

CY21

Year In Review

MARKETING & COMMUNICATIONS

Civil Air Patrol
U.S. Air Force Auxiliary



YEAR IN REVIEW: CY21

Calendar year 2021 was a year of change for Civil Air Patrol's Marketing and Communications team. Shifting from 80 years of a Public Affairs (PA) model to a much broader marketing and communications (MAC) model takes energy, patience, and cooperation. During the year, MAC added several volunteer national staff members appointed to key roles required to support the shift to a pure a marketing effort (see Appendix B - Organization Chart). By year-end, the MAC team also added a key paid staff member, Rick Pallister, deputy chief of marketing and strategic communications.

The 2021 effort built on the success of 2020. The workload spike from the COVID-19 pandemic largely subsided. However, 2021 was Civil Air Patrol's 80th anniversary which created considerable opportunities for supplemental projects throughout the year. Nonetheless, the MAC team continued to expand the marketing effort for the organization, support internal customers, introduce new processes and procedures, find dynamic new ways to raise awareness of Civil Air Patrol on a national scale, launch innovative initiatives, and develop three new regulations to help manage the brand.

Summary

This Year in Review report captures a cross-section of marketing and communications activities executed by MAC during calendar year 2021. The report is divided into three sections: Marketing, Communications, and Brand Management. Each section is populated with brief descriptions of projects completed or initiated in calendar year 2021, and a thumbnail image is provided where possible. Perhaps most noteworthy are two projects (a 2 ½-minute feature on FOX News by news anchor Eric Shawn and a 4 ½-minute feature on The Lifetime Network's Military Makeover program hosted by Montel Williams) that generated national level cable television exposure for Civil Air Patrol. The combined airtime and subsequent syndication totaled more the \$10M in advertising equivalency and reached more than 100 million households. A third national television project (with Nickelodeon) was filmed in December and is scheduled to air in Q1 2022.

About this Report

This report includes a representative sample of projects (50) completed in 2021—it is not a complete compilation of all projects. Please note the following:

- **Thumbnail images** outlined with a magenta border indicate web links
- Appendix A: **Key Performance Indicators** and Metrics, page 15
- Appendix B: **Organization Chart**, page 17
- Appendix C: **Supplemental 80th Anniversary Activities**, page 19

((outlined items
indicate a link))



MARKETING

1. PROPS e-News (January)

MAC continued to compile and distribute PROPS, a weekly digital news digest, for a second year. The stated purpose of PROPS is to inform members of the activities, news, and accomplishments happening elsewhere in the organization. Distribution includes senior and cadet members, legislators, teachers, strategic partners, alumni, friends, and more. One objective of PROPS is to raise awareness and stimulate recruiting efforts. To that end, PROPS was modified to facilitate email forwarding that retains the original formatting. PROPS had its second anniversary in November.



2. 80th Anniversary Celebration (January)

Preparations began in 2020 to celebrate Civil Air Patrol's 80th anniversary. A working group was formed to include members to champion special projects including, but not limited to, creating special graphics, updating 75th-anniversary historic content, commissioning art, creating videos, drafting a series of media releases throughout the year, and more. The primary graphic, reminiscent of World War II-era War Bonds art, was used for merchandise, promotional items, commemorative pieces, national conference, and more.



3. Plane & Pilot Ad Campaign (January - December)

In an endeavor to raise Civil Air Patrol visibility among one key audience—piston aviation enthusiasts—MAC continued a full advertising schedule for FY21 in the top second-tier aviation publication as a beta test. A two-month negotiation with Madavor Media, publisher of *Plane & Pilot*, netted eight full-page ads over 11 issues at a \$53k savings z9*Plane & Pilot* is published 11 times annually). CAP had full-page ads in eight issues, with a digital presence during the other months. All ads led to a landing page (CAPvolunteer.com) so the results of the beta test could be tracked.



4. Landing Page (January - December)

A CAPVolunteer.com landing page was created to support the *Plane & Pilot* and other advertising campaigns. The landing page created an opportunity to manage and streamline the user experience as an alternative to sending consumers directly to the primary website as a call to action. The landing page included copy targeted at the aviation enthusiast, a dynamic video, unit locator, and links to *Volunteer* magazine, Report to Congress (as a concise overview of emergency services, cadet programs, and aerospace education), and the 2021 Fact Sheet.





5. Super Bowl LV Fertile Keynote (February)

Each year, Civil Air Patrol participates with Total Force partners to provide readiness training as security is heightened around the Super Bowl. Local PAOs and national staff coordinate media coverage to garner as much exposure as possible. This mission is typically one of CAP's best opportunities for television exposure during the year.



After the event, the Super Bowl Continuity Book was updated so the wing hosting Super Bowl LVI in California will have a record of what was done, and recommended improvements to make the next event even more successful.

This project was completed with the assistance of FLWG.

6. 2021-2025 Marketing Communications Plan (February)

The four-year, rolling marketing plan was updated where required. The revised 2021–2025 Marketing Communications Plan continued to be executed as resources permitted. Report to Congress, two issues. Most tactics in the plan still involved low- and no-cost marketing communications initiatives, since most of the FY21 budget was already largely allocated to projects that occur annually (e.g., *Volunteer*, Wing Reports, Annual Report, media tracking, and distribution, etc.). As the budget increases, the marketing plan will be expanded to include an array of dynamic new projects to help increase awareness, grow the membership, and position the organization for the future. The plan is available upon request.



7. National FOX News (February)

Leveraging existing relationships, MAC pursued an opportunity to have the then-National Vice Commander interviewed by national FOX News anchor Eric Shawn about COVID-19 relief efforts delivering vaccine as part of Operation Warp Speed. Post interview, MAC provided aerial B-roll (from COWG), stills, and soundbites from Indian Health Services for the broadcast segment.



One week later, FOX News aired the interview a second time and made the segments available to FOX News affiliates nationwide – many of which created their own version of the story (see item #26). Each national news piece was a two-minute segment about Civil Air Patrol that aired on the national FOX News channel to an audience of 44M viewers. Advertising equivalency for 2 ½ minutes on FOX News is \$2.6M.

The FOX News piece was so popular, it crossed over from FOX News (cable television) and was picked up CBS and NBC (network news) affiliates. More than 130 news affiliates aired a version of the Eric Shawn interview. Cision, MAC's independent media monitoring and tracking service, estimated that the story reached 104M households in February and March. This project was completed with the assistance of COWG.



8. Aviation For Women Ad Campaign (bi-monthly)

Complimentary advertising continued in *Aviation for Women*, the bi-monthly trade publication of the Women in Aviation International Association. Ads were a mix of full-page and half-page based on remnant space. A half-page ad was also included in *Aviation for Girls*, targeting girls 8–17 interested in pursuing careers in aviation. The *Aviation for Girls* publication and workbook included editorial content about a WAI and CAP member who learned to fly at CAP.



9. Volunteer Magazine Refresh Phase 3 (April)

After more than 15 years, *Volunteer* magazine was slated for a refresh. The Spring 2021 issue represented the last of a three-phased plan to improve the design, content, photography, and pacing of the magazine. A strategy to target content to meet the needs of both an internal (member) and external (nonmember) audiences will help carry the CAP message as both a recruiting and development tool. The Spring issue also included an innovative 11"x14" fold-out poster featuring the *Proud Past – Envisioning the Future* graphic. The poster was modified from the original art to make it easy to frame in a standard off-the-shelf frame.



10. Lifetime Network - Military Makeover: Operation Career (June)

Operation Career is a 4 1/2 -minute feature segment that aired on Montel Williams' Military Makeover show on the Lifetime Network. Civil Air Patrol engaged BrandStar, a television broadcast film production company, to create a recruiting video. Originally planned for Q3 2020, the COVID-19 pandemic forced the delay of filming until June 2021. The final piece aired on the Lifetime Network to a cable television audience of 18.8 million viewers. After airing on Lifetime, Military Makeover was shown in syndication in more than 150 U.S. media markets and the Armed Forces Network TV. This project created a very rare opportunity to gain national television exposure for Civil Air Patrol during a critical time for national recruiting efforts.



This project was completed with the assistance of FLWG and SER.

11. AirVenture 2021 (July)

MAC and Government Relations collaborated to enhance Civil Air Patrol's presence at the world's largest airshow – AirVenture, in Oshkosh, WI. The static display incorporated a GA-8 aircraft from GLR, a comms SUV from MAR, and a 20'x20' tent. The exhibit inside the tent featured large format graphics about CAP missions as an essential Total Force training partner and CAP core programs that leveraged key phrases from the new mission statement – Serving Communities, Saving Lives, and Shaping Futures.



This project was completed with the assistance of WIWG, MAR, and GLR.



12. Historic Aircraft Painting (August – December)

MAC commissioned a timeline of flight project featuring a variety of aircraft flown by Civil Air Patrol during the 80-year history. The finished piece, acrylic on canvas, was 24"x72" and became part of CAP's National Art Collection. MAC created a poster version (shown below) to be used to raise awareness of CAP at trade shows, special events, open houses, and more.



13. Recruiting and Retention Materials (September)

AirVenture served as a beta test for a suite of open house materials that included an array of editable templates covering items from large format outdoor graphics to business card-sized reminders with QR codes. As MAC continued to develop standardized tools for use in the field, sections were added to the Brand Portal for easy access. Also available on the Brand Portal was a tutorial so members creating promotional content for open house and other recruiting events could easily customize each piece via Cavnar – an open-source editing platform. The recruiting material on the Brand Portal also included estimated pricing and a recommended vendor.



14. Year-end Recruiting Campaign (October – December)

Founded in 1939, AOPA (Aircraft Owners and Pilots Association) is the largest and oldest aviation member association in the country. With more the 400k members who are aviation enthusiasts, one would expect that this target audience would be familiar with Civil Air Patrol. However, a July 2021 survey of AOPA members revealed that CAP is a largely unknown to this key target audience (see item #46).



Based on the low awareness of the survey, MAC negotiated a year-end digital recruiting campaign. Ads were created for a variety of AOPA weekly and monthly newsletters. The links from each ad led to the CAPvolunteer.com landing page.



15. Volunteer Magazine 80th Anniversary Special Edition (November)

A year in the making, the Fall Special Edition *Volunteer* magazine was designed around celebrating Civil Air Patrol's 80th anniversary (the special edition was increased to a symbolic 80 pages). The cover story paid tribute to the 220 members who perished while performing CAP duties. Other articles included Civil Air Patrol's national art collection, Cadet Wings, columns by CAP senior staff, human interest stories, a new cartoon series, and the new mission statement was introduced by the National Commander.



Additionally, the digital version of the magazine was released by a new vendor (BlueToad) with enhanced interactive and responsive features enhancing the magazine experience for readers on mobile devices. The new digital magazine included image galleries, videos, links, and ADA features like an audio reader and variable text size.

16. Annual Holiday Card (October)

MAC commissioned the annual holiday card created for exclusive use by directors, chiefs, national and vice commander. The 2021 holiday card featured a snowbound aircraft concept with a string of red and green holiday lights stretched along the leading edge of the wing connecting the aircraft's red and green nav lights. A wreath with red bow also adorns the spinner.



17. Anniversary Watch Party (December)

As the culmination of an entire year of a variety of 80th anniversary activities, MAC created an opportunity for all members to have a shared experience on the 80th anniversary – December 1. The solution was a virtual Watch Party that included CAP trivia, messages from Generals Phelka, Aye, and Betts, greetings from overseas units, a vintage image montage, and viewing of a 1958 CAP documentary about the International Air Cadet Exchange called *Ambassadors with Wings*.



18. Marketing Needs Assessment (December)

With a MAC marketing plan in place, strategic goals for FY21 included working with other directorates (CP, AE, and DEV) to complete a robust Marketing Needs Assessment to help determine how to increase awareness, grow the membership, and position the organization for the future among the specific target audience of each directorate. The Needs Assessment for each directorate included a 10-page worksheet used to help MAC determine how to best reach the unique target audience.

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COMMUNICATIONS

19. Strategic Communications Advisory Group (January – December)

The Strategic Communications Advisory Group, consisting of the eight region Public Affairs Officers continued to meet monthly. The group served as a conduit between NHQ and key PAOs in the field to convey information, discover best practices for communications, and share success stories from wing- and unit-level activities. A new dashboard was introduced to help region PAOs and Wing Commanders alike measure the effectiveness of wing PA efforts that stimulate local recruiting and fundraising efforts.

20. 2020 Report to Congress (February)

The 2020 Report to Congress is one of the showcase pieces created by NHQ annually. Working in concert with Government Relations and various department heads, the Report to Congress illustrates Civil Air Patrol's value to the nation. Sections were dedicated to Emergency Services, Cadet Programs, Aerospace Education, and COVID-19 for 2020 reflecting CAP's largest mobilization since World War II. An interactive version of the report included a flipbook option and embedded videos as bonus content.



21. 2020 Wing Reports (February)

Each year, MAC collaborates with commanders and PAOs in each of the 52 wings to develop tailored Wing Reports. The front of each report highlighted the activities or events Civil Air Patrol supported or executed in the wing. The reverse side of the report was a statistical analysis of the year that illustrated the value of CAP to the state as an emergency services provider, education partner, and center for youth development and excellence. When used in conjunction with the Report to Congress, the Wing Report complemented the national level activities with CAP's impact on state and local needs.

This project was completed with the assistance of all wings.



22. 2021 Fact Sheet (February)

The annual Fact Sheet represents a compilation of statistical data and highlights of the previous year. As a single-sheet document, the Fact Sheet was an easy-to-digest, condensed brief that featured the most significant items from the Report to Congress, including an overview of the three program areas (emergency services, aerospace education, and cadet programs), the highlights of each program from the previous year, and key data about lives saved, the value of volunteer time, number of students reached, hours flown, and more.





23. This Week in CAP History (January - December)

As part of the 80th-anniversary celebration, MAC produced a weekly historic piece called *This Week in CAP History*. Each week featured a single historic event from a different wing that occurred between 1942 and 2020. Ultimately all 52 wings were featured in the 52 weeks of 2021. The graphics were distributed via national social media channels and PROPS and were provided to wing PAOs for statewide distribution.



24. Black History Month (February)

Collaborating with the national Diversity team and historians, MAC expanded the annual content calendar to include select diversity celebrations – Black History Month was the first execution. Graphics were distributed to a wide range of NHQ teams who produce newsletters, host their own social media channels, and or websites to help coordinate branding among different OPRs.



25. 80th Anniversary Media Release Series (February – December)

Using the 80th anniversary as a springboard, an initial series of 15 media releases was drafted for phased distribution during 2021. Each media release was associated with a key date (National Volunteer Week, National Physical Fitness Day, etc.). The release series was provided to all of CAP's 1,500 PAOs/PIOs. All that was required prior to distribution was for the local PAO/PIO to edit the city/state location and contact information. This methodology helped CAP communicate in a coordinated, cohesive voice on social media and websites.



26. Operation Warp Speed & Operation Pulse Lift (February)

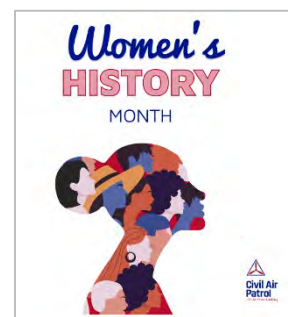
Combining national exposure like the Eric Shawn special report on FOX News about Operation Warp Speed with localized stories like Operation Pulse Lift in AZWG was one example of how PAOs in the field took the initiative and shaped messaging for maximum local exposure. This affiliate rebroadcast in Phoenix reached 355K households with a diverse message about how Civil Air Patrol served our nation and neighbors.



This project was completed with the assistance of AZWG.

27. Women's History Month (March)

Continuing to celebrate Civil Air Patrol's diversity, a Women's History Month campaign was developed. The campaign included social media and web features that highlighted accomplishments of female CAP members of all ages. Longer stories were posted on CAP.news while shorter pieces were included in PROPS, the weekly e-newsletter distributed to 30K members. As with each major NHQ campaign, graphics created for national level campaigns were distributed to the subordinate wing PAOs.





28. COVID SITREP 365 Release (March)

In March, Civil Air Patrol's COVID-19 operations reached the one-year milestone. Having long surpassed Deepwater Horizon (118 days of continuous operations) as the largest mass mobilization in CAP's 80-year history, CAP pushed a variety of media releases and social media posts that generated numerous stories nationally. The cadence of media releases from wing PAOs began to taper off as repeat/recurring missions made news releases less newsworthy. Milestone events like Operation Pulse Lift goals of 3,000, 5,000, and 8,500 units collected by year-end were highlighted with media releases. First Air Force continued to amplify CAP messaging by promoting media releases on official U.S. Air Force websites and social media.



29. National Volunteer Appreciation Month (April)

A robust social media campaign was created to support the month-long celebration of volunteerism that drives Civil Air Patrol. The campaign included a variety of graphics, posts, member profiles, and videos from Gen. Smith, Gen Phelka, and members. All elements of the NHQ-driven campaign were distributed to the eight region PAOs (the Strategic Communications Advisory Group). The direction was that the region PAOs would forward the content to the Wing PAOs who distribute the content throughout their respective wings. NHQ created the graphics and campaign to reduce workload for unit level PAOs and helped strengthen the CAP brand by having more cohesive content running on thousands of otherwise uncoordinated CAP social media channels.



30. Asian American Pacific Islander Heritage Month (May)

As an ongoing celebration of CAP's diversity, MAC created a campaign for Asian American Pacific Islander month. The campaign featured the contributions of a cross-section of CAP members of AAPI descent in a few select posts during the 30-day-long celebration. This campaign also allowed MAC a rare opportunity to include and promote CAP's overseas units in Japan.



31. 2020 Annual Report (May)

The Annual Report, formerly known as the Financial Report, was another important piece of collateral produced annually. The report was primarily used by Philanthropy for the transparency of publishing financial data illustrating Civil Air Patrol's stewardship of the funds contributed by generous donors. The Annual Report blended financial data with statistical data and excerpts from the Report to Congress as an overview of emergency services, aerospace education, and cadet programs activities from the preceding year. The report recognized CAP's generous donors and was a sister piece to the Report to Congress (shown in red).





32. Congressman Lester Wolff National Coverage (May)

Obituaries and follow-up stories about eight-term, 102-year-old Congressman Lester Wolff generated a significant amount of national exposure for Civil Air Patrol. Congressman Wolff joined CAP at age 13 during World War II and served as a subchaser. He later organized and commanded the Congressional Wing of Civil Air Patrol. Since it was difficult to recount Congressman Wolff's life story without including CAP, articles about him in *The Washington Post* and *The New York Times* (to name just two) provided tremendous national exposure.



33. Department of Defense Story (May)

Dr. Robert N. Barger, III was awarded the Antarctica service medal 56 years after his service in Antarctica. Gen. Phelka presented the Air Force medal to Dr. Barger in a private ceremony. Images of the ceremony were later provided to support stories published by DoD, First Air Force, and many other media outlets. The story revealed an aspect of CAP service and the unique opportunities available to cadets that few people knew about.



34. Virtual National Conference (June - August)

MAC assisted with the development of a marketing and communications strategy to promote the second virtual national conference. PROPS, web, social media, and stand-alone email campaigns helped generate excitement, kept the event top-of-mind, and created a sense of urgency.



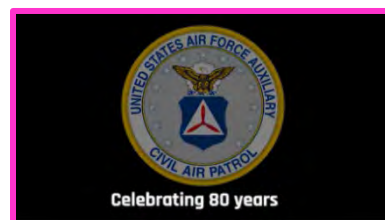
35. AirVenture Press Conference (July)

In July, Civil Air Patrol took advantage of being at the world's largest airshow (AirVenture) to host a press conference. Since Civil Air Patrol awareness is low among aviation journalists, MAC developed a robust media kit with 15 briefs. The briefs were each single page documents on topics like: Operation Warp Speed, Operation Pulse Lift, Operation Deep Freeze, STEM Kits, Joint Training Operations, Lifesaving Technology, Notable Alumni, and more. Three briefs focused on CAP core programs—Aerospace Education, Cadet Programs, and Emergency Services. Five briefs were dedicated to general information topics: Civil Air Patrol Background, History 1941-2021, Fact Sheet, Fleet Info Sheet, and Report to Congress.



36. 80th Anniversary Video (August)

In preparation for the 80th anniversary, a three-minute video montage of members doing amazing things through the decades was created. The video premiered at the National Conference as part of Gen. Smith's keynote speech. Shortly thereafter, a shorter version was used as a video that played during the National Anthem prior to the Change of Command.





37. **Change of Command Ceremony (August)**

Pandemic health precautions in August made it impractical to hold the Change of Command ceremony on the scale desired. The ceremony was moved to Michigan where a local public broadcasting studio hosted the event and provided the expertise necessary to make the ceremony available to all members. MAC made final edits and posted the video where it could be viewed by all members.



38. **National Hispanic Heritage Month (September – October)**

National Disability Employment Awareness Month (October)

National American Indian Heritage Month (November)

Clustered together in the last quarter of 2021 were the final three observances Civil Air Patrol officially recognized in accordance with DEOMI. Content about members who identify with each of these three groups was generated in a collaboration between MAC and the national diversity team as part of CAP's diversity, equity, and inclusion initiatives.



39. **Chicken Wings Comic Strip (November)**

New features continued to appear on the pages of *Volunteer* magazine throughout 2021 as part of the ongoing effort to make the publication a more useful tool to educate, excite, and entertain people beyond the membership. New for the Fall special edition was the addition of popular aviation comic strip called Chicken Wings. MAC played a role in the development of the comic strip exclusively for *Volunteer* magazine that included the development of a new CAP character (Col. Byrd), CAP aircraft livery, and MAC provided the topic for the comic that aligned with anniversary editorial content. Chicken Wings will appear in every issue.



40. **Air Force Twitter Takeover (December)**

The Air Force allowed Civil Air Patrol to take over its Twitter feed as part of other planned activities for the 80th anniversary on December 1. A series of tweets that included images, copy, and video was provided to the Air Force social media team along with detailed instructions about Tweet release timing throughout the day. Additionally, the Air Force was asked to monitor CAP's Twitter and re-Tweet messages which exposed the 1.5 million AF Twitter followers to the CAP Twitter feed.



(more)



BRAND MANAGEMENT

41. Annual Theme

A *Proud Past – Envisioning the Future* graphic was developed to support the CY21 annual theme. In years past, the annual theme graphic was improperly used and often supplanted the Civil Air Patrol logo on websites, branded material, collateral, presentation, at trade shows, and more – sometimes years after theme expired. To help manage the use of the theme art, a Graphic Standard provided guidance on the proper application of the various graphics. The artwork was also provided to Vanguard to create anniversary merchandise.



42. Secondary Identity Convention (January)

One important step in brand management is developing management tools and conventions that eliminate the desire to create a random collection of corporate identities that have no association with each other and only loosely support the brand. MAC created a secondary identity convention initially developed for Volunteer University in 2020.



A secondary identity generator tool was added to the Brand Portal (see item #48 Brand Portal) which will help standardize Civil Air Patrol branding in the field.

43. Mission and Vision Exercise (February)

Civil Air Patrol's Mission and Vision statements were outdated and no longer accurately reflected CAP's value proposition. Beginning in 2020, discussions with CAP leadership outlined the need to update these guiding principles as a significant part of strategic planning.



In February 2021, MAC presented the need to update the Mission and Vision statements at the annual Winter Command Council. The presentation walked through the process of redefining the accuracy, validity, and synchronization of the Mission and Vision statements with the goals in the 2021-2025 Strategic Plan. In April, the Chief of Philanthropy and Chief of Marketing and Strategic Communications collaborated on a series of guided exercises that led a select group of CAP leadership and BoG members through the process of developing updated Mission and Vision statements. The resolution was a new blended Mission-Vision statement (known as a Statement of Purpose) that was approved by the Board of Governors and launched at the National Conference.

44. Commemorative Coin Contest (March)

As a means of engaging members in the 80th-anniversary celebration, a contest was initiated for members to submit design concepts for one side of the commemorative coin. A total of 29 designs were submitted by 21 members from Delaware to Hawaii and Minnesota to Florida for the obverse side. The 80th anniversary working group selected the winner. This project included entries from 14 different wings.





45. Creative Award (May)

The Spring 2021 issue of CAP *Volunteer* magazine marked the conclusion of the planned three-phased upgrade that began in Spring 2020. *Volunteer* magazine hadn't been refreshed in more than 15 years and needed to be updated with better pacing, more diverse imagery, more dynamic graphics, beautiful art, smart infographics, improved layout, and a wider variety of writing styles to inform and entertain a diverse group of audiences including adult members, educators, alumni, youth, stakeholders in various external organization and more.

The redesign won gold in the publications category of the annual Hermes Creative Awards – an international competition for marketing communications.



46. Brand Awareness Survey (July)

One MAC objective for 2021 was to conduct research to benchmark the level of awareness among key constituent and stakeholder groups like aviators, educators, youth, etc. While no research funds were allocated for the budget cycle, MAC leveraged a relationship with a large membership association (Aircraft Owners & Pilots Association) to conduct some basic research at no charge. AOPA's 400k members were asked to indicate their level of awareness with Civil Air Patrol. The survey results revealed that, among this key group – aviators – only 36% (the green arc) indicated being familiar with CAP. It is alarming that the organization that operates the world's largest fleet of single engine aircraft, CAP, is largely unfamiliar to a primary constituency – the U.S. pilot population. This is being addressed in 2022.

CAP Awareness Survey



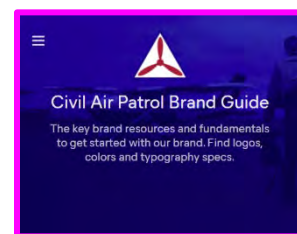
47. National Commander/End of Command Gift (August)

The Command Team requested MAC support to facilitate commissioning a unique piece of art to present to Gen. Smith. MAC mocked up a concept which included sketches from meaningful events during Gen. Smith's command, five challenge coins (one coin from each of his four years and a coin from the Commander's Circle), two stars, and a plaque. The portfolios of four illustrators were reviewed and the art was developed over a two-month period. The final piece was matted using CAP's color palette and was framed using material that matched another gift being presented to Gen. Smith at the same occasion.



48. Brand Portal (August)

As part of the ongoing effort to improve Civil Air Patrol brand management, MAC created and launched an open source (web-based) resource to help members and external vendors better understand the brand and properly use various brand elements. The new web portal – Brand.GoCivilAirPatrol.com – included brand assets such as logos, campaign graphics, color palette, typefaces, style guides and more. Additionally, a significant portion of content was removed from CAPR 150-2 Brand Program regulation to make it easier for MAC to facilitate future modifications to brand assets without the need to change a regulation.





49. CAPR 150-1 MAC Plan (replacement for CAPR 190-1 PA and Crisis Plan)

CAPR 150-2 Brand Program Regulation

CAPR 150-3 Social Media Regulation

Three regulations were initiated in 2021 to help manage the brand and were nearing completion by year-end. The brand regulation complements the aforementioned brand portal. The social media regulation is an important and necessary step in helping Civil Air Patrol become a more respected nonprofit by providing some guardrails to help reduce the frequency of poor social media behavior (racist comments, polarizing political statements, insensitive diversity comments, etc.) that tarnished the Civil Air Patrol brand and harmed the organization's reputation.

50. Brand Modernization (ongoing)

Since February 2020, MAC has been working on a brand modernization project to help bring Civil Air Patrol's visual identity into the 21st Century. Briefly stated, CAP's identity has become noticeably obsolete by virtue of the tri-blade symbol linking Civil Air Patrol to the defunct 1940s Office of Civilian Defense past when CAP should be more closely aligned with the Air Force by virtue of being a Total Force partner since 2015.



In 2021, MAC began promoting a second version of a modernized logo by sharing it with various focus groups that included five Board of Governors members. At the December BoG meeting, it was determined that the proposed new logo would be on the April 2022 BoG agenda for a vote.

(more)



Appendix A: Key Performance Indicator (KPI) Dashboard and More

The KPI dashboard was converted from a fiscal year snapshot to a calendar year with the 2020 Year in Review. While strategic plan goals follow fiscal year timing, the dashboard shifted to a calendar year snapshot to better align performance with the 2021 projects noted herein. A detailed explanation of each KPI is beneath the dashboard.



PFD [Performance Dashboard]

1 WINGS

This KPI indicates the number of wings represented with news articles on CAP.news, PROPS e-news, and *Volunteer* magazine during the year. The source of content may have been any unit in the wing, the region, or NHQ. Beginning in FY21, a monthly dashboard for PAOs serving on the Strategic Communications Advisory Group and Wing Commanders indicated which wings were actively engaged in public awareness and which wings would benefit from assistance.

2 WEB

This KPI indicates the average number of monthly visitors to GoCivilAirPatrol.com – 75,849. Based on an interpretation of website analytics (from Google Analytics, SEMRush, and GTMetrix), the top 50 searches are from members looking for a specific item on the website and not from organic internet search leading people to discover Civil Air Patrol via search engines. The average length of a visit is 2 minutes, 40 seconds, and the average number of pages viewed is 5.33 per visit. Search terms, time on site, and pages viewed indicated that GoCivilAirPatrol.com functions more like an intranet for members and staff than a marketing and recruiting tool. By comparison, Scouting USA (formerly the Boys Scouts of America) gets 3.1M visitors per month.



3 REV x 100

This KPI indicates revenue generated from *Volunteer* magazine advertising sales in FY21. This KPI reflects a decrease from FY20. No revenue was generated from the Spring 2021 issue due to MAC's decision to terminate the ad sales contractor for poor performance and questionable ethics. After completing an industry analysis, CAP determined the *Volunteer* ad sales rates were also 40% - 60% below market value. Advertising rates were subsequently increased, and a new ad sales contractor was selected who began selling ads for the Fall Special Edition.

ENG Monitor [Engagement Monitor]

4 ENGAGEMENT

Benchmarking the social media effort at the end of CY21 will help illustrate the impact of a renewed focus on social media resulting from the new Digital Engagement Team. Civil Air Patrol's current social media strategy conflicts with long-term marketing and brand awareness goals to build awareness on a national level, so a new social media strategy is being implemented.

5 FCBK

This value reflects the number of followers on Facebook. As the digital marketing strategy flourishes, followers will increase commensurate with expanded marketing efforts.

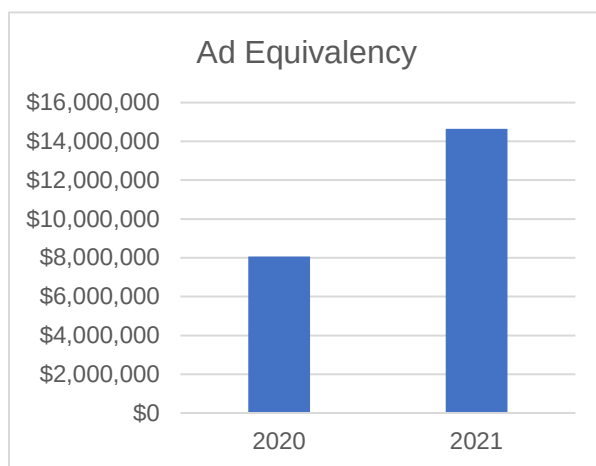
6 PROPS

The PROPS KPI shows the performance of the weekly e-newsletter at the end of each quarter. The e-newsletter is delivered to 30k people from various CAP lists including members, teachers, legislators, friends of CAP, and more. Since the first issue in November 2019, open rates (indicated by the green bars) and click-through rates (shown as a yellow trend line) have exceeded industry averages shown as the green and yellow dashed line on the dashboard.

7 AD EQUIVALENCY

Another key metric tracked by Cision to help determine the value of the marketing effort is Advertising Equivalency. Ad equivalency is based on the concept of converting the amount of earned media coverage Civil Air Patrol received (e.g., column inches and articles) to paid print advertising and converting television media coverage to commercial airtime rates.

In 2020 the ad equivalency for CAP media coverage was \$8,073,214. In 2021, advertising equivalency soared to \$14,643,769 in part due to national cable television exposure and syndication of the FOX News report on CAP and Military Makeover on The Lifetime Network.



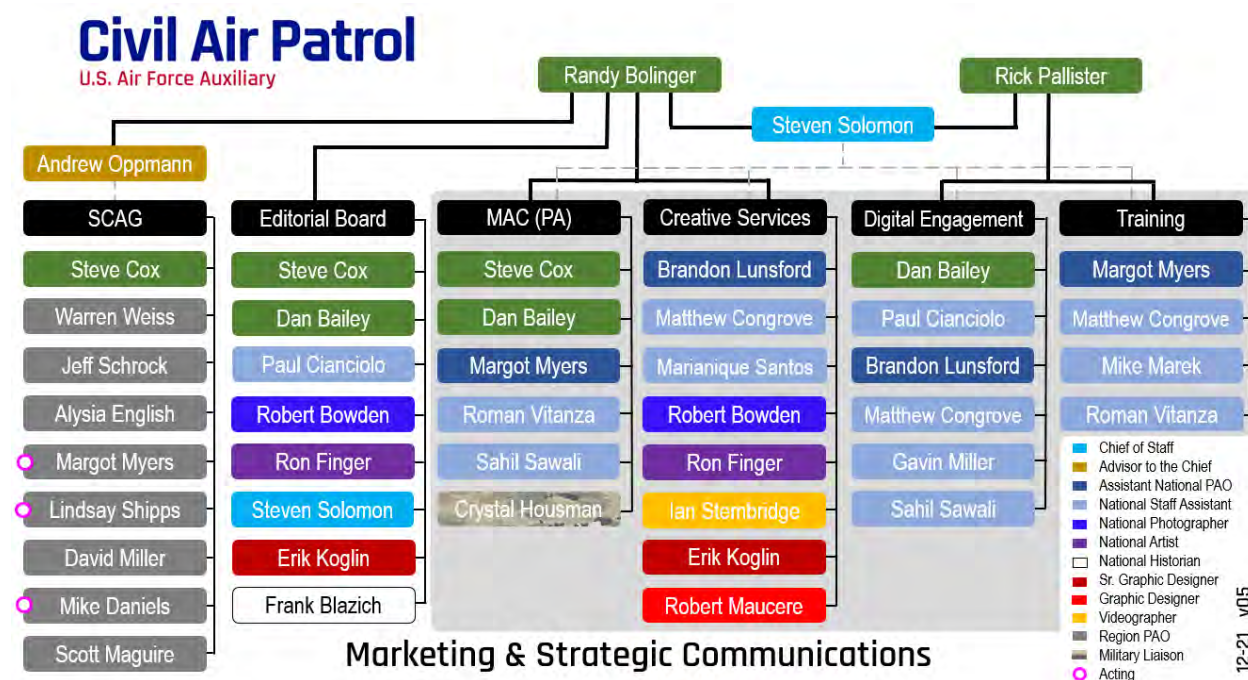
2021 Advertising Equivalency

\$14,643,769



Appendix B: Organizational Chart

This organizational chart shows a variety of teams collectively comprising Marketing and Strategic Communications (MAC). There is considerable overlap with paid staff and volunteers serving on multiple teams based on skill sets and availability. The basic purpose and function of each team is detailed below the chart.



Strategic Communications Advisory Group (SCAG)

The members of this team (shown in gray cells) are the eight region Public Affairs Officers (PAO). The team serves as a conduit for communications between MAC (NHQ) and the field. The NHQ MAC team disseminates key information to the SCAG team so it can be cascaded down to wing PAOs who are charged with doing the same with unit- level PAOs.

Editorial Board

The CAP *Volunteer* magazine editorial board is being expanded for the Spring 2022 issue to include a team of creative representatives in the areas of feature writing, photography, history, and art. This team will continue to build on the work done in 2020-2021 that made *Volunteer* an award-winning publication as the distribution strategy expands beyond the membership as a recruiting tool to help attract new members and donors.

MAC (PA)

The Public Affairs team has long been the core team responsible for media relations and public awareness. This team manages the public relations channel of marketing and strategic communications including, but not limited to, managing the media, and working with (mentoring and coaching) the nearly 1,500 PAOs.



Creative Services

This team of volunteers consists of members whose vocation and or avocation includes expertise in creative services (e.g., graphic design, photography, videography, painting, brand management, etc.). Other external resources (not shown) include expertise in filmmaking, illustration, infographics, and more. Collectively this team is charged with generating the brand and creative assets to market Civil Air Patrol in all mediums.

Digital Engagement

Civil Air Patrol's digital footprint (on the web and in the realm of social media) is a largely ineffective tool for attracting the continuous stream of new members and donors needed to support the growth and sustainability of the organization. The Digital Engagement team will, over the course of the next few years, execute key strategies needed to help make Civil Air Patrol a world-class brand, respected nonprofit, and effective marketing organization poised for growth.

Training

As CAP transitions from a public affairs model with 1,500 PAOs in the field, to an omni-channel marketing effort, a considerable amount of training will be required to help create a team of marketers in every wing. The training group is responsible for creating and updating new specialty track material and Volunteer University content to help public affairs officers better understand and productively support an expanded marketing effort.

NOTE: The four groups shown within the gray box on the chart are new teams that reflect changes in the soon to be released CAPR 150-3 Annual Marketing & Crisis Communications Planning which is a replacement for CAPR 190-1 PA & Crisis Plan.

(more)



Appendix C: Supplemental 80th Anniversary Activities

In 2020, MAC began planning activities for Civil Air Patrol's 80th anniversary in 2021. After a kick-off meeting, an 80th Anniversary Working Group (80AWG) was officially sponsored, and a team assembled. The 10 supplemental items listed below are excerpts from the 80th Anniversary Activities Recap that highlighted the work completed by MAC and the 80AWG to celebrate and commemorate 80 years of service to our nation and neighbors. Several activities have already been featured – the following items are noteworthy special activities that were not listed in the 50-project recap.

1. Resources Webpage (January)

A web page was created as a repository for 80th-anniversary resources and assets to provide easy access for all members. Eventually, the resources page included the Planning Guide, public service announcements in multiple lengths, multiple media releases, an assortment of graphics, and more.



2. 80th Anniversary Planning Guide (February - December)

The 80AWG began the year by developing a suite of assets that could be used throughout 2021. The comprehensive Planning Guide provided detailed instructions for celebrations, publicity, social media, templates, and more. A calendar of events helped units plan the year for maximum benefit. The guide also included 15 media releases designed to be distributed locally by PAOs throughout the year to help create a cadence of messaging without increasing the workload on local PAOs. Each release was associated with a key date (National Volunteer Week, National Physical Fitness Day, etc.). The release series was provided to all of CAP's 1,500+ PAOs. This methodology helped CAP communicate in a coordinated, cohesive voice on social media platforms and websites.



3. History Banners (April)

Artwork (display banners and poster) originally created by the history team for the 75th anniversary was expanded to be current through 2021. The update added key initiatives since 2016 including Cadet Wings, sUAS, Cell Phone Forensics, National Radar Analysis, and COVID-19 operations. While there was no specific 80th anniversary messaging, the panels were made current so they could be used seamlessly as desired in 80th-anniversary applications.



4. History Posters (April)

Other items already available on the history.cap.gov website like this vintage poster were updated with the 80th-anniversary graphic to create additional resources to support local events and celebrations.





5. **Volunteer Magazine Poster Fold-out (April)**

The Spring issue included an innovative 11"x14" fold-out poster featuring the *Proud Past – Envisioning the Future* art. The art was sized to be the largest size possible to fit in the magazine with only two folds and also still fit into an off-the-shelf picture frame. MAC worked with the magazine printer to resolve the challenges encountered with adding a supplement insert into the magazine. The solution will create new opportunities for *Volunteer* magazine in the future.



6. **Vintage Aircraft Social Media Posts (September – December)**

Images of the individual paintings of the 21 aircraft featured in *Timeline Flight* painting (next page) were released on social media every five days and weekly in PROPS and CAP.news. The social media posts generated some of CAP's strongest engagements in the past two years. When featured in PROPS, each link received between 500–1,000 clicks, also among the highest engagement recorded in the publication's two year history.



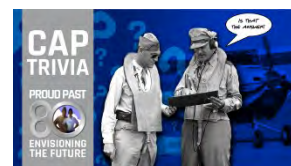
7. **Historic Aircraft Screen Saver (November)**

Based on the popularity of the aircraft art released on social media, MAC created a computer screensaver for members. Using the color studies from the 21 aircraft featured in the *Timeline Flight* art, MAC created screensaver instructions for both Mac and PC users. The feature was released on November 30 (the last PROPS issue before the 80th anniversary).



8. **80th Anniversary Trivia (December)**

To help make the Watch Party's vintage black and white 1958 documentary more entertaining and appealing to a younger audience, the 80AWG developed a series of trivia questions that blended humor and Civil Air Patrol history. The first 10 minutes of the watch party featured dozens of trivia questions with graphics.



9. **Homepage Imagery (December)**

The final routine website homepage carousel update of the year included vintage Civil Air Patrol images of diverse members (young/old, male/female, back/white) working together to serve communities, save lives, and shape futures.



10. **Anniversary Art – Digital (December)**

In preparation for the 80th Anniversary Watch Party, additional art was created for use on the website and Watch Party. *Timeline Flight* was shown previously (see item #12). The digital piece on page 21, *Bygone Flyby*, shows a mythical low pass featuring a circa 1940s CAP aircraft and a current fleet aircraft.



Bygone Flyby



Bygone Flyby digital art and 80th anniversary *Proud Past–Envisioning the Future* campaign graphic by National Staff member, Maj. Erik Koglin.

Timeline Flight (see page 5, item #12)



Timeline Flight acrylic on canvas painted by National Staff member, Maj. Ronald Finger.

(more)