo fluctuates at a command or a speaker cancels. This tool helps you track backups, change timing, and move days if necessary.
<i>NCSA Timeline</i>	This Timeline table runs down the middle of the page and emphasizes milestones for the planning cycle. If deadlines change, we notify you and update the timeline in <b>red</b> .
<i>End of Activity Survey Links</i>	Have cadets and staff complete surveys before leaving the activity to ensure compliance.

Tool Name	Description
AD After Action Report (AAR) Template	The AAR provides CAP with a basic way to evaluate the success of the activity and prioritize needed changes. This is due to your assigned NCSA Coordinator <b>no later than 45</b> days after the end of the activity. A copy is then stored in your Dropbox folder labeled: "5) After Action Report and Surveys."

Keep Regions/Wings informed!

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

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

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

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

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



### ***Working with Local Staff and Up-channeling***

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

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

### ***Training Webinars***

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

The webinars include topics of interest to the Activity Director and staff. At a minimum we conduct one for new ADs, a season kick-off, Finance, and Safety. At the end of the season, we hold a wrap-up webinar to ensure that all staff members know how to close their records and prepare for next year.

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

### ***Personally Owned Vehicles (POV) and Corporate Vehicles***

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

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

USAF Reservists serving on CAP activities are permitted to drive corporate vehicles with the express permission of the CAP-USAF Commander. CAP/CP will coordinate permission for all NCSAs each year. It is not a guarantee that permission will be granted.

## **Uniforms**

Cadets over 18 and senior members will comply with weight and grooming standards to wear an AF-style uniform and uniforms will be worn in accordance with uniform standards as prescribed in CAPR 39-1. "Special Patches," badges, tabs, or other devices not expressly approved in CAPR 39-1 may not be worn.

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

Participants and staff will wear the AF-style blue uniform, ABUs, or the corporate equivalent, or an activity uniform. Ref CAPR 39-1, Chapter 9, "Distinctive Uniforms, Items and Equipment." Note: national flight academies no longer need an alternate uniform approval. It is incorporated in the most current CAPR39-1. However, other activities not addressed in the reg still must request approval for alternate uniform if they have special mission requirements.

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

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

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

## ***Tobacco, Alcohol, Marijuana & Other Controlled Substances at Cadet Activities***

Ref: **CAPR 60-2**, paragraph 2.3

Please familiarize yourself with this regulation.

## **Uniform Infractions**

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

Cadets, military, and civilians are all looking to the senior members for a professional representation of the CAP organization.

## ***Off-Duty Time for Adult Leaders***

Ref: CAPR 60-2, paragraph 2.7.8

Please familiarize yourself with this regulation.

### ***Disciplinary Action***

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

1. Contact the participant’s Region Commander.
2. Contact the participant’s Wing Commander.
3. Contact the participant’s unit commander.
4. Although regulations do not require written notice to dismiss from an activity early, since we are dealing with cadets who typically are a great distance from home, the AD will follow up phone communications with a written explanation of the reason the member will be sent home and anticipated details to their departure (cc’ing the NCSA Coordinator).
5. If the member is a cadet, notify their parents.
6. The NCSA Coordinator will notify CAP/CP of the reason the cadet was sent home. This action may be done by a forward of the above written correspondence. CAP/CP policy is to leave the disciplinary action of the participant to the appropriate Wing and Squadron. The cadet will remain with senior members while awaiting to travel home (Cadet Protection Policy CPPT guidelines will be followed). The cost of the member returning home is the responsibility of the member and/or their parents and NOT CAP.

### ***Base Access***

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

- Military Support Authorization (MSA) – Gives members access to clothing sales, AAFES, the dining facilities and lodging and is issued by CAP-USAF. The MSA does not give access to the base. NHQ will prepare this letter for your activity for CAP-USAF signature. Please provide information on your participants to the NCSA Program Manager at LEAST two weeks in advance of the activity date.
- Include the last name, first name, CAP ID and CAP grade for all participants and staff and the earliest arrival date for any staff and latest departure date. Entry Authority List (EAL) – Provides base access and is issued by each base’s Security Forces. The MSA—Military Support Authorization does not give you access to the base. The AD will need to coordinate with the local Security Forces in the Visitors’ Center to provide ready access for

your staff and participants. Each base has different requirements, so identify and coordinate their requirements early.

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

If you have a cadet or senior who was not born in the US and does not have US identification or passport, there may be additional information needed to gain access, as most bases require they be vetted through their foreign disclosure office. This process can take up to three months, so plan ahead. The base itself will tell you how much lead time it will need.

Once all information is with the security forces, follow up to be sure your group is on an EAL. Finally, be sure to check back one to two business days BEFORE your first staff arrives to be sure that the EAL is ready to go to the gate(s). Be sure you check with the applicable gate(s) guards the morning of your first arrivals to ensure the list made it to the people responsible for checking IDs.

## **CADET ADMINISTRATION**

### ***Proper Supervision***

Please read **CAPR 60-2**, paragraph 2.6 & 2.7 as it addresses several unique circumstances which may apply to your activity. Here are just some highlights.

Cadets always will be under senior members' supervision. At least two senior members will be present at overnight activities. Ensure that adequate staff members are billeted in the immediate vicinity of the cadets, whether in field, dorm or hotel. If possible, a female escort should be available for female cadets. If male and female cadets are in the same room unsupervised, the door will be open all the way. Cadets will receive a minimum of eight planned hours of sleep each night. In addition, cadet staff should also be supervised. While they are building leadership skills working their flights, etc., seniors should still be watching and at the ready to intervene or assist.

### ***Cadet Protection Program Training***

Ref. CAPP 60-15, *Cadet Protection Implementation Guide*. You should, at a minimum, reread this each year.

Ref. CAPR 60-2, Chap 3. Members whose training expires are automatically prohibited from accessing eServices until they renew their graduation credential. CAP senior members and cadets 18 years old and older are obligated to complete the Basic Cadet Protection Policy Training (CPPT) course prior to participating in any CAP activity and must refresh their training every 48 months. In addition, CAP offers an Advanced CPPT course required for NCSA directors and their deputies.

<https://www.gocivilairpatrol.com/programs/cadets/cpofficer/cptraining> is the link to access any of the CPP trainings offered.

Each AD should be conversant in **CAPR 60-2**. Read each year to be sure you understand any updates to regulations. ADs can depend on other senior staff or NCSA Coordinators for assistance as needed.

### ***Cadet Use of COV and POV Vehicles***

Ref: CAPR 77-1 paragraph 1.7

#### ***Check In and Out***

On arrival, cadets will be picked up at the airport, bus station, train station by a senior member or reservist (no taxis or other public transportation). Participants must call home upon arrival.

Cadets departing an activity should be delivered to the transportation hub by a senior member or reservist or by hotel shuttle for hotel-based activities. Staff will ensure that the cadet has a phone number of a staff member before embarking on travel to use if there is a delay or cancelled flight. These principles should be communicated to parents in the activity welcome letter, as well.

#### ***Tobacco, Alcohol, or other Banned Substances***

Regardless of age, cadets will not possess or consume tobacco products in any form while participating in a CAP activity. They may not use recreational drugs or consume alcohol. Participants caught drinking alcohol or using other banned substances may be dismissed early from the activity at the AD's discretion.

#### ***Handling Medications***

The administration of both legal prescription and legal non-prescription medication(s) is the responsibility of the CAP member and not the CAP organization.

Directors and staff need to know and understand the rules and requirements for members to self-administer medications per **CAPR 160-1(I) Operations of CAP Health Services Program** Chapter 4. This rule does not prevent you from helping cadets keep track of whether they are self-administering appropriately. Provide time and safe space for them to do so if they must take during meals or as needed due to conditions like asthma or allergies. The key is to trust but verify they are taking their prescriptions.

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

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Many cadets will arrive with prescription or other medications. ADs must ensure that each cadet has turned in a CAPF 160(I), *CAP Member Health History*, form. Normally, medications should be left with the cadets so that they can take their medications as needed or prescribed. However, state laws vary considerably in this area, so the AD should check with the Legal Officer of the host wing and follow local laws. In addition, some medication may require refrigeration or special keeping when away from the dorm.

## ***Medical Care Policy***

Medical treatment is an area that can get you into trouble very quickly. Per **CAPR 160-1(I)**, members requiring first aid treatment will be taken to the nearest appropriate medical facility as soon as possible. You can assist another member in distress to save their life and provide emergency first aid if the member has appropriate training and experience, but only until professional medical care can be obtained. Should an injury requiring hospitalization or death occur, immediately notify the CAP National Operations Center and when time permits, enter the incident into the Mishap Reporting System (SIRS).



## ***Insurance and Consent Forms***

CAPR 900-5, *The CAP Insurance/Benefits Program*, outlines insurance benefits for CAP members at civilian hospitals. Insurance within CAP's many missions is complicated. CAP medical expense benefit is considered excess to existing coverage and is very limited. Claims must be submitted using CAPF 80, *Civil Air Patrol Death Benefit/Medical Expense Claim Form*. We highly encourage members to ensure they carry sufficient personal insurance whether attending flying activity or classroom activity. The AD will ensure that the necessary paperwork has been completed, remitted, and onsite by the time the activity starts. Note: The NCSA application in eServices contains insurance information and parental consent for medical treatment sections. Cadets should print the form and have parents' sign. For cadets over the age of majority in the state in which the activity is held – 18 for most states - a parent's signature is not required but is encouraged. ADs need to ensure participants' signed copy is available onsite.

## ***Abuse and Hazing***

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

Hazing includes punishment of group for failure to perform. Many activities that seem fun, like "Wheel of Misfortune," where cadets must perform a silly task for failing to comply with rules, often go over the line and publicly humiliate rather than reinforce correct behavior.

Flip the script, catch people doing the right thing and reward them versus penalizing those who did not perform as well.

Similarly, "old school" call sign ceremonies can move into the realm of sexual harassment when boys or girls receive names that refer to body parts or traditional gender roles. How can you avoid being misunderstood and still have a camaraderie-building event like a naming ceremony? Privately pre-clear the name with the cadet, and or stick to non-offensive language.

## ***Counseling***

Ref **CAPR 60-2** paragraph 2.6, Universal Standards of Practice.

## ***Graduation***

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

If your activity has graduation requirements, these must be documented in writing, posted on your NCSA website, and embodied in the Welcome Letter sent to cadets upon notification of acceptance to the activity. Per CAPR 60-1, para 8.5.1.3, cadets and staff must complete 80% of the requirements of the course in contact hours to be eligible for graduation. Again, participants may engage in the entire course, but not graduate. If a student does not graduate per the graduation requirement, they will not receive credit for the CSA or NCSA in their training record nor be eligible for the NCSA ribbon.

## ***Recording Credit in Training Record***

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

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

The shortcut link to the module is:

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

**Registration And Payment System - Completion** e-Services

Home > Modules > AD Completion

**About Activities**

Overview

**Modules**

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

**Event Participants awaiting Completion**

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

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

**Encampments**

- Encampment Entry
- Encampment Reports
- CEAP Application
- Encampment Assistance Approvals
- Encampment Assistance NHQ

**Activities Application**

- Application
- Activity Status
- Online Payment
- Payment Directions
- Mail In Payment Form
- Refund Form
- Payment History

**AD Completion** #



## II. SAFETY

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

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

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

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

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

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

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

<https://www.gocivilairpatrol.com/members/cap-national-hq/safety/safety-library/risk-assessment-resources/ncsasafety>. Be sure to add specifics for your activity. You can even have the breakout groups get sub-activity pre-briefs ready to get a head-start; then they only need be updated for current conditions.

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

Further, the following guidelines govern all overnight cadet activities:

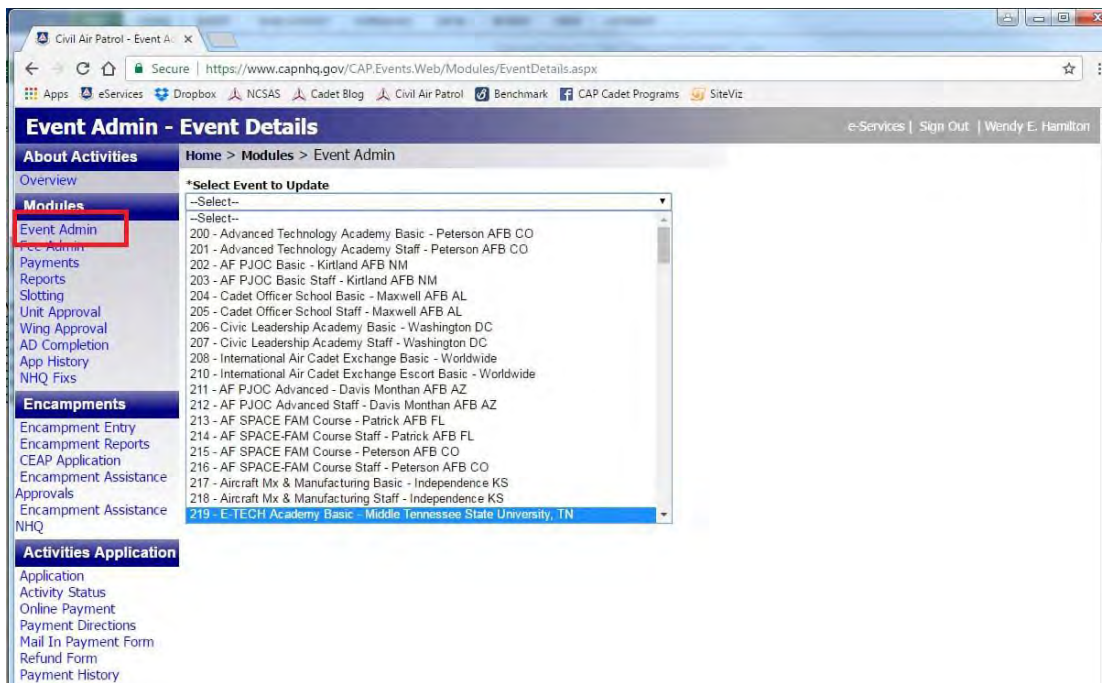
- Safety Officer. The AD will appoint a safety officer to conduct the activity’s safety program and ensure Risk Management is a part of the plan. The safety officer, or an assigned representative, will take requisite training prior to the activity, conduct daily safety briefings that are relevant to the activity and reinforce a culture of safety awareness and prevention, in the context of the activity. The activity safety officer should take the Activity Safety Officer Training at the following link which also includes further guidance for the Activity Safety Officer should be reviewed <https://www.gocivilairpatrol.com/members/cap-national-hq/safety/safety-library/risk-assessment-resources/ncsasafety>. The Safety Officer will, in cooperation with the AD, perform a complete hazard analysis and risk assessment prior to the activity, see NCSAS.com Activity Directors Help page for due date for initial assessment, as well as on-going assessments of hazards and risks throughout the activity.
- Staff RM Training. This training is conducted as part of Required Staff Training.
- Participant RM Training. In lieu of the formal Basic Risk Management course in LMS, all activities will use the scripted briefing titled “What You Need to Know About Risk

Management” on the <https://www.gocivilairpatrol.com/members/cap-national-hq/safety/safety-library/risk-assessment-resources/ncsasafety>.

- Training in Hot Environments. For all cadet activities, ADs will adhere to the fluid replacement and work-load limitations described in CAPP 60-50, *Active Cadet Fitness Guide*. Note that CAPR 60-2, *Cadet Protection Program*, also addresses operations in hot weather. Review 2.6.12 for links to tools on determining heat index, smart phone apps, briefings, and heat index/training precautions table.

### III. INFORMATION MANAGEMENT

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



#### Course Information

CAP/CP is responsible for creating events, adding the AD, and assigning a course number in eServices. Once this basic information is in the system, CAP/CP and NCSA coordinators update other critical information such as course location, dates, key staff, point of contact, and other data in the Event Admin. Data required to update the sites is collected via a standard form. This data is used by many departments and pulled to support other data sites, so please ensure you fill in the form accurately

and send updates as soon as you have them. IF CHANGES NEED TO BE MADE AFTER THE INITIAL POST, please advise [nlsa@cap.gov](mailto:nlsa@cap.gov) of the changes, so we can notify other departments and update data sites.

It is essential that the AD review the activity course description, requirements, dates, and all activity related information by fall of the year prior to the activity. For example, updates to course information must be provided in November prior to cadets selecting and applying for the activity. Cadets should also be clear about the participation requirements for graduation from the activity.

### ***Applications for Activities***

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

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

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

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

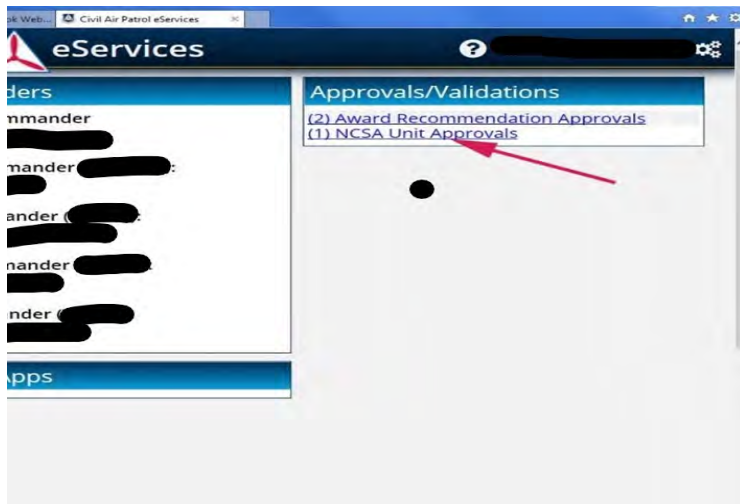
Note: Cadets may apply for scholarships through LIFT or CadetInvest (see [NCSAS.com](http://NCSAS.com)). ADs do not have permission to allow cadets to come to an activity without paying the registration fee, whether the activity budget can cover it or not. No one is permitted to grant scholarships or give cadets financial assistance on behalf of CAP NHQ.

### ***Approval Queue in Commander's Inbox***

Following the application to a special activity, cadet and senior member submissions reside in the unit commander's queue awaiting approval or disapproval. Once the unit cc approves, then the wing cc will see it in their queue. The commander is first alerted to the pending applications when signing into eServices.

If a cadet or senior member notifies you that their application to your activity is stuck in the system somewhere, have the member check their activity status screen. If it says pending unit or wing

approval, then contact the appropriate commander and let them know is a good place for an AD to start checking. Contact the unit commander and have them check on the disposition of the application so it can progress to Wing level.



The commander then enters approval/disapproval via the “Unit Approval” screen. (See arrow in figure above to reach this screen.)



### Building Your Leadership Team



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

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

While the decision for staff selection is your authority, please be courteous to our members and advise ALL applicants whether they have been accepted or not. Help a candidate understand what skills, balance, or other factor effected your decision so they learn what must be done to be a better applicant.

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

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

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

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### ***Approval and Slotting***

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

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

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

### ***Staff Completion***

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

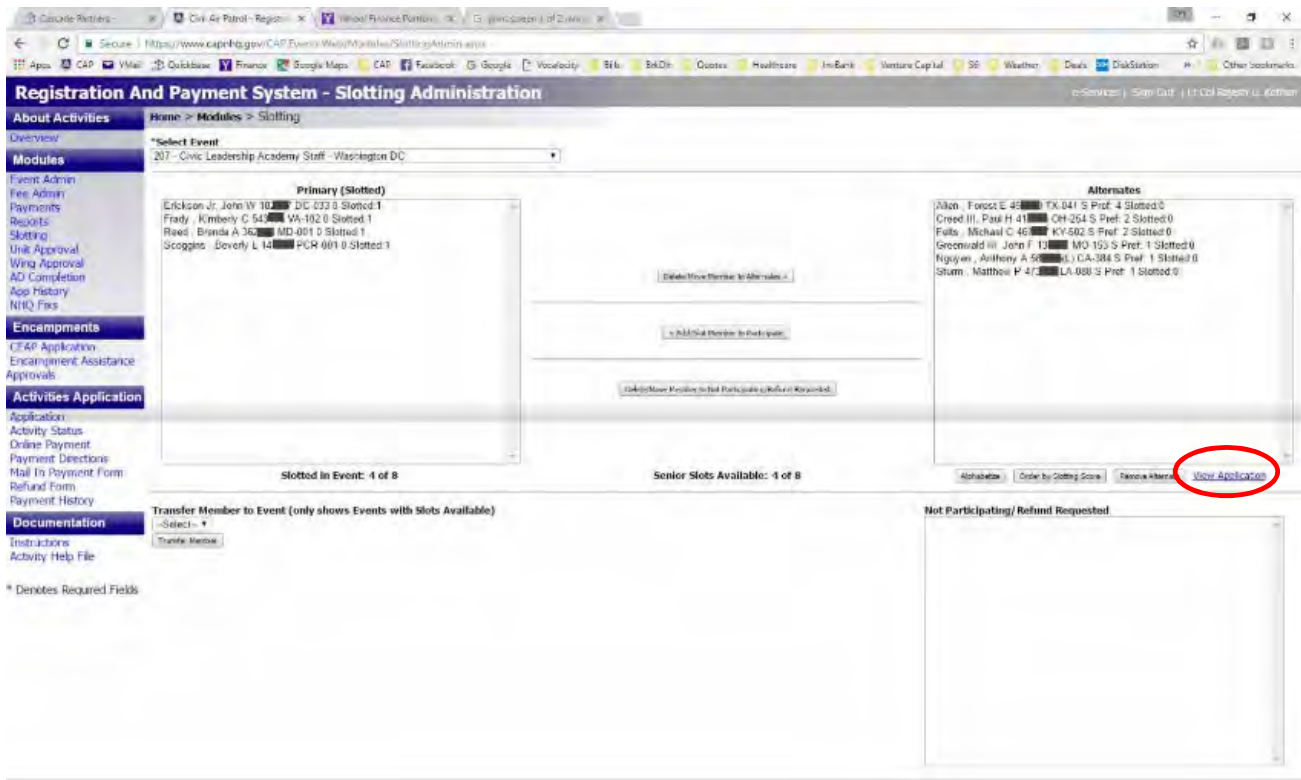
Please be prudent when giving credit where credit is due. You will not give a staff member credit for something they did not do under your tutelage or observation. This does not benefit the member and is dishonest.

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

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

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

Below is a screen shot of the Slotting Screen:



### ***Information Continuity***

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

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



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

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

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

#### IV. MARKETING & PUBLICITY

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

##### ***Social Media***

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

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

##### ***Website/Activity Pages***

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

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

### ***Photos and Videos***

We use Smugmug and the Dropbox to store photos and videos for future advertisements and to supply NHQ Marketing and Communications (MAC) requests throughout the year. If you would like MAC to consider posting them during or after the activity on CAP.news, Facebook, or Twitter, or in PROPs weekly newsletter, send to them at [MAC@capnhq.gov](mailto:MAC@capnhq.gov).

We have a [Smugmug](#) repository for all national activities. Please use this space to load your photos and videos. The NCSA Team will provide you with an upload link each year. Note: the photos you load can't be taken down unless you contact us to remove it, and so please do a quick review for appropriateness before posting. Each year we will set up a gallery for your activity so feel free to share the website (not the upload link) to friends and family so they can see what you are doing daily.

At the end of the activity, as part of the AAR, we ask that you take your 5-10 best photos and place them in folder 5) of your activity Dropbox. For your best 5-10 photos use the "properties" of the picture/video to:

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

## **V. FINANCIAL MANAGEMENT**

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

1. Appoint a Finance Officer (this might be the AD for smaller staffs).
2. Ensure a budget is approved by CAP/CP and loaded in your Dropbox folder 3) Finance using the established budget format found in the "Helpful Links" area of Activity Director tab of "NCSAS.com."

3. Report credit card expenditures by the last day of each month via Servis1st online banking module. Account setup is done by NHQ/FM. The system will allow multiple uploads, but all receipts must be attached via a single PDF file before submitting for review.
4. Report cash advance expenditures via spreadsheet by date listed on advance request form from CAP/FM (all receipts or cash signature logs must be attached via PDF file).
5. Complete end of activity financial report within 30 days post activity, and no later than 01 Sept.
6. Send all financial processing to NHQ via [ncaa@cap.gov](mailto:ncaa@cap.gov) for quickest response.

### ***Tax Exemptions***

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

### ***Local Taxes***

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

### ***Operating Revenue***

Each activity operates through one to four revenue streams. First, each cadet pays tuition, as determined for each activity which is referred to as "Activity Fee" or "Program Revenue." Second, NHQ may subsidize an activity using corporate or appropriated allocations, sometimes called "seed" money to keep the cadets' costs down or pay for one-time capital investment or expense. Third, activities may fundraise to offset cadet costs. Any fundraising must be done prior to setting the final budget and activity cost in December. Lastly, additional income the activity receives, such as a grant, banquet income from guests or other resources, must be sent to NHQ for deposit. Checks should be made out to "Civil Air Patrol."

Activities should plan to operate as "revenue neutral" meaning expenses should equal funds raised plus program revenue.

### ***Program Revenue***

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

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

### ***NHQ Corporate Allocation***

NHQ adds a corporate allocation to the revenue, funds raised, and USAF appropriated to balance against expenses in some cases. Allocations must be planned during the Sept-Dec budget cycle.

### ***USAF Appropriated Allocation***

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

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

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

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

### ***Fundraising***

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

### ***In-Kind or Cash Donations***

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

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

It is helpful to know when one of our major sponsors makes such contributions, so we are knowledgeable and accountable with the entirety of CAP giving.

### ***Budgets***

Each AD is responsible for ensuring a budget is created following the template provided by CAP/CP (available on [NCSAS.com Activity Director Help Page](#).) The budget must be submitted to CAP/CP by 30 September the year prior to the activity. The goal is to submit a balanced budget. If an allocation is needed to balance the budget, CP will communicate with the AD to determine that allocation and return an “approved” budget by end of December. Once approved you may reallocate expenditures within the budget, without prior approval if you remain within the overall budget.

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

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

### ***Reserve Fund***

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

### ***Overruns***

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

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

### ***Surplus Funds***

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

## ***Spending and Accounting Practices***

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

### ***Receipts***

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

### ***Contracts***

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

ADs should encourage vendors to use the Electronic Funds Transfer (EFT) capability for large transactions such as lodging or transportation. The vendor will complete a W-9 providing proof of their EIN, contact information, and address. Using the EFT system will facilitate a smooth payment between NHQ and the vendor organization.

### ***Large Expenditures***

Expenditures exceeding \$2,999.99 may require a prior authorization to purchase. Anything over this threshold requires NHQ to create a Purchase Order or Budget Obligation Request as required, so the vendor can be paid in a timely manner. NOT be placed on a credit card and should be handled by NHQ. You can't split the bill and make multiple payments to get it below the threshold.

### ***Credit Card***

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

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

limit is insufficient. You should also have a system to ensure receipts are recorded daily on your budget tracked and a copy uploaded to Dropbox.

Note: Large expenditures may be placed on the credit card, if the vendor will not accept check or electronic funds payment. To make the large purchase on the card not only must you have a purchase order/budget obligation request, but CP must coordinate with the COO and CFO to allow the expenditure to be placed on the card. This must be coordinated BEFORE the activity starts. In addition, there are single spend card limits which CP will need to adjust for you prior to the making the payment.

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

Information regarding the Servis1st Bank credit card system is available on NCSAS.com, AD Help Page; then scan the right margin until you see this topic.

### ***Reporting Requirements***

Anyone issued a credit card must submit a certification/expense report each month. The AD will be responsible to ensure that their team is compliant with this requirement. Each card holder has an online banking account via CentreSuite associated with their Servis 1<sup>st</sup> Bank activity credit card. The expense report is located online. Instructions on how to file the expense report is located on the [ncsas.com/Activity Director Help Page](https://ncsas.com/Activity%20Director%20Help%20Page). Legible, detailed (i.e., what items, how many, unit cost, location and date of purchase and total cost) receipts must be saved and turned in with each report. If you have forgotten your login or have questions or issues, contact the Program Manager.

### ***Cash***

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

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

### ***Reimbursement***

To receive a reimbursement for using personal funds, send in the receipt and the information for the person to be reimbursed (name, address, and other required information) to CAP/CP using the reimbursement form posted on the [ncsas.com/Activity Director Help Page](https://ncsas.com/Activity%20Director%20Help%20Page). All claims for reimbursement must be made within 60 days of the end of the activity, or it may not be reimbursed.

Personal reimbursements must be approved by the AD or finance officer before forwarding to National Headquarters for payment. This ensures you have oversight on expenditures.

### ***Refunds***

Cadets that are slotted, but later decide that they cannot make it to the event will ask for a refund. The form is available in e-Services in the Registration and Payment System. The cadet will need to send the form to the AD for approval, and then forward the form to NCSA Program Manager at NHQ for processing. **Cadets pay a nonrefundable \$100 deposit.** (Note: Deposit and final payment timeline is in primary notification letter. We can make exceptions, but they need to be justified.) **Moving a cadet in the slotting system to “refund required” does not substitute for the paper/email process.** Currently the refund notification portion of that window is inoperative, but it does allow NHQ to see refunds requested and be on lookout for the AD-approved refund form.

### ***Local Purchasing Policy***

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

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

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

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

### ***Director and Staff Travel***

Volunteer staff may receive reimbursement for their official travel expenses, but only if included in the approved activity’s budget. In such instances, the NHQ travel policies apply. Travel documents are in the AD section of ncsas.com. Staff does not fill out a travel authorization or travel reimbursement; rather they use a check request to apply for travel reimbursement.



## VI. SUPPLIES & PRINTING

### ***Equipment***

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

### ***Printing***

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

### ***Branded Items***

As part of an organization-wide contract, CAP has contracted with Vanguard Industries to provide all branded items. If an activity wishes to purchase activity shirts, hats, coins, patches, or CAP-related gear, Vanguard must be used as the vendor. Orders should be placed via NHQ to ensure you receive discounted pricing. Allow **4-6 weeks** for the purchasing process. This includes Vanguard's acquisition of supplies, production, and delivery time. You may use a local vendor if the amount is less than \$400.

## VII. MISCELLANEOUS

### ***Awards***

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

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

**National Awards: *Do not use the Award Recommendation application tool via the eServices online module.*** Complete the word/pdf version of the CAPF 120, *Recommendation for Decoration*, and send it directly to the NCSA Coordinator at [jpeace@cap.gov](mailto:jpeace@cap.gov). The recommendations will be processed by CAP/CP and routed through the CAP Awards Committee. Be sure to include a copy of CAPF 120 in Dropbox (folder 3) for safekeeping. These awards should be reserved for a select few as they are National Commander's Commendation, Meritorious Service, Exceptional Service and Distinguished Service Awards.

**Region and Wing Awards:** Use the Award Recommendation application tool within eServices online module. These awards will be approved at the members home Squadron, Group, Wing, or Region level through the online eServices module. Make a copy for your records and safekeeping to follow up on the award's status.

## VIII. CADET SPECIAL ACTIVITY (CSA) NATIONAL ACCREDITATION PROCESS

### **What Are CSAS?**

The purpose of a CSA is to enlarge cadets' access to exemplary special activities, use the NCSA ribbon as a motivator, and provide managerial and quality controls within the NCSA/CSA system. CSAs are programs hosted by wings or regions that enable cadets to explore aerospace careers/expertise, develop leadership skills, or enhance their emergency services skills. National CSA accreditation gives national publicity and recognition through the CSA ribbon.

### **How to Nominate**

In September/October, an email invitation is sent from National Headquarters Cadet Programs Team to Wings and Regions soliciting nominations for activities that you believe should garner the Cadet Special Activities (CSA) ribbon. Follow instructions in the invitation and provide documents requested by deadline. Programs previously accredited must reapply each year, per CAPR 60-1, *Cadet Program Management*.

Here is an example of the solicitation letter. Please go to [NCSAS.com](https://www.ncsas.com) "[Make Your Activity a Cadet Special Activity \(CSA\)](https://www.ncsas.com)" for most current year's letter and requirements:

*It is time to nominate wing or region activities that you believe should garner the Cadet Special Activities (CSA) ribbon. Cadet Programs will accept nominations until 15 October. A panel will review the nominations and make their recommendations to the National Commander. We will send you notification of whether the activity is approved for accreditation by 15 November and work with the activity director to capture data needed to advertise and, if requested, post the course on eServices registration and payment site.*

*To qualify as a CSA, the activity must:*

- a. Be endorsed by the host region commander (includes wing-level activities applying for accreditation)*
- b. Operate according to a defined curriculum that specifies its learning objectives*
- c. Include at least 25 hours of curriculum/training*
- d. Accept cadets from across the nation; and*
- e. **Demonstrate at least 2 years' successful operation before accreditation***

*Roles and Responsibilities*

- a. The Region Commander appoints Activity Directors*
- b. Wings/Regions develop/maintain curriculum*
- c. Wings/Regions set minimum selection criteria: age, prerequisites, etc.*
- d. Wings/Regions select attendees or may opt into using CAP/CP's standard, published scoring and automated selection system*

- e. Wings/Regions oversee finances, including budgeting, setting activity fees, fundraising, and tracking expenses; and*
- f. National HQ through Cadet Programs supports CSAs by processing registration and payments if CSA staff opts into using eServices registration and payment system, and advertising courses via national platforms.*

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

*Please upload your CSA nominations to:*

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

*Use the following standard for naming files:*

*RegionAbbreviation\_CourseName\_DocumentName\_FiscalYear. For example, a copy of curriculum for NER Honor Academy would be named NER\_HonorAcademy\_Curriculum\_2020.*

*Along with your endorsement letter, include:*

- a. copy of the curriculum*
- b. draft schedule and/or operating plan*
- c. budget to actual or an expense report for last 2 years*
- d. course critiques/feedback (a summary is sufficient) from the last 2 years; and*
- e. nomination form in an editable format such as Word (not PDF).*

*Questions regarding accreditation process or status of a package should be sent to [NCSA@cap.gov](mailto:NCSA@cap.gov). The goal is to post the approved activities on the NCSAS.com website by 1 December so that cadets throughout CAP may apply. At a minimum, accredited activities receive advertising on the NCSA site and can opt-in to use our national e-Services registration.*

### **Curriculum or O-Plan**

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

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

### ***Schedule***

Provide a copy of last execution year's schedule or the draft schedule for upcoming year if there are major changes.

### ***Budget to Actuals***

Provide last 2 year's budget to actuals. We want to see that you had a reasonable plan that is fiscally viable and were able to keep to the plan without overspending.

### ***Course Critiques***

Provide results of any surveys you issue for customer satisfaction. Also, if you do an after-action report or hot wash, provide the report or notes from the meeting.

### ***Nomination Form***

Download from NCSAS.com webpage to complete and submit your Cadet Special Activity (CSA) National Accreditation Nomination Form.