



**ARMED FORCES SPORTS COUNCIL  
DEPARTMENT OF DEFENSE**

21 November 2011

IMWR-AFS

MEMORANDUM FOR Armed Forces Team Captain

SUBJECT: Team Captain Booklet for Higher Level Competition

1. On behalf of the Armed Forces Sports Council (AFSC), congratulations on being selected as an Armed Forces team captain. Being a team captain can be very rewarding, but there are numerous responsibilities and duties you must fulfill. Please review this information booklet carefully. Most of this information is for Team Captains going to the International Military Sports Championships (known as CISM) but it also has applicable information for Team Captains taking Armed Forces Teams to National competitions within the U.S.

2. The role of the Armed Forces team captain (TC) is to act as the team administrator and action officer. You are responsible for the overall transportation, billeting, safety, and well being of the team. This role is crucial to the success of the team. You are expected to be able to juggle many separate requests and tasks concurrently. Your confidence and ability to handle any obstacle will serve invaluable to ensure that the U.S. Armed Forces Team is successful not only in competition, but in maintaining the highest values of the United States Armed Forces.

3. Some important duties as TC include:

- a. Coordinate travel of team members.
- b. Ensure team members have all necessary military uniforms
- c. Ensure all members of the U.S. Delegation attend all competitions and ceremonies
- d. Ensure athletes are informed of dress requirements
- e. Ensure the athletes represent the Armed Forces and U.S. in a positive manner
- f. Handle all athlete requests and coordinate with the host nation organizing committee for any actions
- g. Coordinate payment of travel day per diem/incidentals to team members with the exception of referees
- h. Verifies weight standards for combat sports.
- i. Coordinate any problem with your Chief of Mission (COM). The Armed Forces Sports Council has authorized each COM to send an athlete back to his/her units for misconduct or not making weight for a combat sport. All the applicable information is included in the COM's information booklet. Make contact with your COM preferably via phone prior to departure for the CISM championship.

4. One area that is often overlooked is the role of publicist and public affairs. This role tells the entire Department of Defense and sports community the story of your team. It is imperative that

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you take the time to submit an event wrap-up within 3 working days after the competition to ensure we get accurate and timely results to national press, websites, and other information sources. Some of the key things to include are:

- a. Number of countries competing in the CISM Championship
- b. Overall finish of our team (with times when applicable)
- c. Put names of any individuals separately when they have done something noteworthy i.e win a medal, named to the all star team, or any other individual honor bestowed. Need complete name, rank, service, and duty station
- d. An overall synopsis of the results of the championship
- e. Remember – you are the eyes and ears of the Armed Forces Sports Office – no one can tell the story better than you!

5. Please send your report to Mr. Ken Polk, Media Relations, Armed Forces Sports Office via e-mail to [Kenneth.j.Polk@us.army.mil](mailto:Kenneth.j.Polk@us.army.mil) Please attach action pictures (jpeg, tif, etc) as part of your submission with cut lines identifying our athletes by name, rank, service, and duty station. If you do not have a computer, or scanner available, you can mail the pictures to the Armed Forces Sports Office. If someone other than you took the pictures, ensure that you have their permission to release them. Please ensure that these are action shots (high resolution).

6. If any questions arise prior to you going, or once at the CISM Championship you can contact me at (210) 466-1321, or my cell at (210) 238-9919, or via e-mail at [steven.dinote@us.army.mil](mailto:steven.dinote@us.army.mil) You can also get more information about the program by logging on at [www.armedforcessports.com](http://www.armedforcessports.com). All required forms can be all downloaded from this web site. As outlined in the Team Capt LOI, you must be the last one to depart a CISM or National Championship, while ensuring that team members have been squared away concerning their departures. Thank you for your support of the Armed Forces Sports program.



STEVEN A. DINOTE  
Armed Forces Sports Secretariat

## **CISM INFORMATION**

### **Brief History of CISM:**

Despite the French name, the Conseil International du Sport Militaire (CISM) is in reality based upon an American idea. At the end of World War II, the American Commander in Chief, General Joseph McNarney was searching for a means to bridge the language and cultural barriers, and bring together the widely diverse allied forces in Europe into a cohesive and cooperative force. He recalled the highly successful Allied Forces Sports Council (AFSC), which General Joseph Pershing created at the end of World War I, when faced with a similar problem. General McNarney revived the concept and it was an instant success. Allied Forces from Western and Eastern Europe competed against each other on the playing field in perfect harmony.

In 1947 political storm clouds appeared on the horizon. Russia and other eastern countries withdrew. Then England and America withdrew. Thereafter, the AFSC rapidly disintegrated. Only a handful of nations, who had clearly seen the potential of sport bringing together the Armed Forces of the world refused to let the idea perish.

The French Armed Forces organized a meeting, February 16-18, 1948, in the city of Nice and invited all countries interested in forming a permanent military sports association to attend. Belgium, Denmark, Luxembourg, and the Netherlands participated. By the end of the meeting, statutes and regulations for a worldwide organization were drawn up and ratified. From those five "founder nations" CISM has grown into an organization of 130 nations today. This makes it the world's biggest military organization and the second biggest sports organization next to the International Olympic Committee. There are currently 131 CISM member nations.

### **Aims and Objectives:**

The aim of CISM, while setting a good example in each member country, is the encouragement of military sports and the development of friendly relations between the Armed Forces of the various fields related to sport and physical fitness.

#### *CISM:*

- Establishes permanent relations between Armed Forces for the exchange of ideas and encourage research in various fields related to sport and fitness.
- Entrusts the member nations with the organization of the numerous sport championships and meeting organized under its auspices.
- Encourages and supports all measures designed to establish and reinforce friendly relations between military participants and promote activities designed to increase understanding, mutual respect, and friendship between nations.

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**CISM Motto:**

This quote from the famous French writer, Jean Giraudox, once himself a famous military athlete, has been adopted by CISM as its official motto:

*SPORT means peace*  
*SPORT is the opposite of war*

*SPORT is the cure for war*  
*SPORT is international*  
*SPORT brings nations closer*

In summary, CISM is endeavoring to substitute the playing field for the battlefield. In the 1990's CISM shortened the CISM motto to "Friendship Through Sport."

**CISM Sports Calendar:**

Like the Olympic games, CISM holds a Military World Games competition every four years (the year prior to the summer Olympics). The first games were held in 1995 (Rome, Italy); the 2<sup>nd</sup> games in Zagreb, Croatia (1999); the 3<sup>rd</sup> games in Catania, Italy (December 2003); The 4<sup>th</sup> games in Hyderabad, India (October 2007); and the 5<sup>th</sup> Games will be held in Rio de Janerio, Brazil in 2011. CISM also conducts World Military Championships in 24 different sports annually. The U.S. usually participates in the following CISM Championships, and hosts 1 to 2 World Championships each year:

**Military Sports**

Parachuting  
Shooting

**COMBAT SPORT**

Taekwondo  
Wrestling  
Boxing  
Judo

**Individual Sports**

Cycling  
Marathon  
Cross Country  
Sailing  
Triathlon  
Golf

**TEAM SPORTS**

Basketball (M & W)  
Volleyball (M & W)  
Soccer (M &W)

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**Official Language:**

CISM official business is conducted in English and French, the two official languages, to include presentations, publications, and meetings. Arabic and Spanish is also used at meetings if the need arises.

**Flags and Music:**

CISM has its own flag, march and anthem. The flag is white with a blue border. The CISM logo is prominently centered on the flag. Mrs. Carla Foniutti of Italy composed the anthem and the march by Lt. Commander L.S. Lawton (U.S. Navy). The march is played at all championships when the CISM flag is carried on the field. The anthem is played while the flags of participating nations are raised and lowered and all other ceremonies. It is CISM protocol for all to stand during the playing of the CISM anthem

**CISM Headquarters:**

The Secretary General is located at the headquarters in Brussels, Belgium. Secretary General is Col Alexandre Morisod (Switzerland) conducts the day-to-day activities with his staff.

**CISM Leadership:**

The member countries have elected their leadership from among the highest-ranking military officers throughout the world. The United States CISM Chief of Delegation is Maj Gen Salvatore Angelella (USAF, Joint Staff – J5).

**Combined Sports Committee (CSC):**

Each CISM sport has an established CSC. The CSC is responsible for all technical aspects of the specific sport to include rules of play, competition safety, course (competition) layout, etc. At each competition the CSC President and respective committee will ensure fair and proper competition.

## Team Captain Information

1. Appointment of Team Captains: For higher-level competition (CISM, SHAPE Men's Basketball or Nationals), a team captain is appointed. This person is an officer or civilian equivalent. The team captain remains in the Armed Forces training camp with the Armed Forces team, or travels with the team if the training camp is not located on a U.S. military installation. If the Armed Forces training camp is held on an installation, the local sports director may assist with administrative needs until the team captain joins the team. Each team captain, coaches and athletes sign the appropriate forms for higher-level competition. They agree to strictly adhere to all the rules outlined.

2. Code of conduct and Higher Level Availability Forms: All applicable forms for athletes, coaches and team captains that must be signed can be downloaded from our web site. It is your responsibility to download all the forms at [www.armedforcenessports.com](http://www.armedforcenessports.com). All the forms need to be signed prior to going to the Armed Forces training camp, or if no training camp, prior to going to the CISM Championship. It is the responsibility of the team captain to keep these forms for everyone that is on the Armed Forces Team through the respective higher-level competition. If for some reason the web site is down please call the Armed Forces Sports at 210-466-1321 [steven.dinote@us.army.mil](mailto:steven.dinote@us.army.mil) or 210-466-1317 [kenneth.j.polk@us.army.mil](mailto:kenneth.j.polk@us.army.mil) and forms will be forwarded via e-mail to you.

3. Ensure everyone on the team receives and completes a United States military sports athlete code of conduct form. The team captain keeps all completed forms in a folder until the end of the championship. Along with the Chief of Mission (if available) conduct a briefing highlighting the major points of the code of conduct to the team members, so that all are aware of their individual responsibility to the team, the Armed Forces Sports program, the Department of Defense and to the United States of America.

4. CISM Representative:

a. A CISM Board of Director member or a member of the CISM Staff is appointed to represent CISM officially at each of the events scheduled on the calendar. If, at the last moment, the Official CISM Representative (OCR) appointed to represent CISM in an event is unable to attend the event, the highest ranking Chief of Mission or in his absence, a delegate present of the nations invited will take over the representation. Be prepared to inform the Chief of Mission of this responsibility in the event they are asked to represent CISM. Ensure they are experienced in CISM.

b. If there are any problems at the Championship you and the COM must try to work it out with the liaison assigned to your team. This person will speak English and will try to resolve the problem. If the problem cannot be resolved at this level then go to the Head of the Organizing Committee, and then finally if still not resolved, you have the authority to get the CISM rep involved. If this procedure is not followed, further action cannot be taken against host country by CISM. If a problem does not get resolved by the CISM rep, document your action and send me an e-mail after you get back.

5. Responsible Authorities. The following authorities are responsible for the direction of a CISM competition:

a. Official CISM Representative,

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- b. Competition Organizing Committee,
- c. Technical jury
- d. Jury of Appeal.

e. Their functions are described in detail in the technical regulations governing each competition. However, for the jury of appeal, if three (3) CISM delegates from different countries are absent, the CISM delegates present completes it.

6. Regulations Governing Competition. Unless special authorization is granted by the General Assembly, all competitions are governed by the Special Regulations established by CISM.

7. Opening Ceremony. Any military ceremony prescribed by the protocol of the host country will be adhered to. The CISM flag is solemnly hoisted near the flags of the participating countries. The CISM anthem is played at the moment the CISM flag is hoisted. While the teams file by, the CISM march is being played. Depending on the protocol of the host country, opening of the competition is declared by either a high military or civilian official of the country or by the official CISM representative.

8. Closing Ceremony/Awards. According to the circumstances, the closing of a competition may either be accompanied by a military ceremony similar to the opening ceremony, or may be coupled with the distribution of awards during the closing dinner.

a. CISM gold, silver, and bronze medals are presented to the athletes. If a Team trophy is won by the U.S. then you make the decision with the COM on where it will be displayed back home, and inform the AFSCS. Please do not send to Armed Forces Sports (AFS). If U.S. team wins a rotating team trophy (e.g. Modern Pent) please have country contact the AFS office. Do not agree to any shipping, since we have had problems in this area.

9. Uniform. Appropriate Military uniform (winter or summer) as dictated by host country in their invitation, is always worn at opening ceremonies and normally at the closing banquet. Since Closing Ceremonies are done right after the competition, warm-ups are usually worn; otherwise it will be the military uniform. The military uniform must be worn at any official event. Civilian clothes (issued polo shirt with khaki pants or shorts) may be worn for cultural initiatives sponsored by the host nation.

10. Delegation Security. The host country is responsible for the safety of all delegations in attendance. In the past, no serious problems have occurred. All athletes traveling to a CISM event must complete Level 1 anti-terrorism briefing, which is offered through their base security office, or the link is available at [www.armedforcespsports.com](http://www.armedforcespsports.com). In addition specific country information can be found at [www.travel.state.gov/travel](http://www.travel.state.gov/travel) Click on the Consular Information Sheets to get all the info about the country where the championship is being hosted. AFS office will take care of travel clearances to the host country, and provide a copy with any approvals to the TC. AFS will take care of Country Clearances and take care of VISA needs if it is required for entry to a particular country. The host nation is responsible for all security measures.

11. Travel Uniform of Delegation. It is highly recommended that all team members wear CISM issued gear (polo shirt and appropriate pants or warm-up) during travel to host nation. Each delegation member brings their own khaki pants. This provides a professional image of the U.S. Team. For purposes of operation security, COM and Team Captains are authorized to approve

civilian dress to reduce targets of opportunity. Dress must be consistent and all team members must adhere. Civilian attire in these circumstances shall still be professional in image, such as khaki pants, polo shirt, dress shirt, etc... Jeans are not authorized.

12. Program. Upon arrival, the delegations normally receive the following information material: a guide containing all necessary information for the duration of their stay, local currency info and conversion places (ATMs are normally accessible), time and place of church services. Also meal schedules, operating hours of the Information desk, available means of transportation and schedule, and so on. Also, an envelope containing the technical program, contest schedules, composition of juries, time and place for training, and so on.

13. Housing/Food.

a. The delegations will be housed under the best conditions possible, whereby the capability of the country and the rank of the guests will be considered. Normally Chiefs of Missions and Referees are housed separately from the Team Captain and athletes.

b. The food provided normally meets standards, but at times lacks in variety depending on host nation.

c. All countries will do their best job possible to provide adequate lodging and food but sometimes this does not measure up to American standards. Try to make the best of the situation for the short duration of your visit to this country.

14. Medical

a. Any medical issues should be worked through your Team Trainer who will coordinate with host organizing committee POC.

b. Milder medical cases are treated in the dispensary.

c. Severe cases are treated in a hospital equipped for complete examinations.

d. A massage and general conditioning room for the athletes is normally offered.

e. Host country will not provide treatment for anyone for an existing medical condition, but they are responsible for providing daily sick call.

15. Local Travel. The host delegation makes available all necessary transportation for delegation's travel during the championship. However, it is not obligated to assume responsibility for private travel.

16. Arrival/Departure. Any delegation that participates in a championship must strictly adhere to the arrival and departure dates. An exception may be made due to an act of God, or where an understanding with the host delegation has been reached and, if necessary, with the Host Organizing Committee. As a rule, the arrival time is fixed 24 to 48 hours prior to the beginning of the contests and the departure time is 24 to 48 hours following the conclusion of the championship. If there are radical changes made by the host country, be sure to notify the Armed Forces Secretariat.

17. Drug Information Form: Each athlete must be briefed regarding banned substances and sign a form attesting to the understanding of the policies. The forms are available on the AFS website. As the team captain, you must be aware of these substances and ensure each athlete is properly briefed on these prohibited substances and signs the form. There is random drug testing done at CISM Championships. If in doubt, the athlete should not take the substance (or stop taking it) and contact the Armed Forces Sports Office. The web site at [www.usantidoping.org](http://www.usantidoping.org) also provides the latest information. In 2011, a U.S. athlete tested positive for a stimulant found in an energy drink that was legally purchased over-the-counter at a national retail outlet.

18. Mementos: Mementos are an important part of any CISM competition. They provide an icebreaker to build "Friendship Through Sport". Mementos include (CISM Only):

- a. Lapel pins (each person will receive approx 20 pins)
- b. Team captain mementos to exchange with other Team Captains and support staff of host nation)
- c. Memento for host country (to be presented by COM at formal event scheduled by host nation)
- d. Chief of Mission (COM) mementos (to be exchanged with other COMs)
- e. If you are with a team sport or combat sport that has a pre-event exchange with opponent/s you will be provided appropriate number of items for exchange
- f. NOTE: Please ensure that mementos are packed with carryon baggage.
- g. Please inform team members not to give out everything in the first or second day. These mementos are to be used for exchanging throughout the competition. Same holds true of the COM mementos and team captains' mementos (various items). The COM's are to exchange them with other COM's as reciprocation, and not simply give them away. Team Captains can reciprocate with other team captains or use them as thanks to certain members of the organizing committee who deserve the honor. Please tell all Athletes not to trade their Warm-ups until the completion of the Closing Ceremonies. Warm-Ups are also worn for all medal ceremonies.

19. Flags and National Anthem Cassette:

Each delegation receives 1-2 flags depending on the sport and a CD with the United States national anthem, only if the host country requests us to bring them in the invitation. Flag is used for the opening and medal ceremony. Please provide the flag and anthem to your host nation liaison upon arrival, but make sure that you get them back. Please get these items back as you will have the responsibility to return them to AFSCS within 10 – 15 days after you return to the U.S. Ensure that under no circumstances does the American Flag touch the ground or dip to another nation's flag or official.

20. Officials: The Armed Forces Sports Secretariat works with each sport's Chief, National Governing Bodies to nominate an U.S. official for respective CISM championships. They also receive a stipend for their services (prorated among the services). The Armed Forces Sports Office pays the stipend, makes all travel arrangements and cuts their orders for travel. We will usually try to connect them with the team's arrival to make it more convenient for the host

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country. All information on the officials will be provided to the team captain and he/she should meet/greet the officials and include them in all team activities based on their schedules at the championship.

21. Dress Code For CISM:

a. It is recommended that all U.S. delegation members wear Khaki pants with the CISM Polo Shirt, or warm up unless informed of a different dress code. Each delegation member is responsible for bringing their own khaki pants.

b. The appropriate military uniforms (summer or winter) will be worn at Opening Ceremonies and the Formal Banquet. Type of uniform is dictated by the host country in their invite. The warm up is normally worn at closing/medal ceremonies. However, sometimes it is the military uniform. Civilians on the team should take appropriate business attire (i.e men sport jacket and tie, women dress/skirt or pant suit). This would be worn when military wear their uniforms.

Khaki pants or Khaki shorts (depending on the weather conditions) and the Armed Forces Polo Shirt will be worn for Cultural Day, or any other designated function.

c. Military Service members will adhere to service specific regulations in regards to earrings, grooming standards and attire.

d. The USA issued gear is considered the duty uniform.

22. Passports: It is the team captain's responsibility to ensure each athlete has a current passport (Most countries will not accept a passport that is going to expire within 90 days of travel). Lack of a passport will render an individual ineligible for higher-level competition. Athletes must come to Armed Forces competitions with their passport for any sport that leads to CISM or SHAPE. Each service is responsible for ensuring that their respective athletes have valid up to date passports. If Visas are required then AFSCS will obtain them.

23. Toiletries: To avoid unnecessary expenses, make sure all delegation members bring a bath towel (or two), bar of soap, and a padlock as well as personal toiletries, over the counter medications, and adequate supply of prescription medications.

24. Uniforms Purchase & Apparel Issue:

a. The team captain will receive a letter from the Armed Force Sports authorizing purchase of competitive uniforms for the team. The Team Capt will provide sizing information on the team (with exception of referees) to AFSCS NLT 12 Working Days prior to the higher level competition. Along with the issue items, the team captain will receive a shipping document of all issue items that he/she needs to sign and return to Armed Forces Supply at Ft Indiantown Gap, PA. Exchange of items due to sizing problems can be worked with POC at Fort Indiantown Gap. Do not wait until the last minute to do this. It is the Responsibility of the Team Capt to ensure that all excess items are returned to the Gap prior to leaving for the CISM Championship. You do not have the authority to issue excess items to staff or keep anything without prior approval from AFSCS.

b. It is the team captain's responsibility to ensure all team members have their competitive uniforms and equipment (excluding firearms, bikes, etc) in their carry-on bag. Lost luggage should not hinder an athlete from participating in a running race, e.g. their shoes, shorts and

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singlet should be with them as carry-on. It is always good to pack at least two days worth of change of clothing and undergarments in carryon luggage.

25. **Incidental Expenses and Lodging:** Delegation members attending CISM receive \$3.50 per day, the OCONUS incidental rate, as lodging, meals, and transportation are provided. The delegation will not move out of lodging provided by host country; instead the U.S. Chief of Mission will work problems with host nation's organizing committee and official representative from CISM. Payment for travel days are authorized the rates of the TDY/TAD site in accordance with the JFTR/JTR. Training Camp rates will be \$15.80 per day if training camp is on a military installation with a dining facility. If training camp is not at a military facility then GSA rates shall apply. Host Service for Armed Forces Championship would be responsible for paying all applicable rates and coordinate pro-rata with other Services

**Enclosures:**

**Planning Checklist (Encl 1):**

Enclosure 1 is a checklist of duties assigned to the team captain. Please use this as a guide to ensure the team is prepared for overseas travel. If you have any questions on the checklist, please contact the Armed Forces Secretariat at 210-466-1321 or 210-238-9919.

**Contingency Funds (Encl 2):**

A \$500 check is issued to each team captain upon request. This is only for emergency situations. Such emergencies might include; bottled water (if not provided by host nation), transportation to or from the competition (if stranded at the airport), and replacement of lost airline tickets. This check is not authorized for team dinners/drinks, buying personal athletic equipment, or paying for sightseeing tours. The check should be converted to traveler's checks prior to leaving the U.S. It would also be beneficial for you to convert some of the money into the currency of the country you are traveling to. All paperwork and receipts with a memo explaining the expenses will be sent to AFSCS within 3 Working days after the team captain returns to the U.S. Check for the remaining balance will be made out to the Army MWR Fund. The exception to all of this is when the U.S. is hosting a CISM Championship. The team captain will go to the Host Project Officer for any emergency funding, who would include it as part of the host expenses.

**After Action Report (Encl 3):**

The team captain is responsible for completing and submitting an after action reports following a championship. A report should be completed within NLT 30 days after the championship.

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ENCLOSURE 1 – PLANNING CHECKLIST

UNITED STATES CISM SUGGESTED CHECKLIST

All items may not be applicable to your mission. If there are any items that are not clear, please contact the AFS Office

**1. Planning Factors - (prior to departure)**

- TDY/TAD Orders (proper endorsements from all services).  
\*Include the statement "Excess Baggage Authorized"
- Immunization Records (Only if required for host nation).
- Cash Cont Check prior to departure
- AFSCS fax or e-mail for disseminating results.
- CISM Mementos.
- U.S Flag and Anthem
- Copy of the host nation invitation
- Coordination of travel info with all team members
- Participant notification of Anti-Doping Regulations and signature on form
- Level I Anti-Terrorism briefing
- Appropriate military uniforms and khaki slacks (all of the delegation).
- Supplies for team trainer.
- Visa/Passport requirements.
- Compile a list of departure times from host nation to be turned into liaison at championship

**2. Meeting With Team Prior to Departure:**

- Pass out CISM mementos and athletic apparel to athletes.
- Brief on conduct and appearance.
- Wearing of proper attire.
- Signature of all applicable higher level forms (Team Capt retains all forms for the duration of the championship)
- Safeguard of orders, valuables and issue items (these things are stolen if individuals don't keep a close eye on them).
- Ensures that each member of the delegation has Padlock or combination lock.
- Bring towels, soap, and basic toiletries.
- Safety briefing on Host Country
- Ensure that Flag Bearer for opening ceremonies is selected by the team.

**3. Arrival at Destination**

- Call AFSCS to confirm team arrival 210-466-1321, 210-238-9919 or e-mail steven.dinote@us.army.mil
- Familiarize yourself with lodging, dining hall, training facilities, etc.

**4. During the Championship**

- Physical check on status of team on a daily basis
- Attend daily Team Capt meetings and relay info to delegation as needed.
- Ensure that team is at proper locations and dressed as mandated by host nation.
- Maintain contact with COM and referees.

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**5. Preparation for Departure from Host Nation**

- \_\_\_\_\_ Ensure that everyone has flight itineraries
- \_\_\_\_\_ Collect Flag and anthem from host nation POC
- \_\_\_\_\_ All are aware of billet clearing procedures and departure times and pick up points provided by host nation

**6 . Return to CONUS**

- \_\_\_\_\_ **Final recap with action pics to AFSCS within 3 working days after championship**
- \_\_\_\_\_ Complete After action report to AFSCS within 30 days and can coordinate with COM if joint AAR.

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**Enclosure 2 – Contingency Funds**

NONAPPROPRIATED CONTINGENCY FUNDS

\$ 500.00 NAF Check has been forwarded to:\_\_\_\_\_.

The AFSC has directed that this amount cannot be exceeded. \$500.00 is for contingency/emergency use. This includes medical supplies, transportation in country (if not provided by the host country), laundry, and other items that, in your judgment, are required for the needs and benefit of the team during the trip. After completing the attached accounting form, the reimbursement of residual funds should be made by your personal check (DO NOT send cash or cashier's check).

**Make payment to:**

Army Morale, Welfare, and Recreation (MWR) Fund

**Send to:**

U.S. Armed Forces Sports Office

Attn: Secretariat

2455 Reynolds Road

Fort Sam Houston, TX 78234

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*Please cut and return signed bottom portion*

I \_\_\_\_\_ acknowledge receipt of the contingency fund check and it authorized use for CISM Championships.

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Signature (Team Capt)

Date

**Please return this portion to:**

Armed Forces Sports Office

Attn: Steven A. Dinote

4700 King Street

2455 Reynolds Road

Fort Sam Houston, TX 78234

Or email [steven.dinote@us.army.mil](mailto:steven.dinote@us.army.mil)

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***Enclosure 3 – After Action Report***

**CISM/National Championship  
After Action Report**

Event Name:

Date:

Host Site:

Team Captain:

Phone:

- Attach roster of Armed Forces Team (full name, rank, service, duty station)
- Schedule of events
- Scores of all competitions
- Final team and/or individual standings
- Event Summary (Bullets) – Covering such areas as:
  - Total Attendance
  - VIPs attending
  - Problems Encountered
  - Suggestions or recommendations

It is the responsibility of the team captain to ensure that the after action reports is completed in a thorough fashion and forwarded to the AFSCS within 30 days.

**Forward after action report to AFSCS:**

[steven.dinote@us.army.mil](mailto:steven.dinote@us.army.mil)