Fleet Cyber Command/10th Fleet

1. Do you consider this year’s campaign a success compared to last year’s? Why or why not?
   
   Yes. This year’s campaign was a success because we raised more money than last year.

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Persons, or to your active duty leadership.
   
   The kick-off event is incredibly helpful. The single most important factor is identifying persons that actually want to do this in order to successfully execute the program.

3. Describe obstacles you experienced in administering your campaign.
   
   IG Inspection preparations were being conducted the IG inspection happened right as we were finishing our campaign so volunteers to assist with the program were tied up in IG support tasking.

4. Did your ADFD Coordinator(s) utilize the local NMCRS for support and training?
   
   We used the kick-off event for training and supplemented that with online education and training from the ADFD website.

5. Did your conduct a kick-off a NMCRS kick-off ceremony? If so, did leadership participate?
   
   We did not.

6. Did your ADFD Coordinators provide weekly briefing to their active duty leadership?
   
   No.

7. Were thermometers used at your location to track the progress of the 2018 ADFD?
   
   No.

8. Was 100% meaningful contact received?
   
   Yes.
9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony?

   *Not at this time. TBD.*

10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

   *None at this time.*
Navy-Marine Corps Relief Society
2018 Active Duty Fund Drive
Questionnaire

Bureau of Medicine and Surgery

1. Do you consider this year’s campaign a success compared to last year's? Why or why not?

   *We feel that this year’s campaign was a success in that we achieved 100% contact and raised over $8K.*

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Persons, or to your active duty leadership.

   *The most helpful action was consistent/persistent follow-up messages to the key persons in order to ensure they were engaging and following up with the staff to solicit donations.*

3. Describe obstacles you experienced in administering your campaign.

   *There were no major obstacles for us during the campaign.*

4. Did your ADFD Coordinator(s) utilize the local NMCRS for support and training?

   *Yes, for questions regarding the policies and to coordinate the pickup of materials.*

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?

   *No, we conducted a kick-off meeting with the key persons and sent out a kick-off email to the staff that provided all the essential information and guidance needed to donate.*

6. Did your ADFD Coordinator(s) provide a weekly briefing to their active duty leadership?

   *No*

7. Were thermometers used at your location to track the progress of the 2018 ADFD?

   *No*

8. Was 100 percent meaningful contact achieved?

   *Yes*
9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate, or award?

   *The key persons will be presented the certificates at the next awards ceremony.*

10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

   *We have no comments to add at this time.*
U.S. Fleet Forces Command

1. Do you consider this year’s campaign a success compared to last year’s?

   I absolutely consider this year’s campaign a success! We raised nearly $1.3 million and achieved contact with 99% of the sailors and marines in Hampton Roads. As a collective group that number is only 82% of the total raised in 2017 however, the average donation per donor increased in 8 of 12 Hampton Roads subareas. Within my own subarea, we raised nearly $100,000; a 180% increase over last year’s total! I attribute that sharp increase to the diligence and effort of the local commander’s direct involvement in the campaign.

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Persons, or to your active duty leadership.

   The strategy was centered around utilizing motivational leadership at every level communicating a common initiative aligning NMCRS services with building resiliency, toughness and self-improvement for our Sailors and Marines. Specific actions included:

   (1) Issuing formal guidance to Commanders regarding the campaign,

   (2) Posting on Social Media my personal video highlighting the importance of the campaign,

   (3) Developed and promulgated for commands to use multiple vignettes of active duty members who volunteered their testimony of NMCRS assistance,

   (4) Developed and promulgated Plan of the Day announcements for commands to use,

   (5) Shared the hurricane relief and ship collision examples from NAVADMIN 028/18 to demonstrate other ways NMCRS assistance can be utilized.

3. Describe obstacles you experienced in administering your campaign.

   (1) I chose to promote the campaign using only social media and electronic communications in an effort to equip unit commanders with running their own campaigns. Delays in media production caused some of the sailor vignettes to not be ready until almost four weeks into the campaign,
(2) Progress reports to the unit commanders were restricted to only % contacted due to ethical limitations discussed later. I had to count on the Command Coordinator’s interaction with the unit Commander for fundraising updates.

4. Did your ADFD Coordinators utilize the local NMCRS for support and training?

   In total 49 sessions of Sub Area Coordinator and Command Coordinator trainings occurred. Nearly all sessions utilized the NMCRS facilities and local directors. It served as a convenient location to pick up materials and receive NMCRS program training directly from their representatives. On some occasions, NMCRS representatives visited the area waterfronts, shipyards, and auditoriums to promote the programs.

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?

   In lieu if a ceremony, we supported a benefit hockey game between teams made up from local commands to kick off the official Hampton Roads campaign. Proceeds from ticket sales exceeded $3000. My FORCM dropped the ceremonial hockey puck for our event held on the home ice of the local professional hockey team.

6. Did your ADFD Coordinators provide a weekly briefing to their active duty leadership?

   Serving as the Chairman, I not only received the weekly brief, I compiled my own weekly brief for the area Commanders. These briefs were especially helpful for jumpstarting commands that were delinquent in reporting or had failed to commence contacting Sailors/Marines. Command Coordinators and SACs should cc their respective CoC when submitting weekly reports at a minimum. Additionally, SACs should have some face-to-face interaction with the leadership. Most SACs reported that they didn’t do this enough or only when it was too late. Recommend each SAC schedule a meeting with their Commander/COS to receive Commander’s Intent prior to the fund drive. This meeting should include expectations and follow-up reporting.

7. Were thermometers used at your location to track the progress of the 2018 ADFD?

   No, thermometers were not utilized since the only permitted goal was 100% contact. Due to ethical guidance provided we did not feel a thermometer was appropriate. Once we talk money numbers with the masses (whole command, wardroom, CPO Mess, etc., it doesn’t matter), the extrapolated point, whether directly expressed or not is that you need to financially support this campaign and is seen as coercion to give even a little or a lot or some perceived notion as to what is "sufficient." Point was: stick to ensuring contact alone, extol the wonders of what NMCRS does and make no other encouragements, allowing people to participate at any amount, or not, as they choose.

8. Was 100% meaningful contact achieved?
99% of the over 70,000 personnel in this area were reported as contacted. However, as encouraged in my Commander’s Intent, active command triad engagement was essential to effectively communicate to each sailor or marine within each unit. Testimonials from crewmembers who received NMCRS help was the most effective means of education (and fundraising). Duty section “trainings” to achieve 100% contact was not effective at fundraising and lacked the meaningful contact desired unless Command Leadership supported. It was seen as a check in the box rather than useful education.

9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate, or award?

CSL assisted NMCRS in selecting commands to be honored at an appreciation luncheon. CSL provided Letters of Appreciation signed by the Chairman to each Sub Area Coordinator(s). Letters of appreciation were chosen over FLOC’s since all the recipients were either Officers or Chiefs, there was a reduction in administration overhead by utilizing the form letter. However, one FLOC was presented to the YN2 who organized and facilitated the Benefit Hockey game. NMCRS presented plaques to the ADFD team and Certificates of Appreciation with a crystal paperweight to each SAC.

10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

(1) Allotments made up 91% ($1.0M) of the contribution totals. Cash/check made up 6.7% ($85k). Assuming all cash/check were collected at fundraising events, the data shows that more collections come from sessions that result in allotments. Therefore, the time/energy spent planning and executing fundraising events would be better spent providing effective training sessions that yield allotments.

(2) Historically 24% of people who are asked to give, donate. We could tell by the reports of % contacted and the amounts collected we were well behind after 3 weeks. (Total $/week and $/donor). I knew then I would need to extend the campaign and I chose until 15 April. A PFOR message and email was sent to each of the subarea Commanders stating our position and requesting their further engagement. This email was forwarded to the SACs so they knew to keep assembling weekly updates. On 16 April, as Chairman, I extended the campaign again until 30 April using a PFOR message and email to Commanders and the SACs. This was as far as we could go in order to support the online contributions commencing in June.

(3) Command Leaders and SACs have access to the most recent CY of NMCRS assistance by UIC data. This should be a clue to the unit commander on how much involvement may be necessary in the campaign fundraising. If its zero, then more effective program training is necessary. If it’s a relatively high number, then a command should consider replenishing the fund. NOTE: See JAG ethics remarks on NOT having a command fundraising goal.
(4) Recommend Command Coordinators have a card reader for Online contributions at fundraising events. A lot of people don’t carry cash. Remember to attach receipts for proof of contribution. The automatic email sent by an online contribution does list the person’s name and the amount but not the UIC. It is sufficient proof for audits. This year, only 2.4% of collections came from on-line contributions.

(5) Area Coordinators should consider attending the NMCRS Advisory board. This served as a great opportunity for direct access to Sub-Area Commanders for any last minute assistance (i.e. finish command coordinator’s training).

(6) Despite multiple reminders, some SAs were not proactive on reaching/training/and collecting from known deployers. The campaign can start collecting as early as 16 January.
1. Do you consider this year's campaign a success compared to last year's? Why or why not?

   Across the NAVAIR enterprise we consider this year's campaign to have largely succeeded, but in some areas we can certainly improve. That is to say that some subordinate commands declined in overall contribution amounts. From the commands which saw significant increases, those best practices will be shared and executed at areas where a decline was observed. Primarily those best practices involve direct, face to face support and interaction with our workforce. That direct engagement was repeatedly cited as a reason for success. Relying on the relatively new availability of electronic donations was a recurring theme in those areas where donations declined.

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Persons, or to your active duty leadership.

   The most readily identifiable action that was beneficial was the initial training provided to all coordinators through NMRCS. Additionally, spending time with our local NMCRS Leadership in Maureen Farrell as well as national leadership in Admiral Abbot to re-emphasize the importance of NMCRS. On the deckplates the actions that were repeatedly mentioned as beneficial were the interactions with our local NMCRS office to answer questions and provide guidance for our fundraising efforts.

3. Describe obstacles you experienced in administering your campaign.

   One obstacle repeated throughout our organization, especially in areas without traditional command organizational structure, was achieving 100% contact. However, even with 100% contact, the ability to contribute on-line was viewed by many as an easier way to say no to donating.

4. Did your ADFD Coordinator(s) utilize the local NMCRS for support and training?

   Absolutely. They all utilized the local NMCRS for initial training, and used them for additional support during the fund drive. Those who reached out for support had better results.

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?

   We did conduct a base-wide event attended by senior leadership (including FOs), and many units conducted their own kick offs.
6. Did your ADFD Coordinator(s) provide a weekly briefing to their active duty leadership?

   Yes.

7. Were thermometers used at your location to track the progress of the 2018 ADFD?

   A base ?thermostat? was not utilized, many individual units did utilize one.

8. Was 100 percent meaningful contact achieved?

   Yes, but ? meaningful? is a key word here. As mentioned earlier, the ability to make a donation on line was used my many (this is an assumption) to say they would utilize that method and then did not.

9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate, or award?

   Yes, there were ceremonies of varying degrees to recognize coordinators, and we certainly recognize them on their evaluations.

10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

    Unquestionably the single biggest factor in a successful NMCRS fund drive is communicating the exceptional services NMCRS provides, and conducting direct, face to face engagement of the entire team throughout the fund drive to encourage participation. That will continue to be our focus next year and beyond, and we will share best practices across our enterprise to ensure future success.
Naval Facilities Engineering Command

1. Do you consider this year’s campaign a success to last year’s? Why or why not?

   As for NAVFAC I believe this year’s campaign was a success. As a command we did more fundraisers and help spread the word about NMCRS. We also partnered with OJAG and conducted joint fundraisers.

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Persons, or to your active duty leadership.

   Partnering with OJAG was helpful with fundraising at the command level. It allowed for two smaller commands with as high concentration of civilians to fundraise for NMCRS.

3. Describe obstacles you experienced in administering your campaign.

   One obstacle was the fact that we are a small command with a high number of civilians. We are careful not to solicit to the civilians, but it limits the fundraiser ideas.

4. Did your ADFD Coordinator(s) utilize the local NMCRS for support and training?

   Yes, I attend the training.

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?

   No, we did not have an NMCRS kick off ceremony.

6. Did your ADFD Coordinator(s) provide a weekly briefing to their active duty leadership?

   I did not provide a weekly briefing. I give updates as the campaign went on. We only have 36 Active Duty on staff and it is easy to brief our Chief of Staff without having to do a weekly briefing.

7. Were thermometers used at your location to track the progress of the 2018 ADFD?

   No.

8. Was 100 percent meaningful contact achieved?

   Yes, we focused on 100 percent meaningful contact.
9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificates, or awards?

   We received the certs from NMCRS and will be given out at our next awards ceremony.

10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

   I think having 8 weeks for the campaign helps with fundraising as the Key Person can space out fundraisers. It allowed for us to have time to do our job as well as trying to fundraise for NMCRS.

   With local PSDs closing I think there needs to be an easier way to submit the allotment forms. Having to scan each form in and submit it to TOPs is time consuming. There should be a way to have the members use MyPay to request an allotment for NMCRS. Creating an electronic form that can be digitally signed and then submitted via TOPS for PSD to process is another suggestion.
Office of the Chief of Naval Operations

1. Do you consider this year’s campaign a success compared to last year’s? Why or why not?

   No, our contributions were down and reaching contact goals was as difficult as ever and lost in a chorus of other requests for donations. The Chiefs Mess and 1st Class Mess were simultaneously raising money for their own stuff, so it was hard to get them to support yet another thing.

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Persons, or to your active duty leadership.

   No response.

3. Describe obstacles you experienced in administering your campaign.

   Fundraising at the Pentagon is very difficult by itself due to building rules of where fundraisers can be conducted and for whom. Plus adding the restrictions on contributions from government civilians and contractors was a challenge. Contribution forms vs online giving via credit card was a cumbersome process and connectivity is limited in the Pentagon.

4. Did your ADFD Coordinator(s) utilize the local NMCRS for support and training?

   Yes, our Coordinator attended the kickoff event held for the National Capital Region in February.

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?

   No, we did not hold a kick off ceremony this year.

6. Did your ADFD Coordinators(s) provide a weekly briefing to their active duty leadership?

   Our ADFD Key Person submitted weekly progress reports throughout the campaign.

7. Were thermometers use at your location to track the progress of the 2018 ADFD?

   No.
8. Was 100 percent meaningful contact achieved?

   All of the command received email and POW updates, but based on the wide range of locations both within and outside the building itself as well as various working arrangements, we only were able to reach 98% meaningful contact.

9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate, or award?

   There was no specific recognition ceremony, recognition was discussed by the coordinators and determined that no additional recognition was warranted.

10. Provide any other comments, recommendations or suggestions to improve the ADFD.

   It was difficult to find meaningful statistics and NMCRS goals on the website to pass along in email and POW updates. Some of that info had to be taken from past years data, so a provided list of statistics or examples that can be used for everyone would have been helpful.
Strategic Systems Program

1. Do you consider this year’s campaign a success compared to last year’s? Why or why not?

   Yes and no a very lack luster season since CFC went late and the command stayed with the no fundraising policy.

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Persons, or to your active duty leadership.

   Senior leadership support was 100% contact during standup meetings.

3. Describe obstacles you experienced in administering your campaign.

   A lot of personnel on travel.

4. Did your ADFD Coordinator(s) utilize the local NMCRS for support and training?

   Yes

5. Did you conduct a NMCRS kick off Ceremony?

   It was conducted at standup.

6. Did your ADFD Coordinator(s) provide a weekly briefing to their active duty leadership?

   Yes via email

7. Were thermometers used at your location to track the progress of the 2018 ADFD?

   No, we don’t have graphic department command. Could use support for material.

8. Was 100 percent meaningful contact achieved?

   Yes

9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate or award?

   Yes
10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

*Allow fundraising events and provide more materials to advertise like CFC.*
Navy-Marine Corps Relief Society  
2018 Active Duty Fund Drive  
Questionnaire

United States Navy Band

1. Do you consider this year’s campaign a success compared to last year’s? Why or why not?

   This year’s campaign was a success compared to last year’s. We received a 25% increase in donations and reached 100% contact earlier in the campaign.

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Persons, or to your active duty leadership.

   Having a donation table set up during command-wide All Hands was the most helpful action.

3. Describe obstacles you experienced in administering your campaign.

   The biggest obstacle is the 100% contact. In a command with widely varying schedules, meaningful contact is the hardest thing to accomplish.

4. Did your ADFD Coordinator(s) utilize the local NMCRS for support and training?

   If I ever needed a question answered, I went to the NMCRS building on base and they were extremely helpful and supportive.

5. Did you conduct a NMCRS kick off Ceremony?

   We did not conduct a kick-off ceremony.

6. Did your ADFD Coordinator(s) provide a weekly briefing to their active duty leadership?

   As Fund Drive Chair, I kept my supervisor aware of how the drive was progressing but it was not through the official weekly report.

7. Were thermometers used at your location to track the progress of the 2018 ADFD?

   We did not use progress trackers.

8. Was 100 percent meaningful contact achieved?

   100% contact was achieved!
9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate or award?

No.

10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

I think the website is such a valuable tool and it was extremely helpful in spreading the word about specific examples the NMCRS is used for. The donation options are readily available on the homepage which is also extremely helpful.
United States Naval Academy

1. Do you consider this year’s campaign a success compared to last year’s? Why or why not?

Yes. Combined contributions from the U.S. Naval Academy, Naval Health Clinic Annapolis (NHCA) and Naval Support Activity Annapolis grew from $23,105 to $32,473, an increase of 41% compared with last year.

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2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Persons, or to your active duty leadership.

The most important element of our local campaign was the individual training and follow-up provided by our key person to our 50+ department/company-level reps.

3. Describe obstacles you experienced in administering your campaign.

The majority of our command is under the age of 25 and does not use cash or checks. Some other simple form of electronic or app-based (PayPal/Venmo) payment would have facilitated more junior personnel contributions. An online contribution form tailored for mobile interfaces would help as well.

4. Did your ADFD Coordinator(s) utilize the local NMCRS for support and training?

Yes, our ADFD Key Person attended the kickoff event held for the National Capital Region in February.

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?

No, we did not hold a kick off ceremony this year.
6. Did your ADFD Coordinators(s) provide a weekly briefing to their active duty leadership?

   *Our ADFD Key Person submitted weekly progress reports throughout the campaign to the National Capital Region coordinators on behalf the Naval Academy, NSA Annapolis and Naval Health Clinic Annapolis.*

7. Were thermometers use at your location to track the progress of the 2018 ADFD?

   *No.*

8. Was 100 percent meaningful contact achieved?

   *While all of the command received the kickoff emails, we can’t confirm that 100% “meaningful contact” was achieved. However, we did record “meaningful contact” for 4403 of the command’s personnel from our campaign coordinators.*

9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate, or award?

   *There was no specific recognition ceremony. The close the campaign corresponds with the end of the academic semester and many of the command’s personnel have dispersed by mid-May.*

10. Provide any other comments, recommendations or suggestions to improve the ADFD.

   *One of the best ways to motivate giving is to relate personal stories about how NMCRS has impacted sailors and marines. It would be very useful to have NMCRS provide an inventory of actual examples of the society in action helping specific individuals. Our key person did locate some material by scouring NMCRS publications on their website to use in building presentations, but this information would be helpful for all campaign coordinators.*
Navy-Marine Corps Relief Society
2018 Active Duty Fund Drive
Questionnaire

U.S. Naval Forces Southern Command/U.S. Fourth Fleet

1. Do you consider this year's campaign a success compared to last year's?

   Yes, we were able to almost double our command’s contributions from the previous year

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Persons, or to your active duty leadership.

   ADFD Chair led trainings and web based tools that were available for use for tracking donations

3. Describe obstacles you experienced in administering your campaign.

   Managing / and receiving updates and donations from the forward deployed units that fall under the command.

4. Did your ADFD Coordinator(s) utilize the local NMCRS for support and training?

   Yes

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?

   No; the command attended the base-wide kick off ceremony

6. Did your ADFD Coordinator(s) provide a weekly briefing to their active duty leadership?

   Yes; update was provided via email and leadership had access to the web based tracking tool as well

7. Were thermometers used at your location to track the progress of the 2018 ADFD?

   No

8. Was 100 percent meaningful contact achieved?

   Yes

9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate, or award?

   Yes – there was a base wide ceremony
10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

   It would greatly improve the drive, particularly for fundraisers, if lessons learned from the precious year were included in the training. If the Key persons had an idea of what worked best or didn’t work well going into the season it would make planning and executing fundraisers go more smoothly.
Naval Postgraduate School

Naval Postgraduate School (NPS) was able to achieve a meaningful 100% contact with all members through the muster page. However, NPS is not set up for how these drives are usually conducted: having everyone fill out paper forms and disrupting graduate studies. This time around, there were only three responses. Despite that, we could put another, more timely notice next year and attract more attention. Additionally, would like to hear from Naval War College on how they account for the fund drive. There are no other suggestions to pass along.
Commander Navy Installations Command

1. Do you consider this year’s campaign a success compared to last year’s? Why or why not?

   Yes, this year’s campaign was a success because CNIC HQ reached 100% participation and raised $4K.

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Persons, or to your active duty leadership.

   The CNIC HQ key person, ABHCS Rashien Simpson, and his assistants made personal contact with all 70 military personnel at the command. Active duty leadership included directed action from VADM Jackson and Chief of Staff RDML(sel) Gray in support of fundraising efforts.

3. Describe obstacles you experienced in administering your campaign.

   No obstacles were encountered in administering our campaign. Command personnel were helpful, responsive, and enthusiastic about the program.

4. Did your ADFD Coordinator(s) utilize the local NMCRS for support and training?

   Yes, our key person utilized the local NMCRS region director and our ADFD Coordinators in gathering information about CNIC command participation.

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?

   The NMCRS ADFD Coordinators, led by Naval District Washington personnel, conducted a region-wide NMCRS kick off ceremony. CNIC HQ did not conduct a command kick off ceremony, and leadership did not participate.

6. Did your ADFD Coordinator(s) provide a weekly briefing to their active duty leadership?

   Our key person provided briefing of command progress on demand, including through the period that contact went from 0-100%.

7. Were thermometers used at your location to track the progress of the 2018 ADFD?

   Yes, thermometers, were used to track progress of the fund drive.
8. Was 100 percent meaningful contact achieved?

Yes, 100% meaningful contact was achieved for the 70 military personnel assigned to CNIC HQ.

9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate, or award?

Active duty leadership recognized good performance of our key person with informal recognition.

10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

No comments, recommendations, or suggestions to improve the Active Duty Fund Drive.
1. Do you consider this year’s campaign a success compared to last year’s? Why or why not?

   Yes. We successfully made 100% meaningful contact and increased total donations by 19% compared to 2017.

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Persons, or to your active duty leadership.

   Specific actions that were helpful were identifying key points of contact not only for USNWC overall, but within each department of the college as well as the student body. The ADFD Coordinator was responsible for five other commands aside from USNWC, to include NAVSTA Newport itself. The ADFD Coordinator for USNWC served as the conduit to and from the ADFD Chair for the Key People at those five other commands and having a small team of assistants within USNWC enabled the ADFD Coordinator to effectively coordinate the efforts of all six commands under his purview.

3. Describe obstacles you experienced in administering your campaign.

   One obstacle faced in administering the 2018 campaign, which may be of only limited use for others to derive Lessons Learned from, arose from the organizational structure of USNWC. The college writ large is actually a collection of colleges, departments, students, civilian and active duty faculty, and civilian and active duty staff. Finding forums to address the entirety of the target population (in this case Active Duty only) is difficult due to many competing schedules and requirements.

4. Did your ADFD Coordinator(s) utilize the local NMCRS for support and training?

   Yes. The ADFD Coordinator and the local NMCRS Chair were in frequent, productive communication and coordinated training for all Key Persons.

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?

   No (#3 applies in this case, as well)

6. Did your ADFD Coordinator(s) provide a weekly briefing to their active duty leadership?

   Yes.
7. Were thermometers used at your location to track the progress of the 2018 ADFD?  

   No.

8. Was 100 percent meaningful contact achieved?  

   Yes.

9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate, or award?  

   No.

10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

    Consistency of the local NMCRS Chair, Coordinators, and Key People should be encouraged. There is an overhead spent in terms of time to train new personnel that would be better spent actually conducting fund raising. In addition, everyone in a key position should have an alternate/assistant to mitigate schedule conflicts and unforeseen events.
Naval Supply Systems Command

1. Do you consider this year’s campaign a success compared to last year? Why or why not?

   Yes. 100% meaningful contact was achieved and more than $4,000 was raised.

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Person, or to your active duty leadership.

   The Key Person provided multiple command-wide briefs on the NMCRS. They additionally emphasized donating online by providing step-by-step instructions electronically.

3. Describe obstacles you experienced in administering your campaign.

   The ADFD tracking tool located at www.nmcrsfunddrive.org was useful to compare the current and previous years, but it only included donations reported on the weekly reports. If a member donated online, but did not notify the Key Person then that contribution would not be captured by the ADFD tracking tool.

4. Did you ADFD Coordinator(s) utilize the local NMCRS for support and training?

   The closest NMCRS is two hours away in Lakehurst, NJ. The ADFD Coordinator received training material and support from the NMCRS office at the Navy Yard.

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?

   The kick off occurred during a command Town Hall where the Key Person provided an in depth brief on NMCRS’ purpose and services. Yes, leadership participated.

6. Did your ADFD Coordinator(s) provide a weekly briefing to their active duty leadership?

   Weekly updates were provided for the first couple weeks, then a mid-point update was provided.

7. Were thermometers used at your location to track the progress of the 2018 ADFD?

   No, thermometers were not used. The 2018 ADFD NCR Key Person Manual states, “100% meaningful contact is the only goal for the ADFD.” Therefore, a thermometer was not used to give the impression of a monetary goal.
8. Was 100 percent meaningful contact achieved?

   Yes, 100 percent meaningful contact was achieved.

9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate, or award?

   Certificates were received from the NMCRS NCR.

10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

    Improve the tracking tool available on the NMCRS Fund Drive website to capture the online donations to provide a more comprehensive back-up to the Key Person to better track total donations.

    Communicating early and often was essential to achieve 100% contact and have a successful campaign.
Navy-Marine Corps Relief Society
2018 Active Duty Fund Drive
Questionnaire

Commander Operational Test & Evaluation Force

1. Do you consider this year’s campaign a success compared to last year? Why or why not?

   Yes. Any fund collected is a success.

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Person, or to your active duty leadership.

   Being out and about promoting the drive.

3. Describe obstacles you experienced in administering your campaign.

   None.

4. Did you ADFD Coordinator(s) utilize the local NMCRS for support and training?

   Yes.

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?

   Yes, and yes.

6. Did your ADFD Coordinator(s) provide a weekly briefing to their active duty leadership?

   Yes.

7. Were thermometers used at your location to track the progress of the 2018 ADFD?

   Yes.

8. Was 100 percent meaningful contact achieved?

   Yes.

9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate, or award?

   No.
10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

None.
Space and Naval Warfare Systems Command

1. Do you consider this year’s campaign a success compared to last year? Why or why not?

   Yes, raised more funds than last year.

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Person, or to your active duty leadership.

   BBQ’s raised large amounts of money.

3. Describe obstacles you experienced in administering your campaign.

   None.

4. Did you ADFD Coordinator(s) utilize the local NMCRS for support and training?

   Yes, training was held at Navy Region Southwest.

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?

   Yes.

6. Did your ADFD Coordinator(s) provide a weekly briefing to their active duty leadership?

   Yes, and weekly reports.

7. Were thermometers used at your location to track the progress of the 2018 ADFD?

   No.

8. Was 100 percent meaningful contact achieved?

   Yes.

9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate, or award?

   No.
10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

\textit{None.}
Marine Corps Installations Pacific, G1

1. Do you consider this year’s campaign a success compared to last year? Why or why not?

   Considering the late start, this year’s campaign was a success because we achieved 100% contact. With more planning time and a better model, that contact could have been more meaningful and, likely, would have resulted in a much higher donation amount this year. Last year’s campaign resulted in significantly higher total donations as a result of a number of factors, important among them: 1) experience (key personnel returning from prior year); 2) a Lead Coordinator with a staff of Marines that allowed him to dedicate more time to the drive and 3) a Drive that was not bifurcated into MCIPAC and III MEF (less confusion among commands on briefing, reporting, etc.).

   Implementing some of the lessons learned from this year should significantly increase the MCIPAC donations in the 2019 NMCRS ADFD.

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Person, or to your active duty leadership.

   Despite a new structure for the drive on the island (III MEF and MCIPAC running concurrent but separate campaigns) and new personnel in many key ADFD positions, the MCIPAC Command Deck was extremely helpful in the execution of the drive. The Commanding General’s and Deputy Commander’s responsiveness to issues raised by the Okinawa NMCRS Coordinator and the ADFD Chair provided allowed MCIPAC to twice the per capital donation amount as III MEF. Also, the willingness of last year’s ADFD Chair and Coordinator to assist was particularly helpful.

3. Describe obstacles you experienced in administering your campaign.

   The greatest obstacle in administering the campaign was the late start. It was not until mid-January that the Chair and Coordinator were named and began to understand the complexity of the ADFD drive. Coupled with the general confusion among commands, stemming from the new model of MEF/MCIPAC running separate drives, it always felt like we were behind. The sources of that confusion could have been identified and corrected with more lead time building up to the Drive’s kickoff. Mid October early November would be a good time to identify the chair and coordinator.

4. Did you ADFD Coordinator(s) utilize the local NMCRS for support and training?
Yes. And the local NMCRS went above and beyond to assist. Specifically, Ms. Elizabeth Moore was extremely helpful as the Chair and Coordinator found their feet. Whether it was traveling to commands across the island, or taking time to work through questions from unit representatives, the local NMCRS was patient, dedicated and always ready to pitch in throughout the Drive.

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?

Yes. A kickoff ceremony was conducted and the Commanding General, MCIPAC, was the Guest of Honor. Leadership from commands across the island participated. Timing was the key to a successfully kickoff. Identifying the chair and coordinator much earlier will facilitate greater planning solidifying a date key leader can pencil in their busy schedule way in advance maximizing participation.

6. Did your ADFD Coordinator(s) provide a weekly briefing to their active duty leadership?

Yes, weekly updates were provided with some exceptions early on.

7. Were thermometers used at your location to track the progress of the 2018 ADFD?

No.

8. Was 100 percent meaningful contact achieved?

Yes.

9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate, or award?

There was a breakfast to recognize everyone’s hard work. No awards or certificates were given out.

10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

In June 2018, the following was briefed to the CG, MCIPAC as a suggested model for the 2019 MCIPAC NMCRS ADFD.

**OLD MODEL**
Chair, Lead Coordinator, 60+ command representatives (key persons)
- Low incentive for buy-in from command representatives
- Significant responsibility on command representatives

**NEW MODEL**
ADFD BOARD + MCIPAC Key Person Team (10)
- Board: NMCRS Okinawa Director, Chair, Lead Coordinator, PAO rep, IPAC rep, G-1/S-1, PACO
- MCIPAC Key Person Team
  - Increased responsibility (~200 persons/rep)
  - Increased buy-in, better prepared

PROPOSED TIMELINE FOR 2019 ADFD:

- October/November: Identify ADFD Board and Representatives
- January: Establish ADFD schedule (training, kickoff, briefs, awards ceremony)
- February: Brief CG on 2019 NMCRS ADFD schedule
- March*: Kickoff Event, Fund drive
- April: Finalize Reporting
- April/May: Awards Ceremony
Headquarters Battalion Henderson Hall

1. Do you consider this year’s campaign a success compared to last year? Why or why not?

   Yes, for Henderson Hall, I do consider this year’s campaign a success compared to last year’s because we were able to raise funds three times the amount that was raised last year.

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Person, or to your active duty leadership.

   A specific event that was really helpful was briefing the campaign and its significance to section’s OIC and having them be the first to donate motivating young Marine’s to do the same. Leading by example. I believe this helped lead to more junior Marines donating to the cause.

3. Describe obstacles you experienced in administering your campaign.

   The only obstacle I experienced during this year’s campaign was getting Marines from different shops together at the same time to give the brief. Some were on leave, TAD, etc. I was able to reach them once they came back to work.

4. Did you ADFD Coordinator(s) utilize the local NMCRS for support and training?

   Yes, I utilized the local NMCRS office for support and training. They were very helpful with questions I had and questions I could not answer. They were extremely professional and were readily available at all times.

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?

   I attended a “kick-off” ceremony as the representative for Henderson hall on Joint Base Anacostia held by Navy personnel in charge of this year’s ADFD for the National Capital Region.

6. Did your ADFD Coordinator(s) provide a weekly briefing to their active duty leadership?

   Yes, a weekly briefing with numbers was provided to the Battalion Commander and SgtMaj.

7. Were thermometers used at your location to track the progress of the 2018 ADFD?

   No, we did not use a thermometer here at Henderson Hall.
8. Was 100 percent meaningful contact achieved?

   *Yes, 100 percent meaningful contact was achieved.*

9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate, or award?

   *Yes, the battalion and I received a Certificate of Appreciation from the Director of the Washington Navy Yard NMCRS office.*

10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

    *I believe this year’s ADFD campaign was smooth and a total success. I do not have any recommendations at this time.*
Marine Corps Station Beaufort

1. Do you consider this year’s campaign a success compared to last year? Why or why not?

   I believe that this year was a success because one of the most important reasons for the NMCRS ADFD is to create awareness of why we are here, which I believe did occur. The other important reason is to get the necessary funds to assist our clients and we did see an increase from 2017.

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Person, or to your active duty leadership.

   I believe the addition of more keypersons and attention by upper command from Colonel Miller on down was apparent by the 154% increase in donations by H&HS. The highest increase in donations was a 345% increase accomplished by VMFA-312 a deployed squadron on the USS Theodore Roosevelt CVN-71. Also of note, were donations of $4795- MWSD-31 and $1220 - VMFA-251 who contributed zero the year before; MAG-31 up 226% and MACS-2 a 229% increase over last year’s. The reason for the increase I feel was simply that the correct person was selected to be the keyperson.

   NMCRS Vice President/COO had an in brief (Flying Squad) with Colonel Miller and also spoke with SgtMaj Mays. MAG CO was unavailable, but that brief had 4 squadron CO’s and several SgtsMaj in attendance who seemed to really be engaged in the discussion.

   I believe that the ADFD Coordinator was very engaged with the whole process even though he was a new warrant officer and had many other new responsibilities.

3. Describe obstacles you experienced in administering your campaign.

   There seemed to be a very high stress level over at the MAG that was very evident from the XO during the Flying Squad visit. CO was in Bahrain and XO was very concerned with how short-handed they were and yet still needed to take their best people away to provide support for the ADFD. Even though I was unable to meet with the MAG CO, Col Latt was provided a weekly update via email. I did speak with his FRO several times regarding questions he had.

   Deploying squadron announced ADFD at a Family Fun Day prior to deployment and considered that 100% contact. No donations came from that squadron nor was it pursued after they deployed.
Keypersons changing in the middle of the ADFD not having had training to know what approach to take nor how to make effective, meaningful contact.

On the Navy side of things an ADFD coordinator was selected by the CMDCM at Cherry Point without notifying the local NMCRS or the base CO. First knowledge was the afternoon before the ADFD Kickoff.

4. Did you ADFD Coordinator(s) utilize the local NMCRS for support and training?

Yes, the local NMCRS provided both scheduled training and one on one training as necessary.

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?

Yes, we had an unplanned surprise NMCRS kick off ceremony done by Maj Gen Glavy, who was at that time the commanding general, 2nd Marine Aircraft Wing. Col Miller and Sgt Maj Mays were there along with others from the command.

6. Did your ADFD Coordinator(s) provide a weekly briefing to their active duty leadership?

Yes, the ADFD Coordinator provided a weekly briefing to the command.

7. Were thermometers used at your location to track the progress of the 2018 ADFD?

Yes, we had a small thermometer that I believe was used previously by CFC. If yes, what metrics were reflected on the thermometer? Our thermometer was in 10,000 increments and it showed a goal amount of $50,000.

8. Was 100 percent meaningful contact achieved?

Our report shows 89% contact.

9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate, or award?

Not that I am aware. NMCRS would be available and honored to recognize Coordinators and keypersons upon notification.

10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

Need to provide more NMCRS briefs to commands regarding issues that we are seeing in office and to create awareness of NMCRS and what we do.

From the ADFD coordinator: WO Reynolds:
Earlier selection of the right ADFD coordinator and keypersons, so they can be a part of the Flying Squad brief may help to motivate the whole team. Making sure
that they will be here throughout the ADFD, so there is a consistent face in the unit – also a protection for PII.

I believe the use of a thermometer that shows all the major commands would invite some competition.
1. Do you consider this year’s campaign a success compared to last year? Why or why not?

   I believe this year’s campaign was a success for MCB-MCIEAST (HQ&SPT Bn & WTB) because we were able to raise about $2,900 more than last year’s campaign and achieved 100% contact.

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Person, or to your active duty leadership.

   The success that we had at the Command level was due to two main factors: Proper prior planning and Key Persons who cared about the fund drive. For me specifically, the Command Coordinator, proactivity and communication were vital in driving the team to success. When I would receive emails or any information from the ADFD Chairman, I would ensure it was disseminated to everyone in a timely manner. As far as events go, we did have a bake sale that produced contributions, but not as many as I had hoped. The best practice was the Key Persons finding a way to connect with their personnel on a consistent weekly basis. For example, we had a Key Person who worked with PMO and knew when there was going to be an accountability formation every morning and she was there to brief everyone about the Fund Drive and hand out contribution forms. Another Key Person who worked in the IPAC communicated with all of the IPAC sections and set times to brief those sections, he produced the most funds. We held a meeting every week for turn-ins and to talk about ideas and upcoming events, as well as to answer any questions the key persons may have had for me.

3. Describe obstacles you experienced in administering your campaign.

   The most significant obstacle I faced was near the beginning of the Fund Drive. After the first two weeks of the drive, one of my key persons had to drop out for personal reasons. These issues should have been recognized when the companies were tasked with evaluating good candidates for key persons. Not only did we have someone drop out, but then came the pain of having to find a replacement who would be available throughout the fund drive. Fortunately, we were able to find a quality replacement in a timely manner. Other obstacles were minor, the most common was the key persons not signing their contribution forms, but that habit was broken soon after it was recognized.
4. Did you ADFD Coordinator(s) utilize the local NMCRS for support and training?

   *I spoke to the local NMCRS personnel many times for a variety of reasons ranging from detailed questions regarding turn-in procedures to asking about getting more supplies and hand-outs. They were very helpful and assisted me with anything everything I needed.*

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?

   *The MCIEAST ADFD Chairman coordinated a kick off ceremony and several base General Officers as well as HQSPT Bn leadership attended.*

6. Did your ADFD Coordinator(s) provide a weekly briefing to their active duty leadership?

   *This was the one thing that I did not do, that being said, our Battalion CO talked to every single company himself about the fund drive. I believe that this helped immensely in getting word out and obtaining contributions.*

7. Were thermometers used at your location to track the progress of the 2018 ADFD?

   *There were no thermometers at HQSPT Bn or WTB, however, I’m not sure if the ADFD had a thermometer in a central location on base.*

8. Was 100 percent meaningful contact achieved?

   *Yes, it was.*

9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate, or award?

   *I ensured our top performing key person was presented with a Letter of Appreciation for their hard work and enthusiasm during the ADFD.*

10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

   *It is imperative that the personnel who act as Command Coordinators and Key Persons are identified far in advance before the ADFD begins. I went to my first meeting as CC in October of 2017, almost 5 months prior to the drive. It's up to the Command Coordinators to make sure the active duty leaders select key persons who are responsible and who will be available throughout the duration of the drive.*
Marine Corps Installations Pacific

1. Do you consider this year’s campaign a success compared to last year? Why or why not?

   Yes, this year we rallied a team of eleven section representatives led by one O-4 Coordinator to ensure 100% meaningful contact across Marine Forces, Pacific (MARFORPAC). Each member of the team was personally given background info on the NMCRS, instructed on how to advocate the program and utilized a thorough reporting system to track contact. As a result, we improved contributions by 332% from the previous year.

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Person, or to your active duty leadership.

   The leadership of each section was personally contacted and solicited for their support and advocacy. The NMCRS Coordinator ensured continuity in NMCRS section representatives by asking the section leaders to appoint a lead and an alternate NMCRS representative. If one representative was scheduled to go on leave during the reporting timeframe, the individual turned over with their alternate to ensure persistent pursuit of 100% meaningful contact and program advocacy. Also, once section representatives were appointed, the MARFORPAC lead NMCRS Coordinator thoroughly briefed each of representative on how to effectively advocate for the program and utilize the donation slips, and then checked up with each representative several times a week to ensure campaign progress. This built confidence and competence among the team.

3. Describe obstacles you experienced in administering your campaign.

   MARFORPAC personnel are frequently TAD.

4. Did you ADFD Coordinator(s) utilize the local NMCRS for support and training?

   The Coordinator worked with the local NMCRS office.

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?

   We opened the campaign formally with a call to action through email and during staff meetings.

6. Did your ADFD Coordinator(s) provide a weekly briefing to their active duty leadership?

   Yes.
7. Were thermometers used at your location to track the progress of the 2018 ADFD?

   Yes.

8. Was 100 percent meaningful contact achieved?

   Yes.

9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate, or award?

   Yes.

10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

    Ensure the process for collecting donations from contractors and GS workers is clear. Civilian participants can donate online but cannot utilize the slips.
U.S. Naval Forces Southern Command/U.S. Fourth Fleet

1. Do you consider this year’s campaign a success compared to last year? Why or why not?
   
   *Yes, we were able to almost double our command’s contributions from the previous year.*

2. Describe any specific events or actions that were particularly helpful, either to you, your ADFD Chair/Coordinator/Key Person, or to your active duty leadership.
   
   *ADFD Chair led trainings and web based tools that were available for use for tracking donations.*

3. Describe obstacles you experienced in administering your campaign.
   
   *Managing / and receiving updates and donations from the forward deployed units that fall under the command.*

4. Did you ADFD Coordinator(s) utilize the local NMCRS for support and training?
   
   *Yes.*

5. Did you conduct a NMCRS kick off ceremony? If so, did leadership participate?
   
   *No; the command attended the base-wide kick off ceremony.*

6. Did your ADFD Coordinator(s) provide a weekly briefing to their active duty leadership?
   
   *Yes; update was provided via email and leadership had access to the web based tracking tool as well.*

7. Were thermometers used at your location to track the progress of the 2018 ADFD?
   
   *No.*

8. Was 100 percent meaningful contact achieved?
   
   *Yes.*

9. Did your active duty leadership recognize good performance of ADFD Coordinators and other participants with any type of ceremony, certificate, or award?
Yes – there was a base wide ceremony.

10. Provide any other comments, recommendations, or suggestions to improve the ADFD.

It would greatly improve the drive, particularly for fundraisers, if lessons learned from the precious year were included in the training. If the Key persons had an idea of what worked best or didn’t work well going into the season it would make planning and executing fundraisers go more smoothly.