

CIVIL AIR PATROL

ACTIVITY DIRECTOR GUIDE



CAPP 60-74
October 2025

National Cadet Special Activities
National Flight Academies
Accredited Cadet Special Activities



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Key Resources

The following CAP publications are referenced throughout this guide:

[CAPR 39-1 Civil Air Patrol Uniform Regulation](#)
[CAPR 60-1 Cadet Program Management](#)
[CAPR 60-2 Cadet Protection Program](#)
[CAPR 132-1 CAP Vehicle Management](#)
[CAPR 160-1 Civil Air Patrol Safety Risk Management Program](#)
[CAPR 190-1 Civil Air Patrol Public Affairs Program \(includes ICL 25-01\)](#)
[CAPP 39-3 Awards Made Easy](#)
[CAPP 60-72 Required Staff Training](#)
[CAPP 79-10 Cadet Medication Best Practices](#)
[CAPP 150-12 Marketing and Communications Playbook](#)
[CAPF 120 Award Recommendation](#)
[CAPF 160 Deliberate Risk Assessment](#)
[CAPP 160-3 CAP Activity Safety Pamphlet](#)
[Deliberate Risk Assessment Guide](#)
[Activity Safety Resources](#)

Special thanks to Lt Col James Peace, Maj Roger Reed, Lt Col Robert Shaw, Maj Lauraine Paul, Capt Jim Miguez and Lt Col Jordan Crawford from the NCSA Coordinator team for their input and feedback on this update.

General

The purpose of the Activity Director Guide is to serve as a reference publication for Activity Directors and those aspiring to hold the Activity Director position with a National Cadet Special Activity (NCSA), accredited Cadet Special Activity (CSA) or National Flight Academy (NFA).

This guide provides an overview of the tools available to Activity Directors (ADs) and their responsibilities for the execution of their activity. This guide does not override any CAP regulation.

Activity Definitions:

National Cadet Special Activities (NCSAs)	Cadet Special Activities (CSAs)	National Flight Academies (NFAs)
<ul style="list-style-type: none">✓ Hosted by National Cadet Programs✓ Managed by National Cadet Programs✓ Civilian and/or Military Career Exploration Focus✓ Participants are eligible to apply for Lift/Top financial assistance✓ Graduates are eligible to earn the CSA ribbon	<ul style="list-style-type: none">✓ Hosted by Wings or Regions✓ Managed by National Cadet Programs✓ Must have operated at least two years prior to applying to be a nationally accredited CSA✓ Requires annual accreditation to be a CSA✓ Accredited CSAs agree to follow all National Cadet Activity policies✓ Accredited CSAs are marketed with NCSAs✓ Participants are eligible to apply for Lift/Top financial assistance✓ Graduates are eligible to earn the CSA ribbon✓ After first year as a CSA, may apply to become a NCSA	<ul style="list-style-type: none">✓ Hosted by wings or regions✓ Managed by National Cadet Programs✓ Requires annual accreditation✓ Primary flight instruction focus✓ Participants are eligible to apply for Lift/Top financial assistance✓ Graduates are eligible to earn the CSA ribbon

For the purposes of this guide, the term NCSA will refer to all activity types unless otherwise stated.

Program Administration

Cadet Career Exploration Group

- Mary Albright, Program Manager (CAP/CPA)
- Jacquelyn Hansen, Program Administrator

Cadet Aviation Group

- Kathrine Schmidt, Senior Program Manager (CAP/CPF)
- David Benning, Program Assistant
- Julie Cooley, Program Administrator

Volunteers: NCSA Coordinator Team

Cadet Special Activities are managed by National Cadet Programs Cadet Career Exploration (CAP/CPA) and supported by a team of CAP volunteer NCSA Coordinators. National Flight Academies receive additional support from the National Cadet Programs Cadet Aviation Group. Each Activity Director will be assigned at least one NCSA Coordinator who will be your primary mentor and guide. Each of these CAP volunteers have experience leading large scale CAP activities and are eager to support you.

Timelines

Timeline for Summer 2026 Activities

This timeline applies for activities with start dates between 2026 May-Aug 2026

8 Sept	CSA Nominations for Summer Open. Regions/Wings submit nomination materials for activities from 2026 May-2027 April
19 Sept	CSA Nominations window for 2026 May-2027 April closes
22 Sept	CSA Nomination packages review begins
1 Oct	CSA Nomination decision goal date
15 Oct	Initial slate of activity director recommendations prepared Activities provide first draft of Summer 2026 budget with 2025 actuals included
16 Oct-15 Nov	Activity websites updated as details finalized Activity events set up in Registration Zone
1 Nov	1 st batch of Activity Director recommendations submitted to CAP/CC for approval O-Plan Draft due for NFA Nomination Process
15 Nov	Deadline for all Activity Director nominations and CSA lineup to be submitted to CAP/CC for approval
22 Nov	Activity Director Nominations and CSA lineup approved by CAP/CC
25 Nov	Final Summer 2026 activities lineup announced
1 Dec	Budget for FY26 Final
15 Dec	Applications for Summer 2026 activities open Applications for Summer 2026 Lift/Top need-based financial assistance open Applications for 2026 CAP Scholarships (merit based) open
15 Dec-14 Jan	CAP/CPA markets Summer activities
15 Jan	Applications close at 12pm Central for Summer 2026 Activities Applications close at 12pm Central for Summer 2026 Lift/Top need-based financial assistance. Unit and Wing Approval for Lift/Top applications due. Applications close for 2026 CAP Scholarships (merit based)
NLT 18 Jan	Unit approvals due in Registration Zone
NLT 1 Feb	Wing approvals and Highly Recommended selections due in Registration Zone Initial Risk Assessment for all activities and sub-activities due for review by Activities Safety. Upload completed forms to Dropbox Welcome Letter and Packing List submitted to CAP/CPA NFA: Signed O-Plan uploaded to Dropbox
2-8 Feb	Review period for Summer Activities approved to have Supplemental Applications
9-15 Feb	Manual Slotting – for cadet and senior staff. No activity will manually slot participants unless express permission is granted by CAP/CPA
NLT 15 Feb	Deadline: Summer 2026 Activity Welcome Letters submitted to CAP/CPA
16-17 Feb	Autoslotting generated
18-20 Feb	Business rules quality check conducted by CAP/CPA and Activity Director. CAP/CPA makes slotting changes if needed
20 Feb	Final 2026 Summer Welcome Letters added to Activity Websites
23-25 Feb	Lift/Top financial assistance entered in Registration Zone for recipients Activity Scholarships entered in Registration Zone for recipients
NLT 1 Mar	Activities Safety provides feedback on initial risk assessment submission
2 Mar	Automated slotting announcements generated to cadet applicants and parent suite of emails
NLT 4 Mar	Activity directors make initial email contact with slotted cadets
14 Mar	Deadline for slotted cadet participants to notify ADs that they accept or decline their slots
15 Mar	ADs submit list of slotted cadets that declined OR did not confirm acceptance of their slot. CAP/CPA unslots those cadets. ADs identify and slot replacements. Activity Directors can begin unslotting non-confirmed slotted participants and staff, using the Alternate list to fill openings
31 Mar	\$100 non-refundable deposit must be submitted by this date by slotted participants and staff for all NCSA/CSA/NFA activities Early Registration Deadline
1 Apr	Standard Registration Fee Applies

NLT 1 Apr	Activity Directors submit any Risk Assessment updates to Activities Safety
NLT 15 Apr	Risk Assessment Final Approval received from Activities Safety
15 Apr	Final payment deadline for NCSA/CSA/NFA
16 Apr	CAP/CPA unslots unpaid slotted participants and staff. Activity Directors use the Alternate list to fill openings.
1 May	Summer 2026 Activity credit cards activated for NCSA/NFA
Last weekend of May	1 st Summer 2026 activity should not be any earlier than this without the approval of CAP/CPA
2 nd weekend of Aug	Last Summer 2026 activity should not be any later than this without the approval of CAP/CPA
Within 30 days of Activity End Date	Activity Director meets with CAP/CPA for debrief/activity close-out. NFA ADs will meet with CAP/CPA and CAP/CPF.

Timeline for Winter 2026 Activities

This timeline applies for activities with start dates between 2025 Dec-2026 Apr

15 May	CAP/CPA begins Winter 2026 evaluation
1 Jun	Activity Director identification begins
	Activity Directors begin finalizing event dates
	Application windows communicated
15 Jun-1 Jul	Winter CSA nominations open
1 July-1 Aug	Activity Websites updated as details finalized
	Activity events created in Registration Zone
10 July	Initial Activity Director recommendations and Activity list submitted to CAP/CC for Approval for Winter 2026
15 July	Activity Budget projections submitted in Dropbox
16 Jul	Winter CSA nominations package review begins
1 Aug	Final Activity Director recommendations and Activity list submitted to CAP/CC for Approval for Winter 2026
15 Aug-14 Sept	CAP/CPA prepared Winter 2026 activities in Registration Zone
15 Sept	Applications for Winter 2026 activities open in Registration Zone
	Applications for Winter 2026 Lift/Top need-based financial assistance open
8 Oct	Applications close at 12pm Central for Winter 2026 activities
	Applications close at 12pm Central for Winter 2026 Lift/Top
NLT 10 Oct	Unit approval due in Registration Zone
NLT 12 Oct	Wing approval and Highly Recommended due
	Initial Risk Assessment for all activities and sub-activities due for review by Activities Safety. Upload completed forms to Dropbox
13-15 Oct	Supplemental application review period/Manual Slotting for CLA
16 Oct	Autoslotting generated
	Business rules quality check conducted by CAP/CPA and Activity Director. CAP/CPA makes slotting changes if needed
	Lift/Top financial assistance entered in Registration Zone for slotted recipients
17 Oct	Automated slotting announcements generated to cadet applicants and parent suite of emails
NLT 20 Oct	Activity directors make initial email contact with slotted cadets
31 Oct	\$100 non-refundable deposit must be submitted by this date by slotted participants and staff for all NCSA/CSA/NFA activities
1 Nov	Activity Directors can begin unslotting unpaid slotted participants and staff, using the Alternate list to fill openings
30 Nov	Final payment deadline for NCSA/CSA/NFA
1 Dec	Winter 2026 credit cards activated for NCSA/NFA
Within 30 days of Activity End Date	Activity Director meets with CAP/CPA for debrief/activity close-out. NFA ADs will meet with CAP/CPA and CAP/CPF.

Activity Director Selection and Expectations

Activity Director Selection

Activity Directors are nominated by CAP/CPA for approval by the National Commander each activity season. As a best practice, an Activity Director typically serves three to four years before transitioning leadership to other trained staff members.

Activity Director Expectations

Activities are expected to continuously improve and evolve in order for CAP to deliver exceptional, quality, safe experiences for our cadets.

Once appointed, Activity Directors are responsible for selecting senior staff members who are qualified and interested in serving at the activity. ADs are required to fill the following positions:

Deputy Activity Director

The Deputy Activity Director provides major support to the Activity Director and completes tasks as assigned. They may help with planning, execution, and implementation of their activity, as well as the selection of staff. Deputy ADs may communicate regularly with the host Wing, Region, and NHQ Staff before, during and after the activity.

Deputy Activity Directors must be prepared to assume the role of Activity Director in the event the Activity Director is unable to serve in their role. In the removal/absence of the AD, needs to be capable to run it.

Finance Officer

The Finance Officer is responsible for the overall financial management of the activity. They ensure the budget is developed and line-item costs are representative of what real costs will be, ensure all reporting requirements and financial deadlines are met, among other tasks. This position may serve in-person or in a hybrid/remote capacity at the approval of the Activity Director.

For NFAs: CAP FASC qualification is preferred.

Safety Officer

The Safety Officer (SE) assists and advises the Activity Director in administering CAP's Safety Management System in accordance with CAP directive and non-directive guidance. The activity SE will ensure compliance with the Full Deliberate RM requirements outlined in CAPR 160-1 as well as any supplemental guidance issued through CAP NHQ Directorates.

For NFAs: The SE must be a CAP aircrew member and hold no other duties at the flight academy. CAP MSO qualification is preferred.

Health Services Officer

Responsible for advising the Activity Director on the health, sanitation and hygiene of CAP members relevant to CAP activities.

Cadet Project Officer (NFA-only requirement)

The Cadet Project Officer is an experienced Cadet Programs Officer who is responsible for cadet activities while cadets are not flying or in ground school. They help maintain cadet safety, develop activities during non-flying time, address behavioral concerns, and advocate for cadets at the event, among other tasks. This position is not required for distributed NFAs.

Flight Release Officer (NFA-only requirement)

The Flight Release Officer (FRO) acts as the conscience for the PIC. FROs are not considered "flight dispatchers." They provide an independent look at the risk versus necessity of each flight. No sortie takes off without approval from an FRO. The activity will have 1 primary FRO who releases flights, although other members may be qualified and authorized to release flights as required. This position is remote eligible at the approval of the AD.

Certificated Flight Instructor (NFA-only requirement)

The Certified Flight Instructor (CFI) must be a current member of the Civil Air Patrol in good standing. CFIs must complete Basic and Advanced ORM in Absorb, complete and be current with TSA Security Awareness Training and have uploaded documentation supporting their training to Ops Quals. Their most recent annual Form 5 must be completed within 90 days of the activity or have completed a Profile 17 with a CAP IP within 90 days of the activity.

Summer Activity Directors should have these roles appointed no later than 15 Jan.
Winter Activity Directors should have these roles appointed no later than 8 Oct.

Where needed, staff members will be assigned permissions in the Registration Zone event, allowing them access to relevant reports to support the activity.

Some activities may need other specific roles filled such as:

- Support
- Logistics
- Administration
- Instructor

The Activity Director determines which staff positions should be filled based on the needs of the individual activity.

Activity Directors must have enough Cadet Protection-trained senior staff to meet minimum ratios for the duration of their activity as outlined in CAPR 60-2. All staff must complete the Required Staff Training module in Absorb each year prior to the activity start date.

Plan for your activity's future. Intentionally develop a broad staff member base so you can identify high potential future Activity Directors. This cycle of developing leaders is essential to the continued success of our activities.

Activity Staff Selection Best Practices

Start recruiting for your staff positions early. While application windows for senior staff open at the same time as participant applications, you are encouraged to secure key staff members as soon as possible.

Once applications open in Registration Zone, all staff members must submit an application for the activity, paying special attention to toggle on the Staff Member setting. This ensures they are able to be slotted as a Staff Member. See the Using Registration Zone section for Slotting Instructions.

Note: Remind your staff members that they must have updated CAP Health within 30 days prior to their application date for the Register button to appear.

As soon as reasonable, start hosting monthly virtual staff meetings. This will help your staff get to know each other and provide an accountability mechanism to complete activity preparatory milestones. Consider including the following action items:

- ✓ Staff Introductions. Make sure there's time for each member to get to know each other and their roles so you can work well as a team
- ✓ Schedule Updates. At each meeting, ensure all staff have the latest schedule updates
- ✓ Department Updates. At each meeting, allot time for key departments to share updates and ask for help
- ✓ Key Activity Deadlines. Help the staff help each other meet key activity deadlines. Examples: Risk Assessment forms, Financial Contracts, etc.
- ✓ Cadet Protection and Required Staff Training. Remind the staff to complete the online Required Staff Training course in Absorb in advance of the activity and that their Cadet Protection Training must be current.
- ✓ Share Activity Training Webinar Schedule with the staff. While Activity Directors will receive the invitations, they are encouraged to share the webinar links and schedule with their staff members.

Activity Director Training Webinar Schedule for Summer 2026

Please see the Activity Director Resources page for current info

2 November: Kick-Off Training
7 December: Risk Management with Activities Safety
4 January: Financial Management Training
1 February: Slotting
1 March: Cadet Protection
12 April: WMIRS (NFA only)
3 May: Public Affairs

Winter 2026 Activities should use the previously recorded training for 2025. Contact CAP/CPA with any questions.

Activity Set Up

Activity Website

Activity Directors should submit updates for the activity website to CAP/CPA before applications open. See Summer and Winter Activity Timelines for details.

Activity Set Up in Registration Zone

Each cycle, Activity Directors will meet with CAP/CPA to create the activity listing in Registration Zone. It's important that all registration details be confirmed during set up. Activity Directors should use the intake form to submit updates to any settings in advance of the meeting with CAP/CP. See Registration Zone section for details.

Transportation

NCSAs rely on CAP corporate vehicles (COVs) to ensure the safe transportation needs of the activity can be met. Activity directors work with their host Wing and/or Region to reserve COVs.

Coordinate with the host echelon to follow their check in and check out procedures. Be a kind and courteous wingman to our host echelon by returning the vehicles clean, refueled and mission ready. If you encounter any issues meeting that expectation, please proactively communicate with the host echelon and come to a resolution together.

If you have a challenge securing COVs for your activity, please reach out to your NCSA Coordinator(s) and CAP/CPA.

Vehicle Accidents During CAP Activities

Activity Directors should be familiar with CAPR 132-1 as it applies to vehicle incidents. Please follow all outlined procedures should there be any vehicle incidents during your activity.

Fueling COVs During the Activity

See Financial Management for details.

Staff Training

You are encouraged to invite all of your staff members to the monthly Activity Director training seminars. It's critical for you to ensure your Finance Officer and Safety Officer attend their related seminars. Each activity has its own unique staff preparation and training needs. Activity Directors should schedule and conduct any relevant staff training specific to their activities. Plan ahead and proactively share any training dates with your staff.

Guests and Visitors

Please see CAPR 60-2, paragraphs 1.5.12 and 2.6.12, Guests and Visitors

Uniform Standards and Disciplinary Action

Uniform and Grooming Standards

All participants and staff are expected to follow uniform and grooming standards as outlined in CAPR 39-1. Summer activities should also reference the Activity directors should hold all members accountable for appropriate haircut, hair color and piercings per CAPR 39-1. Any member who does not meet grooming standards upon arrival may be sent home at their own expense.

Disciplinary Action for Cadets and Senior Members at Activities

Sending a member 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 senior 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 member home, the AD with help as needed from the NCSA Coordinator will:

1. Call the participant's Region Commander
2. Call the participant's Wing Commander
3. Call the participant's Unit Commander
4. Although regulations do not require written notice to dismiss from an activity early, if a cadet is being sent home, the AD will follow up phone communications with an email to the Region, Wing and Unit Commanders describing in writing 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, AD and a second senior staff member shall call the parent(s) of the cadet.
6. The NCSA Coordinator will notify CAP/CPA of the reason the cadet or senior member was sent home. This action may be done by a forward of the above written correspondence. CAP/CPA policy is to leave the disciplinary action of the participant to the appropriate Wing and Squadron unless CAPR 60-2 provides other regulatory guidance.
7. If the member being sent home is a cadet, they will remain with senior members while awaiting travel home.
8. The cost of the member returning home is the responsibility of the member and/or their parents and NOT CAP. If not being picked up by parents by personal vehicle, cadets will travel home only from airports, bus or train stations as authorized by the activity.
9. Lift/Top travel reimbursements will not be paid to a member sent home from the activity.

Early Dismissal

Activity Directors should use early dismissal guidance in CAPR 60-1 Chapter 3. Hazing, Bullying, Abuse or other violation of CAPR 60-2 by participants or staff, cadet or senior, are not tolerated and may result in immediate dismissal at the expense of the affected member. See CAPR 60-1, 3.5.4., Early Dismissal from Overnight Activities.

Base Access

Should your activity require access to a military installation(s), be prepared to become familiar with individual base requirements as soon as possible and at least 6 months in advance. You may need to have both a Military Support Authorization (MSA) 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.
- MSA authorizes use of local medical facilities for initial care. Reference AFI 10-2701.
- MSA does not give access to the base.
- Activity Directors need to reach out to and coordinate with their respective CAP-USAF member and request an MSA for their activity

Information required for an MSA typically includes the last name, first name, CAPID and CAP grade for all participants, cadet staff and senior member staff.

Entry Authority List (EAL)

Provides base access and is issued by Security Forces at each 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 the following:

- Each member's full name
- Date of birth
- Proof of US citizenship
- In some cases, an unexpired driver's license number and state of issue may be requested.

Please reach out to the Program Manager, Cadet Career Exploration to request a PII list at least 30 days in advance of your activity start date. This request should include an Excel roster with the following information for all participants:

- First Name

- Last Name
- CAPID
- Cadet under 18 OR Adult

In your email request, please include the email address and phone number for your point of contact at the base. CAP IT will send the PII list directly to that person.

A separate EAL might be needed for your guests or individuals picking up members on base, 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.

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 weeks 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.

Be prepared to communicate in advance to your participants and guests about the ID requirement for your activity location(s).

Working with CAP-USAF

Each Activity Director should be in contact with their specific Region CAP-USAF representatives to coordinate CAP-USAF visits and support. Some CAP-USAF representatives may visit for a day or two or be available to staff your entire activity. Activity staff do not report to CAP-USAF, but they are our supportive partners at these activities. Please welcome your CAP-USAF representatives partnership on safety concerns and encourage them to share their overall observations with their chain of command. The CAP-USAF contact directory can be found in eServices.

Graduation

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. 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 will they be eligible for the NCSA ribbon. ADs will email the unit commander in the event a cadet does not graduate and earn NCSA credit.

Cadet Special Activity (CSA) Accreditation Process

Please refer to CAPR 60-1, 8.5.3. dated 8 August 2025 for the most recent guidance.

Administration

Files and Continuity

Once appointed, Activity Directors are given access to the files for their activity in the CAP Dropbox. Activity Directors are required to maintain updated documents and files in the Dropbox provided for their activity. Each activity has a specific file structure that's easy to manage. This helps provide continuity each year through the archived system. Your NCSA Coordinator is available to help you walk through the file structure.

Files saved include but are not limited to:

- Budget
- Receipts
- Schedule
- Curriculum
- Award Nominations
- After Action Report

Equipment Request

If your activity requests equipment from NHQ, please contact your respective Program Manager for assistance at least 45 days in advance.

Available equipment includes:

- Laptops
- Projectors
- MiFis
- Radios
- Flight Headsets (NFA only)
- Flight Simulators (NFA only)

Equipment requests will be fulfilled as available. The cost of shipping equipment from and back to NHQ (or other defined destination) will be charged to the activity. It's important that each activity plan for shipping costs when developing budgets. Some equipment may require a transfer request and acceptance through ORMS.

After The Activity

End-of-Activity Survey

All activities are required to have their participants and staff complete the end-of-activity survey on the last full day of the activity. Activities that are "in the field" without internet access will send the survey link to participants and staff within 48 hours of the activity end date.

CAP/CPA will provide survey links to all activity staff in advance. Approximately 7 days after your activity end date, CAP/CPA will collate the survey results for your activity and provide those to the Activity Director.

After Action Report

This template form will be in your Dropbox. It's a best practice to complete your AAR with input from your key staff members as soon as possible after your activity ends while details are still fresh. Please complete and submit in advance of your scheduled Activity Close Out Meeting.

Activity Close Out Meeting

Your Activity Close Out Meeting must take place within 30 days of the activity end date with the Program Manager and your NCSA Coordinator. The purpose of this meeting is to debrief and review your activity and plan for the next year. Please schedule this 30-minute meeting with your Program Manager as far in advance as possible. Ideally, the Activity Director, Deputy Director and Finance Officer should attend.

Staff Completion

It's a best practice to provide a certificate of completion or appreciation to your staff members. Where possible, print those certificates in advance and bring them to the activity. There is not a universal template; you are free to use your own template specific to your activity, while following CAP brand standards.

Awards Process Overview

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 CAPP 39-3, Awards Made Easy, as a resource when writing recommendations.

National Awards

This section applies to award submissions for NCSAs and NFAs only.

Do not use the Award Recommendation application tool via the eServices online module.

- These awards should be reserved for a select few as they are National Commander's Commendation, Meritorious Service, Exceptional Service and Distinguished Service Awards.
- Complete the word/pdf version of the CAPF 120, Recommendation for Decoration, and send it directly to NCSA Coordinator Lt Col James Peace at jpeace@cap.gov for consideration and review.
- Recommendations will be processed by CAP/CPA and routed through the CAP Awards Committee.
- Save a copy of CAPF 120 in Dropbox in the Awards folder. 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

This section applies to CSAs or those awards for NCSAs or NFAs that do not meet National criteria. 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. Save a copy for your records and safekeeping to follow up on the award's status.

Cadet Safety and Risk Management

Cadet Protection

NCSAs must comply with all Cadet Protection regulations outlined in CAPR 60-2 and Cadet Programs regulations outlined in CAPR 60-1. Additionally, the Activity Director and Deputy Director are required to complete CPP Advanced. Cadet protection incidents range from boundary concerns, violations of standards of practice (cadet protection violations), and reasonable suspicions of abuse or neglect. Reporting requirements differ by jurisdiction, but all CAP adult leaders are mandated reporters to CAP. Given the varied home wings of participants in NCSAs, CPP incidents should be reported to the program manager(s) promptly for visibility, support and coordination. Due to the short time frame of activities (1-2 weeks), prompt reporting and action is imperative in not only keep our cadets safe, but maintaining high program quality overall.

Required Staff Training (RST)

RST is required for any program lasting four nights or longer in duration (CAPR 60-1 Chapter 8). All activity staff members are required to complete the RST online modules in Absorb in eServices prior to arriving at the activity. An in-person RST session should cover relevant activity- and location-specific topics. See CAPP 60-72 Required Staff Training for current guidance on submitting in-person RST participant reports.

Safety

NCSAs must follow all safety guidance within CAPR 60-2 and CAPR 160-1. Each program should complete a CAPF 160 Deliberate Risk Assessment and submit it to your assigned NCSA Coordinator and Activities Safety Program Manager Damen Therkildsen no later than October 15 (for winter activities) and Feb 1 (for summer activities), respectively. See [Activity Safety Resources](#) for guidance and supporting materials.

Refer to CAPP 160-3 for guidance on activity specific safety considerations. Use the Deliberate Risk Assessment Guide as you fill out your CAPF 160. High Adventure Activities (HAAs) must be submitted to your assigned NCSA Coordinator and Activities Safety for review and approval.

Obstacle Course/LRC Safety Guidance

Safety staff should do a walkthrough of all activities (especially HAAs) to identify and mitigate any safety hazards, assess height or age-appropriate issues with obstacles, pre-treat for any insect issues, and ensure all necessary equipment is viable and activity ready.

Challenge Activities (CA) and High Adventure Activities (HAAs) are regulated within CAPR 60-2 section 2.7. Table 2.5 indicates that an obstacle course with a fall of greater than 6 feet is a High Adventure Activity. The regulation requires you to utilize the Girl Scout Safety Checkpoints for required safety gear.

The Checkpoints, however, do not address an obstacle course, such as CAP uses. Until updated guidance can be added to CAPR 60-2, the helmet requirement for obstacle elements with a 6-foot fall or greater (obstacle course, leadership reaction course, low ropes, etc.) is a Union of International Alpine Association (UIAA) approved climbing helmet. If an approved helmet is not available from CAP or the host facility, that obstacle(s) cannot be utilized.

Cadet Medication Management

NCSAs must follow the most recent medication management policies outlined in CAPR 60-2 Cadet Protection Program, CAPR 160-1 Civil Air Patrol Safety Risk Management Program, and CAPP 79-10 Cadet Medication Best Practices, including any applicable updates or changes.

Cadet Health and Well-being

While there are no NCSA-specific policies related to cadet health and well-being in CAP regulations, the standards outlined in CAPR 60-1, 9.4.5. Personal Needs should serve as the baseline for cadet wellness and daily schedule design. Although the academic and leadership expectations at NCSAs may differ from encampment, cadets' health and readiness to learn remain a priority and should be protected through responsible scheduling. NCSA programs are expected to provide cadets with the same minimum time allowances for meals, sleep, personal care, and free time as required for encampment participants.

Communications Expectations

National, Region and Wing Communication Best Practices

It's important to regularly communicate with stakeholders related to your activity. CAP/CPA, CAP/CPF and our NCSA Coordinator volunteer team are your primary contacts and resources for your activity. Each activity will also have CAP-USAF support from your direct geographic area. Activity Directors and Staff should not contact the National Commander directly for day-to-day activity needs.

Strive to provide courtesy communication with the Region or Wing Commander in the location where your activity takes place. This helps those leaders have visibility into what's working well and where they can support your activity as well.

Activity Directors will have to manage relationships with unit, group and wing staff members for support and logistics needs specific to your activity. Consider a short update at the beginning of each month to the relevant leader to keep them in the loop.

Welcome Letter Universal Template

A detailed Welcome Letter to slotted participants and parents is required and helps everyone be best prepared. A Welcome Letter Universal Template has been developed to help all activities meet minimum detailed sections. A digital download version is posted on the Activity Director Help Page.

Your activity may have other specific information related to its location or nature of the activity. Please include that when you create your specific Welcome Letter, but all required sections from the Universal Template must be included and clearly detailed.

Welcome Letters are due no later than Feb 1 for Cadet Programs review and feedback.

Regular Communications with Activity Participants

Cadets and parents want regular communication from activity staff after slotting has occurred. All activities should email participants and parents at least once per month leading up to the activity start date. Activities that begin earlier in the summer season may send more frequent email announcements in order to communicate required elements.

Required Communications

- **Welcome Letter and First Steps:** This is your first email communication and should be sent NLT March 5 for Summer activities and NLT Oct 24 for Winter activities. This email should include at minimum the Welcome Letter and Packing List
- **30 days out:** Reminder to review and complete all Attendance Prerequisites including reviewing and updating CAP Health so that all information is considered up to date prior to arrival.
- **7 days out:** Reminder for travel arrival expectations to include contact information for activity staff that are handling airport/bus station/train station pickup. Remind parents that their cadets will be focused on the activity and not regularly available. Remind parents that cadets will not have access to social media, email or text messages, but will be instructed to check in with parents to confirm safe arrival and again upon departure from the activity to report safe arrival at departure location (airport/bus station/train station)

Suggested Communications

To achieve a monthly touchpoint, consider the following short message topics to cadets and parents:

- If you are conducting a Pre-Activity Webinar, invitations and that event itself is considered a monthly touch point
- Reminders on any suggested or required pre-work deadlines
- Reminders on key packing list items – either atypical items OR items that are frequently forgotten
- Payment Reminder
- Travel Arrangements Reminder

Always end your message with the option to reach out to the activity staff if there are any questions. These short messages create stable communication and provide a prompt for cadets and parents to ask questions on a regular basis.

Sample message schedule for ABC Activity, July 10-17, 2026

March 5: Welcome Letter Email

March 13: Slotting Acceptance Reminder

April 6: Tuition payment reminder

May 1: Travel arrangements reminder

June 10: Check Attendance Prerequisites. Update CAP Health. Packing List Reminder

July 1: Arrival Instructions Reminder Email

Sample messages:**Welcome Letter Email**

Greetings Cadet Jones,

Congratulations on being slotted for ACTIVITY NAME! You have some immediate action items so please read this message in its entirety and take action by the deadlines.

NLT March 14 – Reply to this email and let us know if you are accepting OR declining your Slot.

When you accept, you are locked into the slot.

If you've changed your mind for whatever reason, you can decline this slot.

There are hundreds of cadets on the waitlist for this activity and we need to ensure all slots are filled with committed participants.

If you do not respond by March 14, you will be unslotted on March 15.

Attached to this email is the Welcome Letter for this activity.

Please read it in detail so you are aware of the deadlines and expectations for participating in and attending this activity.

Attached to this email is the Packing List

Do not wait until the last minute to look at this document.

Review immediately and start planning to ensure you have all required items well in advance of your departure date.

You can expect to have regular monthly communication from our staff leading up to the activity. If you have any questions, please reach out to the activity staff at EMAIL.

Slotting Acceptance Reminder Email Sample

Greetings,

You are receiving this message because we have not received your Slotting Acceptance or Decline decision. If we don't receive a reply from you by March 14, you will be unslotted on March 15.

Please reply to this message with any questions.

Travel Arrangements Reminder Email Sample

Greetings,

You are receiving this message because we have not received your travel arrangements for ACTIVITY as of today. Please submit your information by DEADLINE DATE so the activity staff can complete our transportation plan.

Please reply to this message with any questions.

30 Days Out Reminder Email Sample

Greetings,

We are 30 days out from ACTIVITY. We're excited to see you soon!
Now is the time to review the Attendance Prerequisites and ensure you have completed all those requirements.

All participants must update CAP Health. This requirement ensures that your information is the most up to date for the activity. It helps our staff know how to best support you throughout the event. Even if you have no new changes, you need to go into CAP Health and review each section so it shows you've reviewed it with that day's date. This is just like when you go to your doctor and they ask you if you have any new medications, conditions or concerns.

It's very important for you to confirm any prescribed dietary requirements ASAP. This helps us work with our food service provider as food orders are placed well in advance of the activity start date.

Please aim to make these updates no later than (21 days from activity start date).
This gives the health services staff time to review and if necessary, reach out with any questions prior to the activity start date.

Graduation Information: If your activity has a graduation ceremony where guests are invited, include that information here if applicable.

We look forward to seeing you at ACTIVITY.

7 Days Out Reminder Email Sample

Greetings,

We're one week away from ACTIVITY. This message provides travel arrangement and communication reminders.

- Please check your arrival and departure information. If your schedule has changed, please notify the staff immediately
- Airport Arrivals: *INCLUDE HOW CADETS FIND THEIR PICKUP PERSONNEL*
- Bus Arrivals: *INCLUDE HOW CADETS FIND THEIR PICKUP PERSONNEL*
- Train Arrivals: *INCLUDE HOW CADETS FIND THEIR PICKUP PERSONNEL*
- Staff Contact Name and Phone Number: *ADD THIS HERE*

Once you have been safely picked up by activity staff, please text or call your parents and notify them that you have arrived and been picked up safely.

Parents: Your cadets have a full schedule throughout the entire activity. They will not have access to smartphones, laptops, social media or email. Do not expect to have contact with them until the end of the activity. If there is an emergency, please contact the staff at PHONE NUMBER.

Upon conclusion of the activity, on departure day, cadets will be transported to the airport, bus station or train station based on their departure time. They will be instructed to communicate with their parents to confirm when they've arrived at their departure point and once safely departed.

If you are picking your cadets up after dismissal, your cadets need to be outprocessed before they are eligible to depart.

Cadets – we're excited that you will have this incredible career exploration experience with CAP.

See you soon.

Registration Zone

Registration Zone is the platform where all NCSA, NFA and CSA activity application data will be housed and managed. This section focuses on the use of Registration Zone areas relevant and important for Activity Directors and activity staff. While specific directions are outlined in this guide, the Registration Zone User Guide is the best reference and kept up to date as new features are released throughout the year.

Activity Set Up

CAP/CPA will set up all NCSA, NFA and CSA activities. This is a mandatory requirement to ensure all slotting and financial account string sections are correctly configured.

Activity Directors and staff are not authorized to edit or change NCSA, NFA or CSA Registration Zone details. Please bring any questions or suggested edits to CAP/CPA.

Activity Directors will work with CAP/CPA to submit any new information for the activity set up. This includes, but is not limited to the following information:

- Activity Start and End Dates.
- Activity Start and End Times
- Activity Location
- Activity Description (if any different from website listing)
- Tuition rates for students and staff
- Number of Student Slots
 - If there are required gender breakdowns due to lodging configuration, please include male/female counts
- Number of Staff slots
 - If there are required gender breakdowns due to lodging configuration, please include male/female counts
- Registration Prerequisites – eServices Member Record
 - All applications will require the following
 - Encampment credit at the time of application
 - Cadet Protection Training at the time of application for all members 18+ at the time of the activity
 - CAP Health module update within 1 month at the time of application
 - Maximum age 20 for students at the time of the activity
 - If your activity has other requirements that can be queried in a Member Record, please work with CAP/CPA during the setup of your activity
- Registration Prerequisites – Document Upload
 - If your activity requires an external document upload (example: Cisco Networking Course Certificate for an advanced National Cyber Academy), please work with CAP/CPA on this item during setup
- Attendance Prerequisites – eServices Member Record
 - All slotted members will be required to complete the following before arriving at the activity. Activity Directors should run the Attendance Prerequisites Report within 30 days of the activity and contact all slotted members
 - Cadet Protection Training current through the entire length of the activity
 - For Staff: Required Staff Training online module completed
 - CAP Health module updated within 1 month of the activity start date
- Credit
 - NCSA credit for your activity will be set up in the Credit tab by CAP/CP
 - After your activity concludes, when you push Attendance through Registration Zone, activity credit will automatically be added to the member record of all participants you indicate
- Approvals
 - All NCSA, NFA and CSA activity applications require unit and wing approval
 - Those sequential approvals will be toggled on by CAP/CPA during setup
 - Any applicant must receive unit and wing approval in order to be eligible for the slotting process
- Registration Zone Event Roles should be assigned as soon as possible for the most efficient management of the activity information. At the time of event creation, it's ideal to assign the following staff members in Event Roles:
 - Activity Director
 - Deputy Activity Director
 - Safety Officer
 - Finance Officer

- Health Services Officer or Designee

If any of the above activity duty positions have not been filled at the time of event creation, please work to confirm those staff members as soon as possible. As soon as they are confirmed, add those members to their respective Event Roles.

Other notes:

- Use the Event Roles chart below to determine which roles fit your activity's duty assignments
- Activity Director Event Roles can assign members to other Event Roles, including Assistant level Event Roles
- Health Services Officer role is restricted to members assigned to the HSO duty assignment. HSOs can designate and remove an HSO Designee in the HSO Designee Module in Registration Zone

Registration Zone Modules/Information	eServices Permissions			Registration Zone Roles						
	Event Administrator	Event Approvals	NHQ FM	Activity Director	Event Coordinator (POC)	Deputy Event Coordinator	Safety Officer	Finance Officer	Health Services Officer	Health Services Designee
Search for User	X			X	X	X	X	X	X	X
Reports										
Event Listing	X	X	X	X	X	X	X	X	X	X
Event Administration	X			X	X	X	X	X	X	X
Attendance Prerequisites	X			X	X	X	X	X	X	X
Attendance By Unit	X			X	X	X				
Payment Status By Event	X		X	X	X	X		X		
Daily Payment	X		X	X	X			X		
Administration										
Create Events	X									
Manage Events	X			X	X	X				
Attendance Marking	X			X	X	X	X			
Registration Approvals		X								
Slotting	X			X	X	X				
Admin Payments / Refunds	X		X	X	X	X		X		
Account Management			X							
PayPal Fee, Email, Account Management			X							
View Medical Information in CAP Health				X	X	X	X		X	X
Update Medical Information in CAP Health									X	X

Event Roles allow certain staff members to access reports and manage activity data.

If you need assistance assigning Event Roles, please contact CAP/CPA.

- Subevents and Sessions
 - If your activity is eligible for these features, CAP/CPA will work with you on this configuration to ensure all slotting and other business rules are followed.

Applications

Applications for all NCSAs, NFAs and CSAs go through Registration Zone. All applicants (students and staff) must submit an application for each activity for which they wish to be considered.

After submitting their applications, applicants use the Slotting Preferences module in Registration Zone to place their applications in order of interest. Placing an application as #1 in Slotting Preferences indicates the #1 priority choice of that applicant. Slotting Preferences are taken into account during the Slotting process.

The application window for Summer 2026 activities is Dec 15, 2025 through 12pm Central Jan 15, 2026.

Approval Queue

Unit commanders must submit approval decisions no later than Oct 8, 2025 for Winter activities and Jan 18, 2026 for Summer activities. Wing commanders must submit approval and Highly Recommended decisions no later than Oct 10, 2025 for Winter activities and Feb 1, 2026 for Summer activities.

Slotting

Slotting is the process by which applicants are accepted to NCSAs, NFAs and CSAs.

When an application receives unit and wing approval, that applicant is placed in the default Alternate status for that activity. Approved applicants will be on the Alternate list in the Slotting module of your activity.

Staff Slotting

With few exceptions, staff positions are manually slotted.
Senior Staff may be slotted once applications close.
Cadet Staff may be slotted only during the designated window.

Cadet Staff Slotting Rules

Cadet applicants should select your activity as their #1 choice to be slotted as staff. Activity Directors should use the visual indicator in the Slotting Module to confirm an applicant's Slotting Preferences

Example:

📅 CADET - 708144 - Big Goals - 30 - 0 - 0 - 1/1 - M

Legend

X - Slot Score: The current Slot Score is geared towards the Cadet Member Type. It takes into account Age, highest achievement in the Cadet program, longevity with CAP, Events that you have attended in the past, and being Highly Recommended by the Wing.

x - Number of Events Slotted in Group as a Participant

x - Number of Events Slotted in Group as Staff

X/X - Preference Ranking of Event / Number of Events Registered for in Slotting Group

M/F - Gender

How to Slot Staff (Manual Slotting)

See page 38 of the Registration Zone User Guide for full details.

Click on Manage Events

Click on the Action Icons menu (white arrow on black bar) on the right side of your Event Name
From the dropdown menu, select the last item in the list – Manually slot this Event

Copy this Event

Copy event URL

Manually slot this Event

In the Manual Slotting Module, you will see the Alternates to the left and the Slotted Primary to the right.

Alternates

Filter by Name or CAPID

☐ CADET Only

☒ Hide Adult Scores

☐ STAFF Only

Slotted Primary

Participant (0/14)

Cadet (0/14)

No one has been slotted for this slot type yet.

Staff (0/30)

Staff applicants are indicated by a clipboard icon to the left of their listing. This means they applied for a Staff position. Only Staff applicants are eligible to be moved to Staff Slots.

 SENIOR - 111575 Clipboard icon indicates Staff Application

Click the name of the Staff member you wish to slot. Selecting that person will turn the background black. In the upper right of the Alternates header, click the Person+ icon to “slot” that applicant. Confirm the Staff applicant is now in a Staff Slot.



How to Unslot a Member

Click the red Person-x next to the name of the Slotted member you wish to unslot. Confirm that person has been returned to the bottom of the Alternates list.



Autoslotting

Unless given explicit permission from CAP/CPA each year, all activities must use Autoslotting for all participant or student slots. This process uses the established points process publicly listed on [NCSAs.com](https://www.ncsasports.org/). This objective algorithm is the most fair process for cadets seeking an NCSA slot.

Cadet Slotting Rules


- Autoslotting will take place in coordination with IT.
- Activity staff may not unslot cadets without conferring with Cadet Programs.
- Cadet Programs will quality check all slots to confirm business rules are being met. Cadets are limited to one (1) cadet staff and one (1) cadet participant activity.
- Example: If we have 1 cadet slotted for 2 staff activities and/or 2 participant activities, CAP/CPA will coordinate with Activity Directors to make changes.

What happens after Autoslotting is completed?

Once Autoslotting is completed, CAP/CPA conducts business rules quality checks. Autoslotting notifications will be sent via email to all approved applicants and the entire suite of parent email addresses affiliated with a cadet member record.

The notification will include basic activity information and if the applicant is Slotted or Alternate.

Cancellations: How to Fill Gaps

 CADET - 708144 - Big Goals - 30 - 0 - 0 - 1/1 - M

If a slotted cadet cancels, you have a gap to fill at your activity. Follow these business rules to fill that gap.

Look at your Alternate list

- Sort by Slotting Score by clicking the 01-arrow icon at the top right of the Alternates header in the Manual Slotting module.

- Look for Alternates with a zero (0) in the blue box. This indicates they have not been slotted for another NCSA
- Look at the green box. Are they highly interested in your activity?

Your goal is to select a cadet who has not been slotted for another activity who has the highest score.

What About Last-Minute Participant Cancellations?

Activity Directors may use discretion to fill last-minute cancellations from local applicants on your Alternate list who are more likely able to drive in to attend the activity. Ultimately, we want all available activity spots to be filled from your applicant pool.

Example:

AF Civil Engineering Academy based in Florida has a cancellation due to illness 5 days before the activity. The Activity Director may use discretion to contact a Florida-based applicant from the CEA Alternate list to fill a gap.

Notifying a Newly Slotted Member

When you fill a gap, you need to send the notification to that member.

Option 1: Use the Manual Slotting email notification function. This only sends once per cadet but provides an official message through Registration Zone.

Option 2: Contact the family directly

Slotting Email Notifications

Slotting Cadet and Senior Staff in Registration Zone does not notify them of those slotting actions. Slotting email notifications from Registration Zone will take place after Autoslotting is completed and quality checked. Once Autoslotting is complete and quality checked, the automatic email notification will be set to go out to all Slotting Group applicants. This message will simply notify applicants if they are a Slotted or Alternate for each event.

Slotting Email Notification Sample: Slotted Cadet



Slotting Email Notification Sample: Alternate Cadet



What to do after initial Slotting Notifications go out?

Send your Welcome Letter within 48 hours of slotting notifications going out.

This is time sensitive because your slotted participants are expected to accept or decline their slots no later than March 14 for Summer activities.

On March 15, CAP/CPA will work with Activity Directors to unslot those that have declined their slots if they've not already cancelled their applications.

At that point, Activity Directors will move to fill any available gaps.

Using Reports in Registration Zone

Registration Zone reports help you manage your activity data efficiently. Refer to the Registration Zone User Guide for the most up-to-date features.

Reports

- [Event Listing](#)
- [Event Administration](#)
- [Attendance Prerequisites](#)
- [Attendance By Unit](#)
- [Fitness Category Report](#)
- [Event Staffing](#)
- [Event Slotting Setup](#)
- [Universal](#)
- [Daily Payment](#)
- [Payment Status By Event](#)
- [Accommodations Report](#)
- [Allergies Report](#)

Key Reports for Activity Staff

Attendance Prerequisites Report –Used to view registrant compliance with the Attendance Prerequisites.

Fitness Category Report – Report to see fitness categories for cadets that have been entered for a unit or an event.

Universal Report – Report to combine multiple events in one view and export. Different columns than Event Admin export.

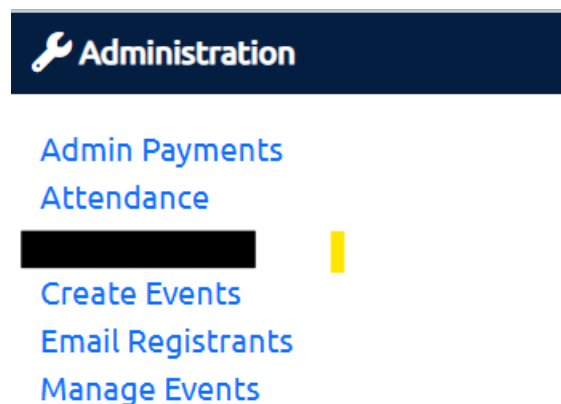
Daily Payment – Report to see payments made with a date filter.

Payment Status By Event – Report to show payment status by event

Accommodations Report – Report to see accommodations requested through CAP Health for attendees.

Allergies Report - Report listing declared allergies through CAP Health for attendees

Using the Administration Module

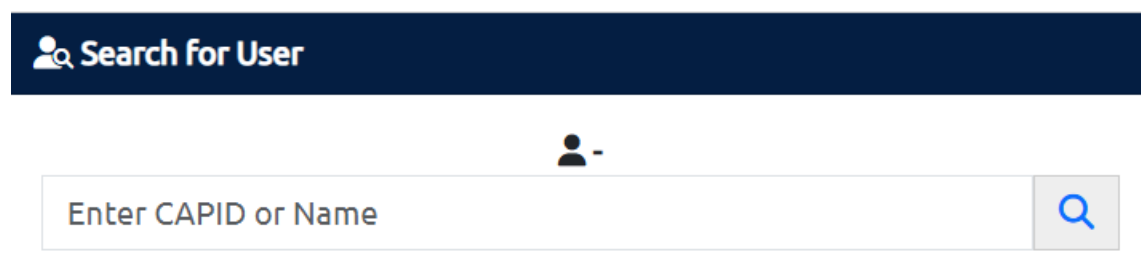


Attendance – used to mark attendance for an event. When your activity concludes, use the Attendance module to push credit for attendees.

Email Registrants - Used to mass-email registrants for a selected event with filters for Registrant Status, attendee type (Staff, Not Staff or Both) and Attendance Prerequisite progress (Met, Not Met, Both). Notification email will append basic event information after the custom content. Options exist to CC: select emails. All assigned events roles receive all messaging. See Using the Email Registrants Module section below

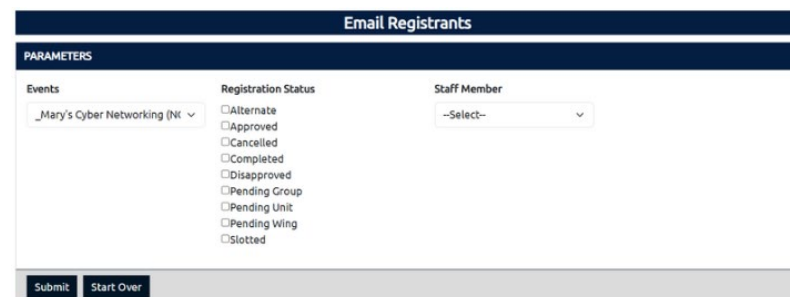
Manage Events – takes you to your event where you can see the details

Using the Search for User Module



This module appears at the top of the Registration Zone home page. It can be used to search for registrants within your permissions scope to see their Event Cards information. You can use this module to update their application if needed with the Staff toggle or updated comments.

Using The Email Registrants Module



This module makes it easy for Activity Staff to send communications to all Slotted personnel at any point in the activity season. When sent to cadets, email messages in this module also are sent to the cadet suite of emails.

CAPID	Full Name	Staff Member	Email
		No	
		Yes	
		No	
155313	Tammy Hallihan	Yes	thallihan@capnhq.gov
		No	
		No	
708144	Big Goals	No	biggoals@goalsfamily.net

Showing 1 to 10 of 11 entries

Previous 1 2 Next

Event Admins

Show 10 entries

Search:

CAPID	Full Name	Email
637243	Megan Ihappen (Activity Director)	

Plan to use this module to send monthly updates and important announcements.

How to Submit Attendance Credit for Your Activity

Under Administration, click on Attendance

Click on the clipboard icon on your activity to Mark Attendance

Review all members listed on the screen. Select Attended or Did Not Attend. If you selected Did Not Attend, please add a note.

Select the Attendance Type for your activity:

- Student Graduate
- Advanced Student
- Cadet Cadre
- Senior Staff
- Participant

Click Save Attendance once completed.

A green "Attendance has been marked" box should appear at the top of the screen.

Attendance has been marked

Financial Management

Activity Directors are responsible for the overall financial activity associated with their events. This includes:

- Development and submitting a balanced budget
- Remaining within the budget for the activity
- Communicate budget discrepancies or changes in a timely manner
- Ensuring purchases are made according to NHQ guidelines
- Ensuring contracts for meals and lodging are secured and submitted well in advance of the activity for entry into NHQ's financial tracking system
- Approving activity expenditures
- Submitting credit card expense reports on time
- Submitting invoices for payment in a timely manner
- Entering "actuals" in the budget spreadsheet throughout the activity timeline
- Submitting a final report within 30 days of the activity end date. For summer activities, all final reports are due no later than 1 September.
- Ensuring activity staff do not use personal credit cards for activity expenses

Activity Directors should appoint a Finance Officer for their activity as soon as possible. The Finance Officer should not hold any other position with the activity.

Creating Your Activity Budget

All activities will use the provided Budget template spreadsheet to plan their budget each year. Proposed budgets are due in your Dropbox Finance folder for review no later than 1 August for winter activities and 15 October for summer activities.

All budgets will be balanced – also known as revenue neutral. Activity Directors are expected to submit a realistic expense budget to CAP/CPA. Once your expenses are reviewed, CAP/CPA will determine the student tuition rate to achieve a self-funded, balanced budget.

CAP/CPA will review all budgets, determine if an allocation is available and required, and return an approved budget no later than 1 October for Winter activities and no later than 31 December for Summer activities.

Once the budget is approved, the AD is responsible for operating the activity within the parameters of that approved budget.

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. Unless CAP/CPA communicated that your activity has this budget line, assume you don't have it.

These expenditures are the most restrictive and only can be used to pay for certain expenses. Examples include: Lodging, Travel, Gear, or Professional Services. Appropriated may not be used for Meals or Swag. Swag examples include, but are not limited to: coins, patches, hats, water bottles, etc.

If you have appropriated dollars assigned to your budget, CAP/CPA will review the specific restrictions with you between Sept-Dec each year.

Federal Tax Exemption

Civil Air Patrol's 501c3 document is posted on the Activity Director Help Page.
Civil Air Patrol Employee Identification Number (EIN): 75-6037583

State and Local Taxes

Your activity may be eligible for state or local tax-exempt status. A list of states offering a reduction or waiver of state taxes is posted on the Activity Director Help Page. Check with your local wing legal officer for assistance.

Fundraising

Funds raised through fundraising efforts may be used for any expense unless restricted by the donor or grant provider. Please note that unless specified, the dollars received are spent in the year received first and then other income is expended.

Before soliciting any donations or contributions, whether cash or in-kind, the entity identified to be approached must be communicated to CAP/CPA for approval by the NHQ Development Team prior to any solicitation. No requests for contributions may be made without prior approval from both CAP/CPA and NHQ Development.

If you are going to raise funds from entities within a specific state, please coordinate with the Wing Commander once national approval is obtained to ensure that CAP is not competing with or diverting resources from that Wing.

In-Kind or Cash Donations

In-Kind or cash donations should be included in the budget if known and confirmed 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 upon vendor request, a charitable donation receipt.

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

Contracts

All contracts must come through NHQ to be signed by the corporation. This includes but is not limited to all catering, food service or housing holds. Contracts and quotes for your activities need to be received by CAP/CPA as soon as possible so they can be signed by NHQ Contracting and entered and approved in the NHQ finance system. Target date for all winter contracts to be in hand is no later than September 1. Target date for all summer contracts to be in hand is March 1.

Activity Directors should encourage vendors with contracts to use the Electronic Funds Transfer (EFT) capability for large transactions like lodging or food service. EFT payments provide a smooth process between NHQ and the vendor organization. Have your vendor complete the EFT direct deposit form. All vendors need to provide an updated W-9 providing proof of their EIN, contact information and address.

Once signed, NHQ will create a Budget Obligation Request (BOR) or Purchase Order (PO). That signed document will be placed in your activity Dropbox. Once you receive the invoice related to the signed contract or quote, submit that invoice for payment processing.

Large Purchases

Expenditures with a single vendor exceeding \$7,499.99 require prior authorization to purchase. Anything over this threshold requires NHQ to create a Purchase Order or Budget Obligation Request so the vendor can be paid in a timely manner.

Large purchases SHOULD NOT be placed on a credit card without preapproval and should be handled by NHQ. You CANNOT split the bill and make multiple payments to get it below the threshold.

EXAMPLE 1:

- You have a planned, approved expense for \$6,000
- You spend \$2,000 more on the expense

This cannot happen without approval from NHQ because it exceeds the \$7,499.99 threshold and requires a Budget Obligation Request.

EXAMPLE 2:

- You have an approved Budget Obligation Request for \$10,000 to a local diner
- You changed your plan, went to a different restaurant and the bill was \$10,500

This change of vendor and the fact that that amount exceeds 3% of the approved expense requires an updated Budget Obligation Request and approval from NHQ before moving forward.

EXAMPLE 3:

- You order T-shirts and patches from a single vendor
- The t-shirts cost \$6,500; The patches cost \$3,334
- You receive an invoice to pay each order separately

This cannot happen without approval from NHQ because it exceeds the \$7,499.99 threshold from a single vendor and requires a Budget Obligation Request.

Surplus Funds

If your activity runs a surplus, you are not authorized to spend those funds on supplies for the next year without permission. Please call CAP/CP. The priority will be completing the current year's activities. Then CAP/CPA will prioritize your requests with the overall funding plans.

Ratification: The Dangerous Consequence of Overspending

Ratification occurs when you overspend any line of your approved budget by 10%.

This negative consequence impacts your activity, your ability to retain the Activity Director position and Cadet Programs as a mission.

If you are anticipating overspending, please contact Cadet Programs immediately. We may be able to allocate anticipated funds if we know about the need in advance.

Under no circumstance should you overspend your budget.

Activity Credit Card Expectations

Activity credit cards provide convenient activity purchasing for 1-2 senior staff members per activity per year. Additional cards may be requested if there's a valid need. Use Activity credit cards for purchases to support the activity.

Important: If you request a credit card for a staff member, please ensure that you've confirmed that member understands the expectations of being a credit card holder.

Activity credit cards are only to be used for authorized activity purchases. Personal purchases are not allowed.

All activity credit card holders should review their expiration date at the beginning of the planning season. If your credit card expires this year, you should receive a replacement card in the mail from the bank automatically. If you do not receive your replacement card within 21 days of the expiration date, please contact CAP/CPA so we can work with the bank to expedite a card to you.

Large expenditures may be placed on the activity credit card if the vendor will not accept EFT. A BOR or PO must be in place before the purchase can be made. Speak to CAP/CPA to request a one-time credit limit adjustment to allow for the purchase.

Using Activity Credit Cards for CAP van fuel

NFAs with a mission number should use the van card and enter the fuel expense in WMIRS.

NCSAs should prioritize using the Activity Credit Card for van fuel. If there is a situation where the Activity Credit Card is not available (example: transporting the van to the activity by a driver without an Activity Credit Card), use the EFS van card and email receipts to Brandy King (bking@capnhq.gov) and ncsafinance@capnhq.gov.

For any fuel expense, please provide the receipt to the activity Finance Officer so the expense can be tracked and logged for the activity.

Activity Credit Card Expense Report Requirements

Activity staff who have Cadet Activity credit cards are required to complete credit card expense reports each month transactions occur. Centresuite will send an email with a link to the monthly expense report on the 21st of the month. All credit card holders must complete their expense reporting in Centresuite no later than the 25th of the month.

In the rare event your credit card does have fraudulent transactions, you will still need to complete the expense report, after reporting the fraud to the bank.

All receipts must be combined into one PDF and in the order the transactions appear in the report. Follow the Credit Card Expense Report instructions as posted on the Activity Director Help Page.

Cash

Sometimes cash is the only practical means of making purchases. A cash advance will be deducted from your budget. Cash advances are not over and above the activity budget. It is simply a method of payment.

- The AD requests the cash advance using the form on the Activity Director Help Page.
- CAP/CPA 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 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.

CAP/CPA wants to work with ADs to handle as many expenses with NHQ resources 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.

Tuition Refund Policy

Due to the complexity of NCSAs, no refunds are available after these deadlines.
No exceptions will be made.

Winter Activity Refund Deadline is Dec 1*

Summer Activity Refund Deadline is June 1*

**Some activities may have an earlier deadline. Check your Registration Zone event for details.*

Any slotted member that chooses to cancel their registration after making a payment can self-cancel in Registration Zone. Any eligible refunds based on refund deadlines will automatically be processed.

Activity Directors and staff are not authorized to give refunds.

Activity Directors and staff are not authorized to promise a slot at a future activity for any reason.

Tracking Actual Expenses During the Activity

Enter Actual Expenses in the budget spreadsheet daily. This best practice habit is expected so that you can efficiently complete financial reporting once the activity concludes.

Once entered into the budget spreadsheet, upload the receipts to the appropriate receipt folder in Dropbox. Filing these receipts are required for activity continuity and planning as well as for any financial audit.

Local Purchasing Policy with Activity Credit Cards

Activity Directors need to establish a local purchasing policy during the activity. These purchases should be limited to the staff member(s) with activity credit cards for streamlined financial management.

Using a personal credit card for activity-related expenses is not authorized. Do not turn in personal credit card receipts for reimbursement. They will not be processed. Coordinate purchases so they are made with the activity credit cards. Communicate this clearly to staff to eliminate the chance any member will be left with unreimbursable expenses.

Director and Staff Travel

Volunteer staff may receive reimbursement for their official travel expenses, but only if included in the approved activity budget. Air, train or bus travel must be purchased no later than 21 days in advance to be eligible for reimbursement. Eligible staff members submit a payment request to apply for travel reimbursement. Activity Finance Officers, with the approval of the Activity Director, will email reimbursement request documentation to Jacquelyn Hansen, Cadet Career Exploration or Julie Cooley, Cadet Aviation.

Reimbursement requests must be received within 30 days of the activity end date in order to be considered. This date is a hardline to ensure timely activity close out with Finance; no exceptions will be made. Late reimbursement requests will not be considered. Any travel expense over \$600 must have CAP/CPA approval.

All required forms and documentation must be received in order for a request to be processed. This includes the payment request form (updated Sept 2025), direct deposit form (updated Sept 2025), canceled check or letter from bank, and complete receipts including traveler name, flight itinerary, transaction date and cost totals. For those requesting mileage reimbursement, a Google Map showing the mileage driven must be submitted for Finance to consider the request.

Miscellaneous Financial Expectations

Contingency is a safeguard for unexpected, unforeseen circumstances. **You are not entitled to this funding.** If you have an unexpected financial situation where you feel the contingency can be utilized to solve a problem, please contact CAP/CPA for approval.

Do not overspend the expense categories as outlined on the Master Budget tab in the budget spreadsheet.

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

- Computers and projectors
- Storage facility rental
- Equipment and supplies for next year's activity (even if the equipment is otherwise authorized)
- Alcohol or alcohol mixers
- Cash Advances from Activity Credit Cards
- Uniforms or other related items (other than activity t-shirts, meals, or food expenses)

Marketing and Publicity

CAP/CPA works to market your activity within the guidelines provided ICL 25-01 to CAPR 190-1 dated March 2025. This ICL is in effect until CAPR 150-3 is published.

Website Activity Page

Each activity has its own listing on ncsas.com. By July 15 (Winter Activities) or October 15 (Summer Activities), Activity Directors should notify CAP/CPA if there are any updates that need to be made to the website listing including but not limited to:

- Basic Activity Information: Dates, fees, location and course description
- Registration Prerequisites
- Pre-arrival assignments or other advanced work
- Arrival and departure details (authorized airports and arrival/departure times), activity contact information (email)

Once complete and approved, your Welcome Letter and Packing List will be posted to the website activity page as an additional resource.

CAP Cadet Programs Marketing Tools

CAP/CPA will utilize social marketing through our Facebook Page and email marketing to the membership to promote and raise awareness about NCSAs and key deadlines related to the application season. Informational webinars and office hours are typically offered to the general membership and unit and wing leadership to encourage high levels of participation and smooth approval processes, respectively.

Photos and Videos

Each activity will have Smugmug folder created for each season on photos.cap.gov. One folder per activity no matter the length of the activity. You will be provided with an upload link each year. NOTE: Once photos or videos are uploaded, they cannot be taken down unless you contact us to remove them. Please curate your photos and videos in advance so that only your best options are added to that site.

At the end of your activity, please select the top 5-10 photos from your activity and add them to your Photos folder in your activity's Dropbox.

Please work with your PAO to add photos and videos each day of your activity. If you have a compelling story – specific milestone, new curriculum, unique field trip or speaker, etc. – we'd love to hear about it early in the season so we can partner with CAP Marketing and Communications (MAC) to get on their publication schedule for CAP News, PROPS and CAP corporate social channels.

Social Media: Engaging with participants, families and alumni

Each activity has its own Facebook Group underneath the CAP Cadet Programs Facebook Page. This group is where you invite staff, students, parents and alumni to be involved with your activity. Each activity is encouraged to create a "Public" event within its Facebook Group that covers the dates of the activity each year. Posting in that Public Event allows the greater community to follow along during the activity dates. See page 8 of the Marketing and Communications Playbook CAPP 150-12 updated June 2025 for more details on how to create a Public Event.



CIVIL AIR PATROL
CADET PROGRAMS

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