

Fundraising Plan Workbook

Prepared for the ORWG Conference

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# General Tips

1. Always refer to CAPR 173-4 for current guidance.
2. You’re going to want help from the wing staff, such as the Director of Finance, Director of Development, and Wing Administrator.
3. Use the support of the wing and NHQ Development Teams to help make your projects a success.
4. Develop relationships before you try to develop funds. People support causes they care about, so give the community time to care about CAP so they’re more inclined to provide that support.
5. Collaborate with peers for best-practices. Learn from their mistakes.
6. Don’t be afraid to make the ask. You’re not “begging” for yourself. You believe in CAP, and you care enough about it to want the community’s help in keeping it sustainable.
7. If you are lucky enough to receive an unsolicited donation from a person, business, or organization in the community, you don’t need Wing Commander approval in advance.
	1. All other requirements in CAPR 173-4 must be followed.
	2. Documentation to accompany the deposit is recommended, to ensure situational awareness on the part of other responsible personnel.
8. The outlines and recommendations in this workbook are a starting place. Be creative, within the bounds of the Core Values, CAP Regulations, the law, and good taste.

# Product Sale Fundraiser Outline

1. Identify Project Officer

|  |
| --- |
| **Name** |
|  |
| **Duty Position** |
|  |
| **Describe time available for this project:** |
|  |
| **Describe previous experience for this project:** |
|  |
| **Describe additional resources needed for this project:** |
|  |

1. Develop Fundraiser Budget

|  |  |  |  |
| --- | --- | --- | --- |
| **Income** | **# of Units** | **$/Unit** | **Totals** |
| 1. | Items Sold |  | $ | $ |
| 2. | Cash Donations w/o Sales |  | $ | $ |
| 3. | In-Kind Donations (Enter Value) |  | $ | $ |
|  |  |  | Income Total | $ |
| **Expense** | **# of Units** | **$/Unit** | **Totals** |
| 1. | Items Purchased |  | $ | $ |
| 2. | Printing |  | $ | $ |
| 3. | Shipping |  | $ | $ |
| 4. | Other |  |  |  |
|  |  |  | Expense Total | $ |
| **Overall** |  |  | **Totals** |
|  | Cash Revenue (Income Less Expenses) |  |  | $ |
|  | In-Kind Donations (Value) |  |  | $ |

1. Get Unit & Wing Commander Approval
2. Unit commanders should identify their Project Officers in writing. Acceptable formats include:
	* + Memorandum for record,
		+ Personnel authorization.
3. This written appointment should include a brief description of the scope of duties, authority with which to accomplish them, and an end date.
4. Written wing commander approval for a fundraiser is required per CAPR 173-4, Paragraph 3.a. Acceptable formats include (but are not limited to):
	* + An email from the wing commander, specifically authorizing the fundraiser,
		+ A memorandum for record, specifically authorizing the fundraiser,
		+ Wing Finance Committee Meeting Minutes that specifically state that the wing commander has approved the fundraiser.
5. Develop Fundraiser Timeline (Example Below)

|  |  |  |  |
| --- | --- | --- | --- |
| **Days Before End** | **Action** | **Who** | **Date** |
| E-210 | Identify Project Officer |  |  |
| E-180 | Written Wing Commander Approval for Fundraiser Received |  |  |
| E-180 | Unit Finance Committee Approves Fundraiser Budget |  |  |
| E-180 | Unit Commander Approves Fundraiser Timeline |  |  |
| E-120 | Product Item(s) Ordered for Sale |  |  |
| E-120 | Product Item(s) Information Distributed to Participants |  |  |
| E-90 | Sale Training for Participants |  |  |
| E-60 | Product Item(s) Received |  |  |
| E-45 | Product Item(s) Distributed/Sale Begins |  |  |
| E-38 | Participant Progress Check |  |  |
| E-31 | Participant Progress Check |  |  |
| E-24 | Participant Progress Check |  |  |
| E-17 | Participant Progress Check |  |  |
| E-10 | Participant Progress Check, Reminder of Close-Out Process |  |  |
| E-3 | Participant Progress Check, Reminder of Close-Out Process |  |  |
| E-Day | End of Sale, all unsold items and payments received are due |  |  |
| E-Day | Initial Sales Totals Report & Cash/Check Deposit |  |  |
| E+7 | Disposition of unsold items |  |  |
| E+10 | Final Sales Report and follow-up communication with Wing Administrator |  |  |
| E+14 | AAR Complete and submitted to Unit Commander, Wing Director of Development, & Copy Filed |  |  |

1. Order Product(s)
2. Products should be appropriate, to maintain a positive image of CAP in the public’s view.
3. Ideas for products include (but are not limited to):
	* + Customized holiday ornaments,
		+ Snack items (e.g., meat sticks, home-baked treats),
		+ Challenge coins,
		+ T-Shirts or other apparel.
4. Consult CAPR 173-4 and state/local laws for prohibited or restricted activities.
5. Paying for the product(s).
	* + The order can be made and paid for by the Project Officer, and then reimbursed by the unit (via check request).
		+ Payment via Purchase Order, Check, or Credit Card may be made by the Wing Administrator (check for available options & correct procedures).
		+ Another option is to conduct the sale as a “Pre-Order” situation, and then order the products using the proceeds from the pre-sale.

**Note:** Be sure to order a few extra items to correct errors or damage from shipping.

1. Train Sale Participants: Sale participants should get an orientation to the sale and their responsibilities
2. The item(s) being sold,
3. The process and timeline for picking up/returning unsold items,
4. The process for handling payments,
5. The end date for the sale,
6. Any incentives being offered for meeting a goal,
7. What the proceeds will be used for (proceeds cannot be credited directly to individuals).
8. Receive & Distribute Product(s).
9. Products should be received to the location where they will be stored until distribution (if possible)
10. Distribution at a meeting night may be recommended, but it may be distracting.
11. Distribution on a weekend-day might be recommended, but it may be an additional challenge for participants and their families to arrange pickup.
12. If the sale is a “Pre-Order” you may be able to order the final products and have them shipped directly to each purchaser (if you’ve collected addresses, etc).

**Note:** Be sure to order a few extra items to correct errors or damage from shipping.
13. Collect & Deposit Proceeds
14. Remember, all proceeds must be deposited into the unit account using the Wing Banker Program
15. Refer to the current guidance on the wing website, or contact the Wing Director of Finance or Wing Administrator
16. Have a plan for handling different payment methods.
	* + Cash: Pre-printed money envelope with instructions for participants.
		+ Checks: Endorsed “For Deposit Only,” then in the same envelope as cash.
		+ Credit Cards/App-based payment (e.g., Venmo, PayPal, Square, etc.): Electronic payment systems must be coordinated with the Wing Director of Finance/Wing Administrator.
		+ Crypto/NFT: Don’t… Just don’t…
17. Deposit cash and checks as soon as practical after they are received.
18. Report individual totals & overall total to stakeholders
19. Individual sales totals may be used to determine any participation incentives:
	* + Element/Flight Pizza Party
		+ Collectible Embroidered Patch
		+ Entry/entries into a prize drawing
20. Individual sales totals may NOT be used to determine the distribution or use of proceeds.
	* + This creates a tax liability for individuals, and
		+ It may render donations (above and beyond the value of the item sold) as non-deductible on the part of donors.
21. Create an After-Action Report using the Memorandum for Record template to keep in the unit fundraising continuity records, including:
22. An executive summary that includes a 1-paragraph explanation of:
	* + - What the fundraiser was,
			- Whether or not the fundraiser met its goal,
			- Whether or not the fundraiser was a success,
			- Whether or not the fundraiser should be repeated.
23. Vendors used, and your opinion on whether or not to retain them in the future.
24. Items sold, and whether or not you would choose the same again in the future.
25. Copies of any written/printed material used, including cash enveloped, advertising flyers, online advertising, training materials for participants, etc.
26. The proposed budget and actual figures, with any changes that needed to be made annotated,
27. The proposed timeline, with any changes that needed to be made annotated.
28. A section of Best Practices that includes items that went well, and items that should be adjusted or improved.
29. Provide copies to unit leaders, the unit finance committee, & wing Director of Development.
30. Keep a copy on file for 3 years, destroy 31 December, per CAPR 10-2, Attachment 1, Table 1, Rule 7.

# Dining Affiliate Fundraiser Outline

1. Identify Project Officer

|  |
| --- |
| **Name** |
|  |
| **Duty Position** |
|  |
| **Describe time available for this project:** |
|  |
| **Describe previous experience for this project:** |
|  |
| **Describe additional resources needed for this project:** |
|  |

1. Develop Fundraiser Budget

|  |  |  |  |
| --- | --- | --- | --- |
| **Income** | **# of Units** | **$/Unit** | **Totals** |
| 1. | Donation from Restaurant |  |  | $ |
| 2. | Cash Donations |  | $ | $ |
| 3. | In-Kind Donations (Enter Value) |  | $ | $ |
|  |  |  | Income Total | $ |
| **Expense** | **# of Units** | **$/Unit** | **Totals** |
| 1. | Items Purchased |  | $ | $ |
| 2. | Printing |  | $ | $ |
| 3. | Mailing/Shipping |  | $ | $ |
| 4. | Other |  |  |  |
|  |  |  | Expense Total | $ |
| **Overall** |  |  | **Totals** |
|  | Cash Revenue (Income Less Expenses) |  |  | $ |
|  | In-Kind Donations (Value) |  |  | $ |

1. Get Unit & Wing Commander Approval.
2. Unit commanders should identify their Project Officers in writing. Acceptable formats include:
	* + Memorandum for record,
		+ Personnel authorization.
3. This written appointment should include a brief description of the scope of duties, authority with which to accomplish them, and an end date.
4. Written wing commander approval for a fundraiser is required per CAPR 173-4, Paragraph 3.a. Acceptable formats include (but are not limited to):
	* + An email from the wing commander, specifically authorizing the fundraiser,
		+ A memorandum for record, specifically authorizing the fundraiser,
		+ Wing Finance Committee Meeting Minutes that specifically state that the wing commander has approved the fundraiser.
5. Develop Fundraiser Timeline (Example Below)

|  |  |  |  |
| --- | --- | --- | --- |
| **Days Before Event** | **Action** | **Who** | **Date** |
| E-210 | Identify Project Officer |  |  |
| E-180 | Written Wing Commander Approval for Fundraiser Received |  |  |
| E-180 | Unit Finance Committee Approves Fundraiser Budget |  |  |
| E-180 | Unit Commander Approves Fundraiser Timeline |  |  |
| E-120 | Agreement/Arrangements Made with Restaurant  |  |  |
| E-90 | Event Training for Participants |  |  |
| E-60 | Online Advertising Arranged |  |  |
| E-30 | Participant Sign-Up (as-needed) |  |  |
| E-30 | Flyers Printed for Distribution |  |  |
| E-7 | Reminders Sent |  |  |
| E-1 | Reminders Sent |  |  |
| E-Day | Participants, Stakeholders, and Restaurant Collaborate for Event |  |  |
| E-Day | Initial Income Totals Report & Cash/Check Deposit |  |  |
| E+10 | Final Sales Report and follow-up communication with Wing Administrator |  |  |
| E+14 | AAR Complete and submitted to Unit Commander, Wing Director of Development, & Copy Filed |  |  |

1. Partner with a restaurant.
	1. Find out CAP’s responsibilities for the event.
	2. Find out restaurant’s recommendations for best-practices.
	3. Forward any contracts or written agreements through the chain of command to the CAP General Counsel’s Office.
2. Train Event Participants - Participants should get an orientation to the event and their responsibilities, including:
	1. The date/time/location/description of the event,
	2. The process and timeline for marketing the event,
	3. The role of participants (if needed; e.g., servers for the Applebee’s Flapjack Fundraiser),
	4. Any incentives being offered for meeting a goal,
	5. What the proceeds will be used for (remember, they cannot be credited directly to individuals).
3. Collect & Deposit Proceeds.
4. Remember, all proceeds must be deposited into the unit account using the Wing Banker Program.
5. Refer to the current guidance on the wing website, or contact the Wing Director of Finance or Wing Administrator.
6. Have a plan for handling different payment methods.
	* + Cash: Money box.
		+ Checks: Endorsed “For Deposit Only,” then in the same box as cash.
		+ Credit Cards/App-based payment (e.g., Venmo, PayPal, Square, etc.): Electronic payment systems must be coordinated with the Wing Director of Finance/Wing Administrator.
		+ Crypto/NFT: Don’t… Just don’t…
7. Deposit cash and checks as soon as practical after they are received.
8. Report individual totals & overall total to stakeholders
9. Individual sales totals may be used to determine any participation incentives:
	* + Element/Flight Pizza Party
		+ Collectible Embroidered Patch
		+ Entry/entries into a prize drawing
10. Individual sales totals may NOT be used to determine the distribution or use of proceeds.
	* + This creates a tax liability for individuals, and
		+ It may render donations (above and beyond the value of the item sold) as non-deductible on the part of donors.
11. Create an After-Action Report using the Memorandum for Record template to keep in the unit fundraising continuity records, including:
12. An executive summary that includes a 1-paragraph explanation of:
	* + What the fundraiser was,
		+ Whether or not the fundraiser met its goal,
		+ Whether or not the fundraiser was a success,
		+ Whether or not the fundraiser should be repeated.
13. Restaurants partnered with, and your opinion on whether or not to partner with them in the future,
14. Copies of any written/printed material used, advertising flyers, online advertising, training materials for participants, etc.
15. The proposed budget and actual figures, with any changes that needed to be made annotated,
16. The proposed timeline, with any changes that needed to be made annotated,
17. A section of Best Practices that includes items that went well, and items that should be adjusted or improved,
18. Provide copies to unit leaders, the unit finance committee, & wing Director of Development.
19. Keep a copy on file for 3 years, destroy 31 December, per CAPR 10-2, Attachment 1, Table 1, Rule 7.

# Special Event Fundraiser Outline

1. Identify Project Officer

|  |
| --- |
| **Name** |
|  |
| **Duty Position** |
|  |
| **Describe time available for this project:** |
|  |
| **Describe previous experience for this project:** |
|  |
| **Describe additional resources needed for this project:** |
|  |

1. Identify Project Committee

|  |  |
| --- | --- |
| **Committee Assignment (As-Needed)** | **Point of Contact** |
| Project Officer |  |
| Deputy Project Officer |  |
| Venue Arrangements Manager |  |
| Catering Arrangements Manager |  |
| Entertainment & Audio/Visual Manager |  |
| Silent Auction Organizer |  |
| Silent Auction Donation Items Wrangler |  |
| Payment Systems Manager & Event Treasurer |  |
| Commemorative Item Sales Manager |  |
| Check-In & Table Seating Manager |  |
| Master of Ceremonies and/or Auctioneer |  |
| Event Support Staff Manager (Phase III or IV Cadet Recommended) |  |
| Event Marketing Manager |  |
| Awards/Giveaways Manager |  |
| Other |  |

1. Develop Fundraiser Budget

|  |  |  |  |
| --- | --- | --- | --- |
| **Income** | **# of Units** | **$/Unit** | **Totals** |
| 1. | Tickets Sold |  | $ | $ |
| 2. | Silent Auction |  | $ | $ |
| 3. | Commemorative Item Sales |  | $ | $ |
| 4. | Cash Donations w/o Sales |  | $ | $ |
| 5. | In-Kind Donations (Enter Value) |  | $ | $ |
|  |  |  | Income Total | $ |
| **Expense** | **# of Units** | **$/Unit** | **Totals** |
| 1. | Venue Cost |  | $ | $ |
| 2. | Catering Cost |  | $ | $ |
| 3. | Entertainment or Audio/Visual Rental |  | $ | $ |
| 4. | Decorations |  | $ | $ |
| 5. | Commemorative Item Purchase |  | $ | $ |
| 6. | Printing |  | $ | $ |
| 8. | Other |  | $ | $ |
| 9. | Other |  | $ | $ |
|  |  |  | Expense Total | $ |
| **Overall** |  |  | **Totals** |
|  | Cash Revenue (Income Less Expenses) |  |  | $ |
|  | In-Kind Donations (Value) |  |  | $ |

1. Get Unit & Wing Commander Approval
2. Unit commanders should identify their Project Officers in writing. Acceptable formats include:
	* Memorandum for record,
	* Personnel authorization.
3. This written appointment should include a brief description of the scope of duties, authority with which to accomplish them, and an end date.
4. Written wing commander approval for a fundraiser is required per CAPR 173-4, Paragraph 3.a. Acceptable formats include (but are not limited to):
	* + An email from the wing commander, specifically authorizing the fundraiser,
		+ A memorandum for record, specifically authorizing the fundraiser,
		+ Wing Finance Committee Meeting Minutes that specifically state that the wing commander has approved the fundraiser.
5. Develop Fundraiser Timeline (Example Below)

|  |  |  |  |
| --- | --- | --- | --- |
| **Days Before Event** | **Action** | **Who** | **Date** |
| E-240 | Identify Project Officer |  |  |
| E-230 | Recruit/Appoint Project Committee |  |  |
| E-210 | Written Wing Commander Approval for Fundraiser Received |  |  |
| E-210 | Unit Finance Committee Approves Fundraiser Budget |  |  |
| E-210 | Unit Commander Approves Fundraiser Timeline |  |  |
| E-180 | RFP for Venue/Catering |  |  |
| E-120 | Solicit Silent Auction Item Donations (if Applicable) |  |  |
| E-120 | Event Information Distributed to Stakeholders |  |  |
| E-90 | Event Training for Participants |  |  |
| E-90 | Tickets Distributed for Sale/Sale Begins |  |  |
| E-60 | Silent Auction Organized |  |  |
| E-45 | Ticket Sales Progress Check |  |  |
| E-38 | Ticket Sales Progress Check |  |  |
| E-31 | Ticket Sales Progress Check |  |  |
| E-30 | Venue Walk-Through, Catering Menu & Options Verified |  |  |
| E-24 | Ticket Sales Progress Check |  |  |
| E-17 | Ticket Sales Progress Check |  |  |
| E-10 | Ticket Sales Progress Check |  |  |
| E-3 | Silent Auction Items Delivery Arranged |  |  |
| E-1 | Silent Auction Area & Event Space Decorated (if able) |  |  |
| E-Day | Silent Auction Items & Payment Systems Arranged |  |  |
| E-Day | During Event, payments received  |  |  |
| E-Day | Initial Sales Totals Report & Cash/Check Deposit |  |  |
| E+7 | Disposition of unsold items |  |  |
| E+10 | Final Sales Report and follow-up communication with Wing Administrator |  |  |
| E+14 | AAR Complete and submitted to Unit Commander, Wing Director of Development, & Copy Filed |  |  |

1. Venue & Catering:
2. Consider which type of special event you intend to hold:
	* Gala Event,
	* Golf Tournament,
	* Yard Sale & Barbecue,
	* Walk-a-thon, etc.
3. Identify your requirements:
	* + The type of space (indoor or outdoor; with or without room for a silent auction or booths; etc.),
		+ What tables/seating/staging may be needed,
		+ What options for catering are, etc.
4. Submit the request for proposal for sufficient time for venues to review and respond, for the choice(s) to be made, and for agreements to be finalized.
5. Gather proposals, and work with the committee to ensure the choices meet the needs for the event.
6. Make arrangements for the venue/catering and ensure any contracts/agreements are reviewed by the General Counsel’s Office.
7. Marketing & Ticket Sales
	1. Save the Dates can be distributed before the venue is finalized, and should be done once the date is confirmed.
	2. Once the venue is finalized, advertise to community stakeholders, unit members, members’ families, other units, wing staff, etc.
	3. Tickets can be printed and sold in-person, or sold and delivered electronically (e.g., with EventBrite or RegFox).
	4. Online marketing via social media is very accessible as well.
8. Recruit Event Participants: Event participants should get an orientation to the event and opportunities to assist:
9. Coat Check,
10. Registration & Check-In,
11. Silent Auction Monitoring,
12. Color Guard,
13. Commemorative Item Sales, etc.
14. Silent Auction Organizing.
15. A solicitation letter should be created and distributed to unit members collecting items. Donations should be sent to the committee with information about the item and the donor.
16. Items should be collected by the Item Wrangler, and the committee should package up items to create a value of at least $100 to be bid on.
17. Bid sheets should be prepared for the event, and accompany the item.
18. Samples of these documents from the 2019 ORWG Conference, and an spreadsheet to track them can be found at <https://www.GirdwoodSquadron.com/DevPrez>.
19. Collect & Deposit Proceeds.
	1. Remember, all proceeds must be deposited into the unit account using the Wing Banker Program.
	2. Refer to the current guidance on the wing website, or contact the Wing Director of Finance or Wing Administrator.
	3. Have a plan for handling different payment methods.
		* Cash: Money box with adequate change.
		* Checks: Endorsed “For Deposit Only,” then in the same box as cash.
		* Credit Cards/App-based payment (e.g., Venmo, PayPal, Square, etc.): Electronic payment systems must be coordinated with the Wing Director of Finance/Wing Administrator.
		* Crypto/NFT: Don’t… Just don’t…
	4. Deposit cash and checks as soon as practical after they are received.
20. Report overall total to stakeholders, at the event if possible. Demonstrating and sharing that success helps build confidence in the event and in CAP.
21. See CAPR 173-4 for guidance on donor letters and receipts.
22. The CAP Development Team can also provide guidance.
23. Create an After-Action Report using the Memorandum for Record template to keep in the unit fundraising continuity records that includes:
24. An executive summary that includes a 1-paragraph explanation of:
	* + - What the fundraiser was,
			- Whether or not the fundraiser met its goal,
			- Whether or not the fundraiser was a success,
			- Whether or not the fundraiser should be repeated.
	1. Vendors used, and your opinion on whether or not to retain them in the future,
	2. Items sold, and whether or not you would choose the same again in the future,
	3. Copies of any written/printed material used, including cash enveloped, advertising flyers, online advertising, auction documentation, training materials for participants, etc.
	4. The proposed budget and actual figures, with any changes that needed to be made annotated,
	5. The proposed timeline, with any changes that needed to be made annotated,
	6. A section of Best Practices that includes items that went well, and items that should be adjusted or improved,
	7. Provide to unit leaders/finance committee, wing Director of Development,
	8. Keep for 3 years, destroy 31 December, per CAPR 10-2, Attachment 1, Table 1, Rule 7.

# Direct-Appeal Fundraising Guidance

* 1. Asking for donations from supporters in the community is acceptable.
	2. Joining a Federation, such as United Way or community foundations can be a force-multiplier.
		1. Wing Commander Approval is Required.
		2. Contracts and agreements must be approved by the CAP General Counsel’s Office.
	3. Successful online or written letter direct-appeal campaigns might have:
1. A specific dollar amount goal.
2. Specific projects or programs this will support.
3. A specific deadline and end of the campaign.
4. Information about CAP, your unit, and other ways to get involved. This may be a link to a web page or site set up for the campaign.
5. Buy-in from leaders, stakeholders, and community members.
	1. Remember, there will be a lot of “no” answers, for each “yes” answer you receive. Don’t get discouraged.
	2. See CAPR 173-4 for restrictions, and documentation requirements for donations.

# Grant-Request Fundraising Guidance

* 1. Grant writing can be a resource-intensive and potentially high-reward process.
	2. Get Unit & Wing Commander Approval
1. Unit commanders should identify their Project Officers in writing. Acceptable formats include:
* Memorandum for record,
* Personnel authorization.
1. This written appointment should include a brief description of the scope of duties, authority with which to accomplish them, and an end date.
2. Written wing commander approval for a fundraiser is required per CAPR 173-4, Paragraph 3.a. Acceptable formats include (but are not limited to):
* An email from the wing commander, specifically authorizing applying for this grant,
* A memorandum for record, specifically authorizing applying for this grant,
* Wing Finance Committee Meeting Minutes that specifically state that the wing commander has approved applying for this grant.
	1. Grant writing is most successful when support from experts is used. The CAP Development Team can help in this way.
	2. Head to <https://www.gocivilairpatrol.com/fieldfr> and click on “Grant Concept Form” to get started.

# Oregon BottleDrop

1. Collecting beverage containers for the 10¢ deposit on each can be a lucrative and ongoing fundraiser.
2. Get Unit & Wing Commander Approval
3. Unit commanders should identify their Project Officers in writing. Acceptable formats include:
* Memorandum for record,
* Personnel authorization.
1. This written appointment should include a brief description of the scope of duties, authority with which to accomplish them, and an end date.
2. Written wing commander approval for a fundraiser is required per CAPR 173-4, Paragraph 3.a. Acceptable formats include (but are not limited to):
* An email from the wing commander, specifically authorizing applying for this grant,
* A memorandum for record, specifically authorizing applying for this grant,
* Wing Finance Committee Meeting Minutes that specifically state that the wing commander has approved applying for this grant.
1. Grant writing is most successful when support from experts is used. The CAP Development Team can help in this way.
2. An approval letter on from NHQ indicating that your unit is an approved “Subordinate Organization” will need to be submitted, along with an IRS determination letter. The wing staff can assist you with this.
3. More information can be found at:

<https://www.bottledropcenters.com/raise-money/>