

CY23

2023

YEAR IN REVIEW

MARKETING & COMMUNICATIONS



YEAR IN REVIEW: 2023

Overview

The marketing and strategic communications (MAC) team continued to support internal customers (directorates), advance long-range projects, complete significant work-in-progress, update regulations and pamphlets, and publish major works like *Volunteer* magazine, Annual Report, Report to Congress, and 52 Wing Reports. MAC also continued work on Strategic Plan overarching objectives of modernizing the visual identity, strengthening brand governance, and making the brand more cohesive through projects like the website unification effort that ensures all 52 wing websites (previously telling 52 versions of the CAP story) represent Once CAP with proper branding and complete and accurate content – all while reducing workload on volunteers.

The 2023 marketing and communications effort included national media coverage, direct marketing campaigns, recruiting events and tradeshow, advertising, brand management, special projects, and more. This Year in Review captures a small cross-section of MAC activities executed during calendar year 2023. The end of the report includes supplemental information including:

- Dashboard of Key Performance Indicators on page 26
- Organizational Chart on page 27
- Departmental challenges on page 27
- Marketing Impact statement on page 28
- Summary on page 28

2023 By The Numbers

- \$212,162,028 advertising equivalency for CAP media
- 36,262,645 photo views from the image gallery
- 6,311,882 page views on GoCivilAirPatrol.com from 1,026,075 visits
- 495,716 social media engagements
- \$32,705 generated in *Volunteer* magazine ad sales
- 18,052 CAP page views on airforce.com from 10,054 visits (since August 13, 2023)
- 5,191 new members (through November 30, 2023)
- 80 national-level media news releases distributed
- One new revenue stream created (Squadron Posters)
- One award-winning Report to Congress (Gold Hermes Creative Award)

About this Report

The report is divided into three sections: Marketing, Communications, and Brand Management. Many of the entries in the report have an associated thumbnail graphic. A magenta border around a graphic indicates a link to more information accessed by clicking the image.

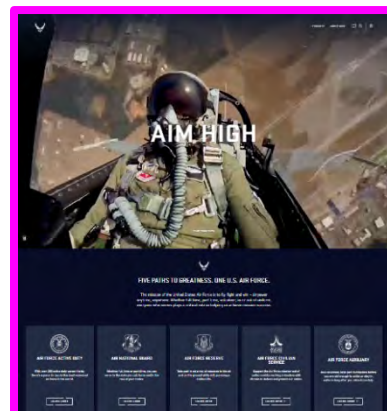
**MAGENTA OUTLINE
INDICATES A LINK**



MARKETING

1. airforce.com

The MAC team worked tirelessly for more than two years to get the conspicuously absent fifth Total Force partner added to the homepage of airforce.com. Once the concept had Air Force approval, the MAC team created a landing page (airforceaux.com that exactly mimicked the airforce.com website design), drafted copy, provided diverse imagery, and included links to CAP core programs on GoCivilAirPatrol.com to provide a seamless user experience from airforce.com to GoCivilAirPatrol.com.

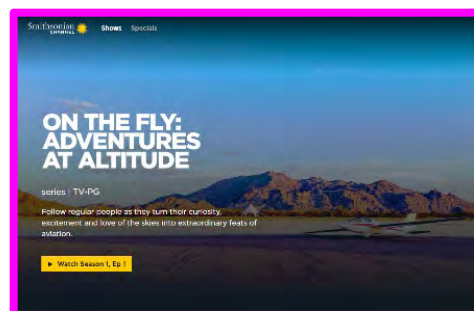


Airforce.com attracts more than 1.3 million visitors per month compared to GoCivilAirPatrol.com that attracts only 85,500 visitors per month (98% of whom are already CAP members based on website analytics). This accomplishment by MAC likely represents CAP's single greatest and most cost-effective marketing return on investment in the organization's history.

2. Cable Television Exposure

Smithsonian Channel

Facilitating an opportunity with the Smithsonian Channel provided another chance for Civil Air Patrol to benefit from national cable television exposure to 35 million households. Working with TIME Studios, the producer of Smithsonian Channel content, CAP arranged for a crew to film two intercept missions (one a simulated drug smuggling operation and a restricted airspace incursion). The film crew also captured pre-flight and post-flight briefings, and interviewed Air National Guard and Air Force Auxiliary pilots for the December 10, 2023 segment of *On The Fly: Adventures in Altitude*. This project was completed with the assistance of the MAWG.



3. Media Negotiations – Aviation¹

One of the reasons Civil Air Patrol is not widely known is because until recently, the organization had no meaningful external marketing effort and no advertising strategy. After a 2020 benchmarking survey revealed that only 36% of the pilot population surveyed were familiar with CAP, MAC developed an aviation-centric advertising strategy to begin raising awareness among a target audience (pilots, observers, photographers, and scanners) essential to CAP mission sustainability. Subsequent media negotiations included print and digital advertising, and targeted direct mail with the leading publications in general aviation.

4. Print Advertising – Aviation²

In early 2023, a new series of pilot recruiting ads was created. Each of the four ads was designed with a unique message to resonate with a different segment within the target psychographic – pilots and aviation enthusiasts. Ad creative concept **A** below was designed to appeal to aviators interested in flying modern, glass cockpit-equipped aircraft. Concept **B** was designed to generate



interest in training with Total Force partners. Ad concept **C** promoted the camaraderie among fellow aviators found within CAP units. And ad concept **D** was designed to show how dynamic and meaningful CAP flying can be with so many different mission types.

Initial data indicated that ad concept **B** generated the most interest followed closely by concept **A**. This indicated that the messages surrounding joint training as a Total Force partner and flying modern aircraft were the two most compelling messages for pilots interested in exploring CAP.

Concept A



B



C



D



AOPA Pilot Ad Campaign

The Aircraft Owners and Pilots Association (AOPA) member publication, *Pilot*, is the industry's top tier publication. The magazine is distributed to its more than 404,000 members and includes a wide range of aviators from recreational to commercial pilots. In the United States, there are approximately 467,000 certificated pilots, (plus 198,000 students). Thus, the ads in AOPA *Pilot* reach approximately 87% of the target audience based on the number of pilots who receive the association's publication monthly.

Plane & Pilot Ad Campaign³

Plane & Pilot is the industry's leading second-tier publication primarily read by a general aviation audience (private pilots, photographers, and enthusiasts). MAC continued a full print advertising schedule for 2023 that directed interested parties to a unique landing page as a call to action to find a squadron and plan a visit.

Aviation For Women Ad Campaign

Complimentary advertising continued in the two Women in Aviation International publications based on the partnership between CAP and WAI. The ads were placed in *Aviation for Women*, the bimonthly trade publication of the association and *Aviation for Girls* the semiannual publication for girls under 17. MAC is also a content generator for Women in Aviation (with stories like the one shown here), which helps provide valuable exposure beyond the reach of the advertising campaign.





5. Digital Advertising – Aviation

The 2023 advertising media negotiations included both print and digital campaigns. A new series of digital ads with attention-grabbing imagery was developed in the various sizes required for different digital applications including websites, e-newsletters, email campaigns, and other digital communications. The headlines, used as the call to action for each ad were loosely based on what consumers find in CAP's growing suite of recruiting brochures (Fly With Us, Train With Us, Serve With Us, Join Us, etc.)



6. Direct Marketing – Aviation

Leveraging the databases of other companies is a cost-effective mechanism for expanding the reach of CAP to raise awareness and recruit members.

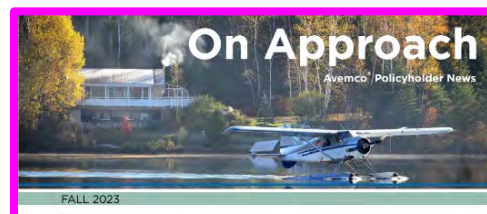
FLYING Magazine

Media agreements for 2023 also included several value-added (no charge) elements. Chief among the opportunities was a targeted direct mail marketing campaign that allowed CAP to leverage the database for various publications. A customized Civil Air Patrol message with links for more information and bonus content was sent to 70,000 *FLYING* subscribers with customized messaging.



On Approach (Avemco)

Avemco Insurance partnered with CAP in 2023 through an advertising agreement in *Volunteer* magazine. Avemco offers significant insurance discounts to CAP pilots and aircraft owners based on CAP's training and proficiency requirements. Because of the presumed safety of CAP pilots, Avemco is interested in having more of their policyholders become CAP pilots to help keep them current and safe. As a result of this desire, MAC encouraged Avemco to publish a story about Civil Air Patrol in the August edition of *On Approach* as a means of introducing CAP to its customers hoping that more will join CAP and become better, safer pilots through their CAP training.



7. Volunteer Magazine

For the third consecutive year since the magazine's complete redesign in 2020, CAP *Volunteer* was honored by the Hermes Creative Awards for its ability to inform, entertain, and educate people about Civil Air Patrol in a creative and compelling fashion. The magazine enhancements in the quality of creative writing, imagery, design, and art have also helped attract new advertisers.



Spring Issue

The spring issue of Civil Air Patrol *Volunteer* magazine focused on the 50th anniversary of the end of the Vietnam War. Many CAP volunteers, including two Medal of Honor recipients served honorably during the conflict. Eight members who served are still listed as missing in action. The cover story featured conversations with multiple Vietnam veterans who are still active in CAP. The dramatic cover art was an artist conception of the Vietnam Veterans Memorial black granite wall in Washington, D.C., showing a mocked-up section of wall bearing the names of Civil Air Patrol members who were killed in action or are still listed as missing. The magazine was also distributed at AirVenture and at Camp Legacy during the national Welcome Home commemoration in March.



Fall Issue

Operation Wolverine was the cover story for the fall issue. The story about the cadet-led SAREX in Michigan Wing was also written and photographed by cadets with the mentoring and coaching support of the editorial team. MAC national staff always includes cadets to provide opportunities for them to write articles and generate content for publication in various forms. Serving on the MAC national staff and or working on individual project assignments for the magazine provides a welcoming and safe environment for cadets exploring careers in marketing, public relations, or journalism to participate in business meetings, understand how the editing process works, discover the multifaceted complexities of magazine publishing, work to meet a deadline, be mentored by marketing and journalism professionals, and more.

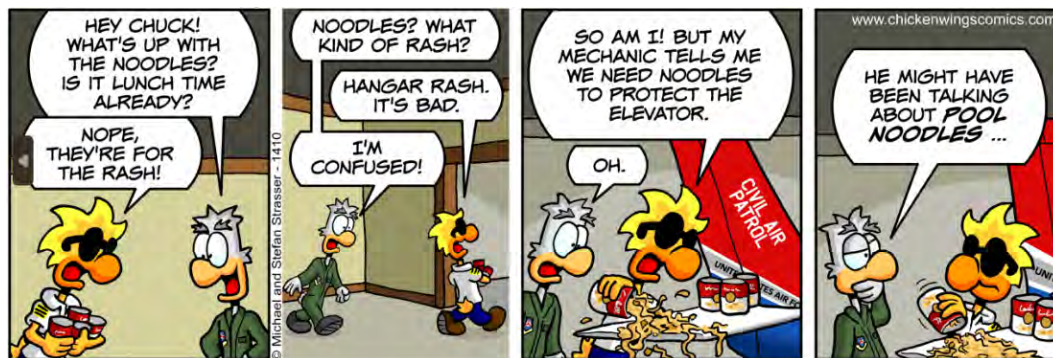


CAP Comic

MAC commissioned two cartoonists to modify an existing aviation-themed comic strip – Chicken Wings – for Civil Air Patrol and *Volunteer* readers. MAC worked with the creators to develop a new character named Col. Byrd. Aircraft sometimes appear in CAP livery and other supporting characters appear in CAP uniforms to help make the comic unique to CAP. The concept for each comic strip is created by MAC to align with a feature story, complement other content in the issue, or connect in a humorous way with some other timely CAP events or activities. The comic strip always generates high engagement rates on social media and also helps make CAP *Volunteer* more appealing to younger readers.

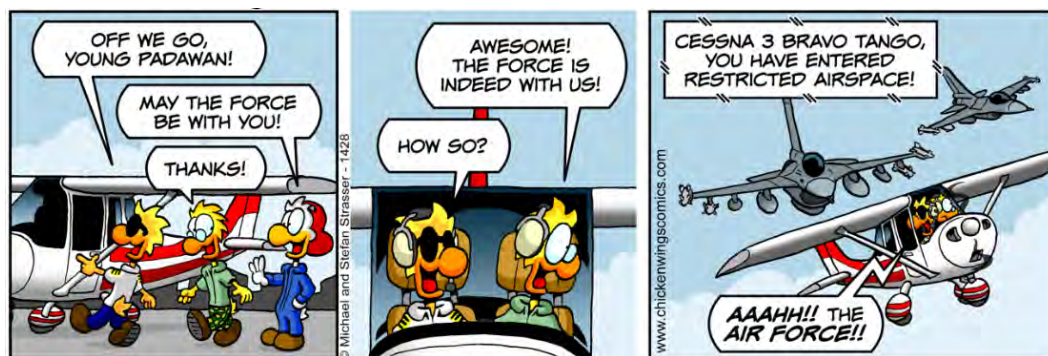
SPRING 2023 – Hangar Rash

In the springtime, CAP aircraft were incurring minor damage – known as hangar rash – from aircraft movements in and around hangars. The comic strip below was designed to raise awareness and provide a mechanism to reinforce the message at the unit level that safety protocol for aircraft movements is there for a reason – to protect the asset from hangar rash.



Fall 2023 – Use the Force

After successfully getting the auxiliary permanently added to the homepage of airforce.com in July, the comic for the fall issue of *Volunteer* focused on being part of the Total Force. In this case, the aircraft was taken out of CAP livery, and no CAP members appeared in the comic as the intent was to illustrate that hapless pilots who aren't paying attention to pop-up TFRs may stray into restricted airspace may get intercepted which is exactly why CAP helps the Air Force practice these intercept missions.



Revenue Generation (see also 28. Licensing for more revenue generation)

The 2022 advertising strategy to both improve the caliber of advertisers in *Volunteer* magazine to help elevate the brand and increase revenue continued the positive trend in 2023 by attracting new advertisers and increasing revenue 15%. While some smaller ads have been grandfathered in, new advertising is limited to half-page and full-page ads only. Further new ads must be “valued-added” content for the reader -- not just ad space sold to generate revenue. The long-term goal is to have income from advertising sales offset increasing production costs, thereby eliminating the magazine as an expense while keeping the ratio of editorial content to ad pages near 6:1. New paid advertisers included ASA, Lightspeed, and Avemco (see ad creative next page).

(more)



ASA



Lightspeed



Avemco



8. Marketing Plans and Guidance

In the spirit of continuous improvement by providing a suite of tools to standardize and elevate field marketing, the MAC team continued to develop resources for managing and governing the brand. A number of resources have been developed, proposed, or are in various stages of development to support CAPR 150-1 *Civil Air Patrol Marketing and Communications Program* as CAP continues its shift from a public affairs model to a more robust marketing model.

CAPP 150-11 Marketing and Communications Annual Plan

Often, the volunteers charged with marketing and promoting Civil Air Patrol have little or no professional marketing experience. The template provides valuable insights into marketing best practices and helps standardize how CAP is marketed to external audiences.

CAPP 150-12 Encampment & NCSA Marketing Playbook

Building on the Marketing Plan Template, this pamphlet is a practical “How To” guide to help volunteers promote an encampment or special activity, before, during, and after the activity. The best practices featured included photography, storytelling, video, social media, media releases, web content, blog and more.

CAPP 150-13 Marketing and Communications Awards Program

Shifting to the multi-channel marketing team model enabled MAC to identify wings that embraced the new vision and succeeded at making the wing the marketing focal point for a more cohesive brand message. The new MAC model introduced a revised annual wing marketing team of the year award, enhanced the annual Balsem awards for individual contributions, and added an organization-wide annual Capture CAP photography and videography awards program to promote esprit de corps.

CAPP 150-15 Marksmanship and Shooting Sports Playbook

One of the recurring scenarios that created significant negative publicity and negative brand perception that must be managed by the paid MAC staff was activities surrounding marksmanship and gun safety. While gun safety, marksmanship activities, and firearms education are all wonderful and exciting activities, the frequent improper social media



posts about such activities temporarily tarnished the CAP brand. After several such rounds of negative publicity following marksmanship activities in different wings, MAC proposed a pamphlet to provide guidance on best practices, and dos and don'ts about promoting CAP's marksmanship, firearm safety, and shooting sports activities in ways that are not inflammatory, disturbing, or polarizing. The pamphlet was in progress at year end⁴.

CAPP 150-16 National Crisis Plan

In order to reduce workload, the new CAPR 150-1 *Marketing Program* regulation eliminates the requirement for every unit to develop a unique crisis plan every year. This pamphlet standardizes a crisis plan enterprise-wide and provides a documented protocol to follow in the event of a crisis at any echelon of the organization.

9. Event Marketing

Marketing has been getting more involved in events over recent years. In 2023, more event-related brand assets were added to the Brand Portal for use in any event application from a unit-level open house to national events like the world's largest airshow.

EAA AirVenture

AirVenture is the nation's largest aviation event, attracting more than 1,000 journalists, 10,000 aircraft, 20,000 RVs, and more than 650,000 attendees. In 2023, MAC supported three displays, an 80'x40' exhibit in the education area that featured a 20'x20' free-span tent, large-format graphics, and a GA-8 CAP aircraft; a smaller footprint adjacent to the Air Force recruiting building featuring a C172 aircraft and a 10'x10' tent; and a one-day public benefit flying display featuring another CAP aircraft in Boeing Plaza at show center.



This project was completed with the assistance of the WIWG and support from MNWG.

Other Events

MAC provided support for many other events by creating graphics, sourcing images, offering brand compliance reviews, and more. For select events, like the annual Airlift/Tanker Association (ATA) Convention, MAC staff was also involved in graphics, collateral, logistics, set-up/tear down.



Branded Assets and Templates

Assets like event graphics and templates for encampments, activities, and events were created for the Brand Portal to help standardize branding, raise the level of professionalism, and reduce workload.

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Editable Event Flyers

Editable flyers were created to provide units with a tremendous amount of flexibility to customize the promotion of local events. The flyer templates allowed units to edit every text field, change the QR code, and swap images as desired. Once updated, the file could be scaled and printed at a local printer in a variety of sizes for indoor and outdoor use.



Activity E-newsletter Template

Primarily designed for use at multi-day activities like encampments and national cadet special activities, the e-newsletter templates were also designed to be highly customizable and flexible. The templates included the proper brand fonts, type sizes for body text, columns and text fields that could be easily modified, and more.



Graphics

Each time graphics were updated by MAC or requested for an event by an OPR, the approved versions of the graphics became potential options for use by staff and members at other events. Standardizing the look and feel of graphics, giveaway items like stickers and posters reduces workload and improves brand management.



10. Original Art

CAP's prolific national artist contributes museum quality commissioned art that MAC uses in a wide variety of applications monthly. The following are examples of how the art was used to promote Civil Air Patrol in 2023.



Silvered Wings Series

Some of the most anticipated and popular social media posts and PROPS content of 2023 surrounded the periodic releases of original art by CAP's National Artist. The *Silvered Wings* series was a continuation of the popular *Timeline Flight* series released during the 80th anniversary celebration. In 2023 MAC negotiated a licensing agreement with Squadron Posters (squadronposters.com) as a means of both monetizing the art through by creating a new revenue stream and raising awareness of CAP through the distribution of CAP-related art available globally via a third-party website.



Special Projects

Having a world-class artist on the national staff enables the MAC team to create special projects to promote CAP, celebrate special occasions, and more. In 2023, Assistant Secretary of the Air Force Alex Wagner, flew with a U.S. Air Force Auxiliary aircrew on a Fertile Keynote intercept mission. The mission gave the assistant secretary first hand knowledge of the value of the auxiliary as a Total Force partner. As a reminder of his experience and as a way to keep CAP top-of-mind, a painting of the mission entitled “*All in the Family*” was created for the Assistant Secretary’s office in the Pentagon.



Volunteer magazine

When the redesign of the magazine started in 2020, a concerted effort was made to improve its visual appeal (more dramatic photography, infographics to replace copy, and original art). Every issue benefits from the art created and donated by CAP's national artist. This still life painting of Vietnam War-era artifacts was used as the opening spread of the cover story from the spring issue.



Gone West

The ability to supplement photography with art in *Volunteer* also solves a chronic problem – poor quality, low-resolution, or missing photography – while enhancing the visual appeal of the magazine. Each issue features a tribute to notable members who have passed since the previous issue. Because imagery submitted for the article was often unusable for print productions, illustrations created from the imagery submitted was the solution. Ultimately, the illustrations made Gone West a focal point.



Donor Portraits

Each issue of *Volunteer* also includes a donor profile. However, the art often supplied for the article was also unusable. Rather than publishing a donor story without an image, MAC commissioned portraits of the donors. The full-color portraits are different from the



illustrated sketches in *Gone West* and add a touching element to the story. The art was used as a gift from Philanthropy to the donor or donor's family as an expression of gratitude for the philanthropic support of Civil Air Patrol.

11. Collateral Additions (alumni, chaplain, NCO)

MAC continued to strengthen brand management by identifying and updating collateral that was either created prior to the logo launch and brand standards or was created after the launch but was not brand-compliant in some manner. In 2022, the first four brochures (cadet, adult, pilot, and teacher) were standardized into a cohesive family of collateral. In July, a fifth piece was added aimed at recruiting CAP alumni. By year-end, two more pieces were in development specifically to support recruiting efforts for the NCO and Chaplain Corps. All brochures share the call to action that is also used in other marketing and advertising (Fly With Us, Teach With Us, Lead With Us, Serve With Us, etc.).

Original Series



2023 Additions



12. Pentagon Graphics

In February, the Air Force Auxiliary programs liaison with the Assistant Secretary of the Air Force for Manpower and Reserve Affairs helped facilitate an opportunity for CAP to create a large-scale graphic to be permanently mounted in a hall of the Pentagon A-ring. A series of graphics featuring Air Force Major Commands is already on display in an area where Air Force senior officers are posted. The addition of an Air Force Auxiliary graphic will provide tremendous exposure for the auxiliary as part of the Total Force. After 10 months of effort, MAC has finally completed the air-to-air photo shoot needed to compile the 15' x 6' graphic and expects the piece will be ready for installation in 2024. The final images used in the graphic will be selected to illustrate CAP's role as the auxiliary in providing essential readiness training as a member of the Total Force; assisting with key pilot training initiatives like Rated Preparatory Program and Cadet Wings, and diversity. The primary limitation driving final image selection is image resolution – most CAP images have insufficient resolution to be blown up to 6' wide. Hundreds of images reviewed to date failed to meet the minimum DPI (dots per square inch) resolution requirement.

This project was completed with the assistance of the MIWG and support from AZWG.

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13. 2023 Top 10 List

There were many amazing achievements, records, and milestones in 2023. Ten accomplishments were selected that represented as many different directorates as possible without repeating accomplishments featured in previous Top 10 videos. In early January, a short video was distributed via social media, PROPS, CAP.news, social media and GoCivilAirPatrol.com. The Top 10 achievements featured in the video are noted below (in no particular order):

1. 60 Lives Saved
2. Cadet Membership Topped 29,000
3. Registration Zone App Launched
4. ACE Participation Set New Record
5. Operation Pulse Lift Achieved Goals
6. Auxiliary Listed on airforce.com Homepage
7. O-ride Flight Hours Set a 15-year Record High
8. CAP Foundation Exceeded \$4 Million in Managed Funds
9. CAP Featured on a Smithsonian Channel Broadcast
10. History Team Commemorated 50th Anniversary of the End of the Vietnam War



(more)



COMMUNICATIONS

14. External Communications

Throughout the year, MAC collaborated with a variety of partner organizations, specialty publications, and media requests to develop CAP-related content that extends the reach of CAP marketing efforts through earned media. Column inches for advertising space in a publication like *The Washington Post* for example are cost prohibitive. However, CAP content appearing as earned media helps CAP tell a compelling story to a much wider audience with minimal impact other than the investment of MAC's time for coordinating projects, sourcing imagery, fact-checking, and follow-up.

The Washington Post

MAC collaborated with CAP's Geospatial team on a *Solutions Start Here* feature for *The Future Speaks* on *The Washington Post* website about the power of mapping technology. Civil Air Patrol is a heavy user of ESRI GIS technology and as a key collaborator, helps improve functionality for a better product that helps relieve suffering after a disaster and helps expedite recovery efforts. Based on CAP's successful applications of ESRI's geospatial data, Civil Air Patrol was awarded the Making a Difference Award at the 2023 FedGIS conference. The article led to a variety of follow-up media inquiries.



Citizen Airman Magazine

Citizen Airman, the official magazine of the Air Force Reserve, ran a piece about CAP-USAF in the October-November issue. The article focused on the key role that many reservists play in supporting the cooperative agreement, supporting encampments, and more. The article provided a concise overview for reservists about the role of Civil Air Patrol as the auxiliary and Total Force partner and concluded by encouraging reservists to consider serving Civil Air Patrol in some manner.



AF.mil

The Air Force PA team did an excellent job of collaborating with MAC to amplify content to a much larger audience. Since 2019, the relationship with 1AF has grown increasingly stronger. In 2023, 1AF PA continued to be an excellent partner sharing MAC stories and media releases via [AF.mil](https://www.af.mil) and Air Force social media channels. See also item #26.

15. Internal Communications

Civil Air Patrol programs, activities, and events are so broad and diverse that very few people truly know the depth and breadth of what the organization does. Internal communications helped keep members, family members alumni, and other interested parties informed.



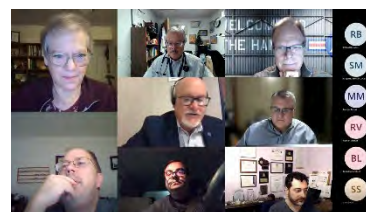
PROPS e-news

MAC continued to compile and distribute PROPS into its fourth year. The stated purpose of PROPS is to inform members of activities, news, and accomplishments throughout the organization. Distribution includes adult and cadet members, legislators, teachers, strategic partners, alumni, and more. PROPS is designed to be forwarded in order to help raise awareness and stimulate recruiting efforts. To that end, PROPS was modified to facilitate email-forwarding that retains the original formatting. PROPS is published bi-weekly on the first and third Tuesday with all back issues archived on CAP.news.



SCAG (Strategic Communications Advisory Group)

The Strategic Communications Advisory Group, consisting of the eight region directors of public affairs, continued to meet online monthly. The group served as a conduit with key PAOs to convey information to and from the field, share best practices, and serve as a focus group for work in progress. Ideally, the information MAC shared with this team was in turn shared with their wing PAOs, who could also share it with unit-level PAOs. The SCAG team was instrumental in providing feedback on the development of new regulations, training content, and pamphlets.



Wing PAO Forum

The National Public Affairs Officer and Assistant National Public Affairs Officer did the heavy lifting of coordinating MAC's growing national staff (see the organization chart on page 29). Additionally, as a means of supporting wing PAOs, these members established a forum to answer questions from the field about regulations and resources, to share information, to mentor new PAO about the Brand Portal, and more. Every wing PAO is a member of the forum (some wings do not have a PAO). This vital communications channel also serves as a real-time early-warning notification system for MAC about issues occurring in the field (member arrest, for example), and serves as another focus group to provide input on training, regulations, and more.

MAC Matters

With a backlog of hundreds of projects in the MAC queue, there was (and continues to be) a significant amount of change happening monthly. In August, 2023, the MAC team began publishing a monthly e-newsletter to help keep people informed. The e-newsletter includes content in three main areas – marketing, communications, and brand management. The objective was to inform interested parties about what was recently released or is about to be released and how to gain access (with most assets residing on the [Brand Portal](#)). The initial distribution list was PAOs, recruiters, and commanders at all levels and a growing list of people opting in to receive the newsletter.





16. Legislative Day Campaign

The National Legislative Day Campaign was a high-visibility, high-impact effort supported by all directorates. MAC and Government Relations worked closely to develop the training, collaboration, information gathering, and packaging of a suite of campaign products used at the state and national level to educate legislators about the value of Civil Air Patrol to communities, states, and the nation. The reports and supporting documents compiled help illustrate the invaluable role CAP plays in disaster response, homeland security, education and training of youth, and community support.

2022 Report to Congress

The 2022 Report to Congress is one of the showcase pieces that highlights the many efforts of Civil Air Patrol from the previous year. Sections were dedicated to Emergency Services, Cadet Programs, Aerospace Education, missions, special activities, and statistics. The graphic theme for the Report to Congress is used to drive the look of all supporting pieces for brand cohesiveness. The 2022 Report used the new mission statement as section headers (Serving Communities, Saving Lives, Shaping Futures). In June, CAP's 2022 Report to Congress also won a Hermes Creative Awards gold in the category of Nonprofit Annual Reports, Printed Media.



2022 Wing Reports

Each year, MAC collaborates with wing commanders, public affairs officers, and government relations advisors in each of the 52 wings to develop tailored reports. The front of each report highlighted a key contribution CAP made to the state. The reverse side included a statistical analysis of the year that documented the value of CAP to the state as an emergency services provider, education partner, and facilitator for youth development and excellence. When used in conjunction with the Report to Congress, the Wing Report complemented the national-level campaign with CAP's invaluable impact.



This project was completed with the assistance of all wings.

2023 Fact Sheet

The annual Fact Sheet represents a compilation of statistical data and highlights of the previous year (2022) that was designed to be used throughout the subsequent year (2023). As a single-sheet document, the Fact Sheet was an easy-to-digest view of the most significant items from the Report to Congress, including an overview of the three programs (emergency services, aerospace education, and cadet programs), highlights of each program from the previous year, the financial value of volunteer time, number of students impacted, hours flown, and more.





2023 Congressional Squadron Fact Sheet

The Congressional Squadron Fact Sheet was folded into the design theme for 2022 for the first time as part of a cohesive family of Legislative Day campaign collateral. The reverse side, normally left blank, was populated with the statistics from the National Data page of the Report to Congress thereby making the one sheet Congressional Squadron Fact Sheet an excellent resource as a conversation starter while recruiting members of Congress to join this nonpartisan effort.



17. Annual Report

The Annual Report, formerly known as the Financial Report, is another important piece of collateral produced annually that is 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 blends 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 recognizes CAP's generous donors and is a companion piece to the Report to Congress.



18. Partnership

Given the high level of interest in aviation that is pervasive among the cadet corps, MAC reached out to the Aircraft Owners and Pilots Association to help provide access to training material in one of the AOPA member publications – *Flight Training*. The magazine has insightful stories about flight training, techniques, regulations, airspace, advanced technology, product reviews, careers in aviation, and much more. AOPA agreed to provide CAP cadets at flight training age (14 and older) with a free subscription. Connecting cadets with the largest association of pilots in the world provides access to invaluable resources essential to anyone making aviation an avocation or vocation.



19. Public Affairs

Super Bowl LVII Fertile Keynote

Another annual opportunity for positive national media coverage was the Super Bowl. Civil Air Patrol always participates in the pre-event joint training exercise and subsequent media coverage. Local PAOs were supported by MAC's national staff as the Super Bowl subject matter experts who maximized exposure of this high-profile media event. After the event, the Super Bowl Continuity Book was updated with lessons learned and opportunities for continuous improvement for the team to benefit from in 2023.

This project was completed with the assistance of the AZWG.





20. Media Releases

Eighty media releases were distributed in 2023. Collectively, the releases generated 18,795 total mentions and reached a potential readership of nearly 13 billion. These releases were a combination of NHQ- and field-generated releases. For releases associated with Air Force-assigned missions, MAC works closely with the First Air Force PA team to coordinate messaging, obtain approvals, secure quotes from general officers, and to boost CAP's exposure by leveraging the supplemental reach of the Air Force news audience. Additionally, the MAC team assisted CAP PAOs nationwide with the editing, rewriting, coaching, and mentoring required to facilitate the development of local media releases that adhere to public relations best practices, proper grammar, CAP Style, and more.



21. Diversity Campaign

A year-long DEI campaign supported and promoted CAP's position and efforts to recognize and celebrate the diversity among our ranks that makes the organization better, stronger, and more attractive to more potential members.

MLK Day and Black History Month

Collaborating with the national Diversity team and CAP historians, the first diversity campaign posts of 2023 appeared in January shortly after an announcement about CAP's appointment of the organization's first paid, full-time Chief Diversity Officer.



Women's History Month

Continuing to celebrate Civil Air Patrol's diversity, a Women's History Month campaign was developed for March. The campaign included social media and web features that highlighted key female CAP leaders including CAP's National Vice Commander and four region commanders representing half of all CAP regions.



Asian American Pacific Islander Heritage Month

In May, MAC created Asian American Pacific Islander social media posts. The content featured the contributions of a cross section of CAP members and alumni of AAPI descent including Anh-Thu Nguyen who was planning to fly around the world solo in a single-engine aircraft, and Lt. Col. Robin Kim, a flight instructor with more than 1,000 hours of flight time in Civil Air Patrol aircraft who also serves as a national Youth Aviation Initiative Panel member, helping ensure the success of the Cadet Wings program.





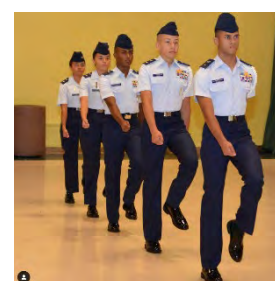
PRIDE Month and Juneteenth

June included two very different and equally important recognitions – Pride Month and Juneteenth. The Pride post generated CAP's largest engagement of the year both in terms of positive and negative responses. For example, the Instagram post shown here, while not controversial in any way, generated 873 comments. For context, the Instagram post with the next highest engagement was a post that generated 43 comments about a cadet who received appointments to three military academies



National Hispanic Heritage Month

National Hispanic Heritage Month provided an opportunity to recognize the achievements of the Civil Air Patrol cadet team from Puerto Rico wing's Dr. Cesareo Rosa-Nieves Cadet Squadron who won the 2023 CAP National Cadet Competition. Along with the demands of preparing for the competition, the PRWG team had other challenges like distance and language to overcome – English is a second language for many CAP members in this wing. This important social media post provided an excellent opportunity to feature their achievements.



National Disability Employment Awareness Month

While Disability Employment Awareness month is one of the Defense Equal Opportunity Management Institute recognitions that served as the basis for the majority of CAP DEI recognitions, 2023 marked the end of this recognition. MAC and the Chief of Diversity collaborated to make a change in 2024 to a disability recognition that better suits CAP. The decision was largely based on the fact that of the 65,000 members of CAP, only about 200 are employees. Consequently, choosing a different disability awareness recognition provides greater opportunities to recognize the contributions of volunteer members beginning in March 2024 for National Disabilities Awareness Month.



National Native American Heritage Month

National Native American Heritage Month was a time to recognize an American hero, Maj. Victor Apodaca, a former Civil Air Patrol cadet and the first Indigenous person of Navajo and Spanish descent to graduate from the U.S. Air Force Academy. He was killed in action serving in the Air Force during the Vietnam War and was listed as MIA for decades until his remains were finally returned home in 2001. His story was also featured in the Spring issue of Volunteer magazine that also paid tribute to CAP veterans of the Vietnam War 50 years after the conflict ended.





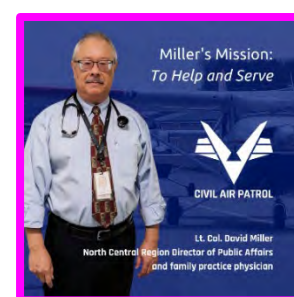
22. Operation Pulse Lift

Operation Pulse Lift continued to be a large part of CAP outward messaging in 2023. The mission that originally started in 2017, ramped up significantly during the COVID-19 pandemic. By year end, Operation Pulse Lift had achieved two major milestones – a total of 500 blood collection events were hosted nationwide by various units, and more than 30,000 units of whole blood were collected (and in many cases donated) by CAP members since the beginning of the pandemic. This high-profile collaboration with CAP partner organization American Red Cross, generated numerous media releases, social media posts, and national attention by both organizations throughout 2023.



23. Impact Features

A series of human-interest features promoted the impact CAP members are having inside and outside the organization. The ongoing series featured articles on both cadets and adult members. The popular features were published on CAP.news, the Alumni & Friends newsletter, and social media to reach as broad an audience as possible. All articles are archived on CAP.news in the Spotlight on Service section.



24. National Conference

Communications

MAC assisted with the development of a marketing and communications strategy to promote the 2023 National Conference. PROPS, web, social media, and stand-alone email campaigns helped generate excitement, keep the event top-of-mind, and create a sense of urgency. A variety of conference graphics, signs, printed pieces, and a commemorative coin were developed.

Brand Management

In order to avoid diluting the brand with additional event graphics, annual conference themes, and constantly changing slogans, MAC developed a multi-year national conference promotional strategy in 2022 that celebrates the host wing, captures the essence of the location (using a skyline or landmark and keywords associated with the city), and builds on the Connect - Collaborate - Celebrate concept. This effort helped protect the new logo by minimizing widespread application of event-specific, single-use event graphics that traditionally have been misused by supplanting the corporate logo.



25. Message Amplification (Web and Social)

By leveraging the communications resources of partner organizations, CAP is able to amplify messaging and extend reach to new audiences.



Air Force

The First Air Force PA team does an excellent job of using CAP provided content to amplify messaging via various websites and social media channels. Beginning with posting a CAP Year in Review in January, and including stories on the Rated Diversity Program, Rated Preparatory Program and various missions during the year, Air Force PA continues a steady cadence of CAP promotion. Additionally, some Air Force airmen who are also CAP members facilitate stories that appear on AF.mil during the year. CAP's Command Chief also works closely with his active-duty counterparts to help keep CAP top-of-mind as the auxiliary through military channels.



American Red Cross

A member of the MAC team serves as a board member for the Southeast American Red Cross as the CAP liaison for the Red Cross BioMed committee. Frequent updates on the status of Operation Pulse Lift and CAP media releases on the blood drives, blood transport missions, and more were amplified throughout 2023 by this important partner organization.



Middle Tennessee State University

"Out of the Blue" is a program on the Middle Tennessee State University public access channel that has considerable reach to 20 states. A member of the MAC national staff is the executive producer of the channel who facilitated repeated airing of CAP's public service announcements and stories in 2023.



26. Natural Disaster Coverage

In 2023, a number of large-scale natural disasters like flooding, hurricanes, tornados, especially wildfire that required much heavier than usual workload from MAC to generate content, respond to media requests, and coordinate media distribution with various agencies involved including but not limited to FEMA, 1AF, and other state and local emergency management entities



27. 2023 Top Social Media Posts

Social media efforts for the year collectively generated 5,550,091 impressions with 495,716 engagements (the number of times users interacted with content). MAC relies heavily on volunteers and tools like Sprout Social to help manage the process of coordinating and timing



posts. A robust content calendar and use of Sprout Social in 2023 helped promote the good works of the organization to a growing follower base consisting largely of members, relatives, alumni, donors, and partners.

Instagram (23,541 followers – 17% increase in 2023)

CAP's Instagram following increased more than 17% during 2023. Use of Reels, short form videos, and more dynamic imagery helped attract new followers. Reels help Instagram compete with Tik Tok which was banned by CAP due to security issues and cadet protection concerns. The post that generated the highest engagement in 2023 was a May 13 post featuring a cadet who received three service academy appointments.

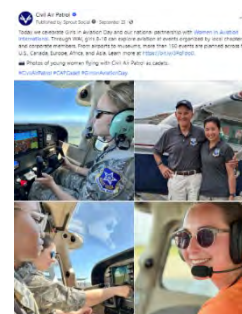
LinkedIn (19,074 followers – 11% increase in 2023)

One of the Top 10 Accomplishments for CAP in 2023 was a new record for cadet orientation flights and o-ride flight hours. A post on October 24 touting this record-breaking achievement was responsible for the LinkedIn post with the greatest engagement at 2,249 total engagements. The LinkedIn following also increased in 2023 by 11%.



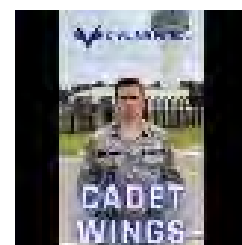
Facebook (97,799 followers – 10% increase in 2023)

The most popular Facebook post happened on Girls in Aviation Day on September 23. The post also included a mention of CAP's partnership with Women in Aviation International.



YouTube (14,600 followers)

YouTube is the second most popular search engine behind only Google. CAP's top YouTube post for the year was a video submitted by a cadet. MAC posted a video on April 17 recorded by a cadet after completing the Cadet Wings program as a private pilot. The MAC team took the raw video submitted and added graphics, proper brand fonts, and more prior to posting.



(more)



 You reposted
Civil Air Patrol  @CivilAirPatrol · Jan 3 Promote
 Here are 10 amazing achievements that helped Civil Air Patrol serve communities, save lives, and shape futures in 2022.
[#CivilAirPatrol](#) [#GoFlyCAP](#) [#CAPCadet](#) [#CAPMission](#) [#STEM](#) [#Top10](#)

28. Licensing

29. Brand Management

Brand Portal (brand.GoCivilAirPatrol.com)



Civil Air Patrol
U.S. AIR FORCE AUXILIARY

Civil Air Patrol
Brand Portal

New Assets

[illegible]

(more)



Brand Team

As more members and directorates use the Brand Portal as their “go-to” self-service brand asset resource, MAC established a Brand Team to provide specialized support and guidance. The Brand Team is a subset of the MAC Creative Services team who thoroughly understand brand guidelines, make decisions about brand guidance, research potential trademark conflicts, update the Style Guides as required, and manage corporate identity. The Brand Team convenes biweekly to review assets created by CAP members and directorates for brand compliance, trademark issues, and more.



Logo Validation

In 2020, MAC developed and began executing a multi-year, multifaceted strategy to begin modernizing the 80-year-old brand with a more succinct mission statement, a modernized visual identity, a new public website, a cohesive digital footprint, curated social media messaging, and more to help create a more youthful and relevant persona. While much of the work is still in progress, the key initial step was the introduction of a new, more purposeful visual identity. That modernization effort culminated in the launch of the Flying V logo in June 2022. Like any major change, there were some who felt modernizing the logo was unnecessary. Validation of MAC’s assertion that the CAP brand was long overdue for a brand overhaul came in February with the U.S. Army’s reveal of a modernized logo. In describing why the Army updated its visual identity, U.S. Army Maj. Gen. Alex Fink’s comments sounded much like MAC’s talking points. He stated, “All good brands must evolve to reflect internal and external changes to ensure an accurate depiction of the organization.”



30. Website Strategy (continued)

With more than 1,000 CAP websites, there was a tremendous amount of obsolete and inaccurate information about CAP between various websites, little brand cohesiveness, and zero opportunity for search engine optimization to help attract potential new members, donors, partners, and more. MAC initiated a highly ambitious, complicated, and labor-intensive project to begin to gain control of CAP’s footprint on the World Wide Web.

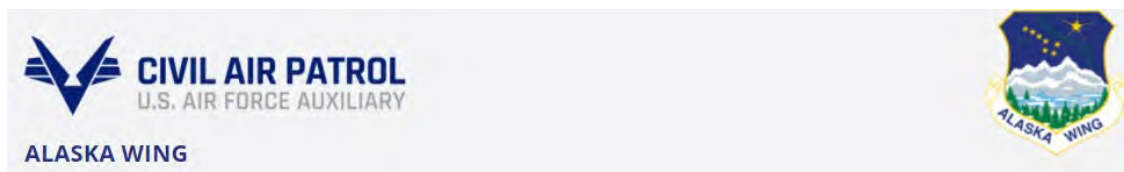
MAC’s solution to improving brand management, increasing CAP awareness, enhancing recruiting effectiveness, and standardizing brand messaging was to develop a strategy to accomplish all of the above while also reducing workload at the local level. Making each wing website the focal point for each state, MAC began standardizing the homepage, top level navigation, and top-level content on all 52 wing websites. The project placed the burden on MAC to keep all 52 wing websites consistent and accurate through a product created by MAC called the Resource Library. The project began in early 2022 and is scheduled for completion in 2024.

Wing Website Unification

The linchpin of the Wing Website Unification project is the Resource Library which is essentially a stand-alone 53rd wing website with accurate content that has been vetted and approved by subject matter experts with each OPR. Once a wing website has been updated to the new format, every wing will have the same accurate information about CAP



at all times without the wings having to manage the process. At the moment, no two websites tell the same CAP story and most have inaccurate, outdated, or obsolete content.



Region Website Standardization

In November, MAC proposed a 2024 region website strategy to CSAG that would standardize the eight region websites in terms of brand compliance and IT security (sites hosted on Global Reach). The Region Website Standardization plan is much less complex than the Wing Website Unification project. The region sites will be provided a basic site map to give the sites the same look, feel, and top-level navigation. Content will be managed by the regions as it is today but the unified look and feel sets an example for the Wings.

31. Brand Benchmarking

Eighteen months after the launch of the new visual identity and Statement of Purpose (the combined Mission-Vision statement), MAC conducted a focus group to benchmark the brand. This baseline result will help MAC measure how effectively brand messaging is being received as we help shape brand perception over time.



(more)



32. Holiday Greetings

Each year since 2020, MAC has commissioned CAP's National Artist to create a unique piece of art to be used as a holiday greeting card. In previous years, the art included CAP aircraft (past and present) as an integral part of the design. For 2023, a more human element became the focus of the card featuring Lt. Col. Kris Kringle of the North Pole Composite Squadron. The art is used as a holiday greeting card and also for holiday merchandise created by Vanguard under license from Civil Air Patrol. The art on the right is the first in a planned series of annual pieces that will become a collectible series of glass globe ornaments and more, available for purchase by all CAP members and supporters on the Vanguard website.



33. Regulations and Publications

Regulations and publications provide the necessary guidance and governance to ensure compliance and consistency. The following regulations were reported in 2022 but continue through the coordination and approval process. Below are the explanations of what each document is intended to do once ratified.

CAPR 150-1 Marketing and Communications Program

CAPR 150-1 was drafted to complete the shift from a public affairs (PA) model to a marketing and communications (MAC) model. The strategy behind the regulation also included helping reduce workload on commanders and staff by eliminating the need for each unit to create a new plan PA every year. The new MAC regulation provides guidance and templates for units to use from the wing level down to assure that all units are conducting similar promotional activities and are using standardized assets (from the Brand Portal) to help move the needle farther faster than 1,000+ unique and unrelated plans would. CAPR 150-1 includes the following:

Specialty Track: A collection of all-new specialty track content was created to train MACOs (marketing and communications officers) with a much broader skill set than the existing PA specialty track. Under CAPR 150-1, technician-level MACOs will receive a broad range of training in multiple marketing-related disciplines including graphic design, photography, social media, creative writing, public affairs, recruiting, and more.

Senior- and master-level courses will allow MACOs to focus and hone specific skills aligned with their interests. Wings may have multiple MACOs trained with different areas of expertise.

Marketing Guide: To help nonmarketers understand marketing basics and to better manage the brand, a marketing plan pamphlet was created. It includes a "how-to" guide and a template to support the development of a wing-level MAC plan. This is designed to guide wings through the process of developing an annual calendar of events, activities, and promotions that support the wing's marketing objectives.



CAPR 150-2 Brand Identity Program

In order to manage the CAP brand, a new regulation was developed. CAPR 150-2 provides guidance on how to use the brand's visual identity (e.g., wordmark, symbol, logo, seal, and command emblem) properly.

Brand Portal: This website serves as a repository for brand assets (e.g., logos, graphics, fonts, color palette, etc.) and provides guidance on CAP Style and deviations from AP Style. The Brand Portal allows MAC the opportunity to update brand content without the need to change the regulation for each subtle change.

CAPR 150-3 Social Media Policy

In the absence of a social media policy, MAC began developing a regulation to fill the void. The policy specifies approved channels and the process that must be followed with IT and MAC before any new channels will be authorized for official use. The expectation is that having a policy in place will make it easier for CAP to minimize damage to the CAP brand at the hands of members posting inappropriate material and comments on official social media channels.

Social Media Guidelines: The existing CAPP 152, *Social Media Guidelines*, is being replaced with CAPR150-3, a much more comprehensive resource guide for all members that outlines the dos and don'ts of good social media behavior, best practices, and expectations for using both official CAP and personal social media channels.

Key Performance Indicators (KPI) Dashboard

The KPI dashboard shown below is based on metrics from calendar year 2023.





PFD (Performance Dashboard)

- 1 **WINGS** indicates the number of wings represented with news articles on CAP.news, PROPS, *Volunteer* during the year: 52 wings = 100% representation
- 2 **WEB** indicates the average number of monthly visitors to GoCivilAirPatrol.com: 85,506 (most visits are members searching for information)
- 3 **REVx100** indicates total revenue generated from two issues of *Volunteer* magazine advertising sales: \$32,705

ENG Monitor (Engagement)

- 4
- 5 **FOLLOWERS** is one simple benchmark of the social media effort year-over-year. Social media engagement has increased with new social media tools like Sprout Social.

Followers at year end	2023	2022	2021
LinkedIn	19,074	17,190	14,392
YouTube	14,600	13,400	12,200
Instagram	23,541	20,053	16,942
X (Twitter)	13,374	12,856	12,239
Facebook	97,799	89,472	85,803
Total	168,799	152,971	141,576

The net social media audience growth was 15,828 people (a 10% increase over 2022). Social media impressions for the year totaled 5,550,091 impressions, with 495,716 engagements. CAP's engagement rate of 8.8%.

- 6 **PROPS** shows the performance of the biweekly e-newsletter at the end of each quarter (the graph shows weekly open and click-through rates – both are above the industry norm).
- 7 **AD EQUIVALENCY** shows the amount of advertising funds CAP would have spent to achieve an equivalent amount of media coverage as was earned by public affairs efforts. In 2022, the ad equivalency for Civil Air Patrol media coverage was \$32,997,035. In 2023, advertising equivalency soared nearly seven times to \$212,162,028 in part due to national television exposure through CAP's cadet program on the Smithsonian Channel, and significant media coverage from supporting natural disasters – especially the Lahaina wildfires in Maui.

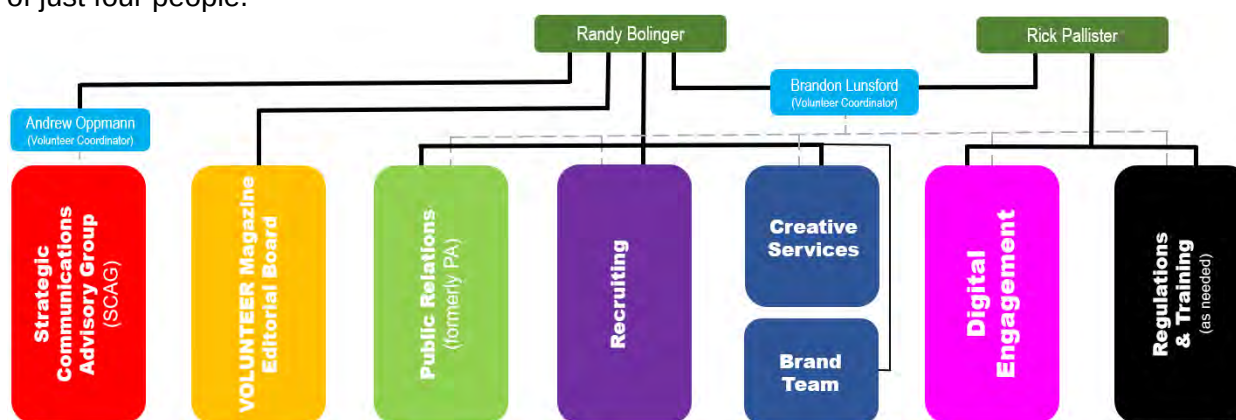
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ABOUT MARKETING AND STRATEGIC COMMUNICATIONS

The Organization

While lacking basic full-time employees that every marketing effort needs, the MAC national staff was larger in 2023 than it's ever been with more than 20 volunteers – adults and cadets. The team is divided into smaller working groups based on function, as shown below. Most national staff volunteers serve on multiple teams and provide tremendous support to the MAC paid staff of just four people.



The Challenges

Resources

Every marketing effort needs basic resources to be effective – CAP is no different. In order to compete with other organizations and attract members, donors, and partners, and influence lawmakers, MAC needs resources.

Staff

From a staff perspective, CAP needs full-time employees in these marketing and strategic communications positions to support the goals, objectives, and activities of all directorates effectively:

- graphic designer
- social media coordinator
- website manager
- marketing manager
- photographer/editor
- event coordinator

Tools

In addition to staff, a marketing department (and recruiting effort) requires necessities that include tools to help manage and track people who show an interest in joining CAP as a result of responding to a call to action through advertising, marketing, events, and word-of-mouth. A customer relationship management (CRM) tool helps track and convert prospects into members. The organization also needs a digital asset management (DAM) resource to catalog and track corporate resources (images, videos, licenses, photo releases, etc.) for easy access.



The Impact

Civil Air Patrol's shift from a public affairs (PA) model to a broader and more professional marketing and communications (MAC) effort started in 2019 (prior to the COVID-19 pandemic).

A 2020, independent benchmarking survey revealed that among a key demographic (aviators and aviation enthusiasts) only 36% were aware of Civil Air Patrol. Pilots and aviation enthusiasts, more than any demographic or psychographic should likely be aware of CAP as the organization that operates the world's largest fleet of piston-single aircraft. Nonetheless, the survey validated what many believed – that CAP is not widely known.

Since that time, MAC has driven the major organizational initiatives noted below to raise awareness while supporting directorates and members in the field to help achieve specific goals while working on hundreds of other MAC-initiated projects.

- 2021: a new Statement of Purpose introduced (combined Mission/Vision) *Volunteers serving America's communities, saving lives, and shaping futures.*
- 2022: a new visual identity (Flying V logo) and Brand Portal was launched
- 2023: a new link was added to the airforce.com homepage featuring the auxiliary as a Total Force partner
- 2024: a digital footprint overhaul will be completed to ensure that all 700+ CAP websites are properly branded and include complete and accurate content
- 2025: a new civilairpatrol.org public-facing website will be launched

Summary

Calendar year 2023 provided countless opportunities to share the CAP story, strengthen the brand, raise awareness, and support other programs, campaigns, activities, and events. Perhaps the most significant accomplishment of the year was the culmination of a two-year effort to have Civil Air Patrol (as the U.S. Air Force Auxiliary) appear on the homepage of airforce.com as a Total Force partner. This highly visible website placement should provide the single greatest marketing return on investment in CAP history⁵. But even more powerful is the recognition, acknowledgement, and inclusion of the auxiliary as a Total Force partner at the Air Force's front door – airforce.com.

(more)



End Notes

1. **Media Negotiations:** As a general rule of advertising, purchasing ad space in any industry's top-tier publication(s) delivers 70% of the target audience. Advertising in the top two tiers delivers more than 85% of the target audience. The MAC team leveraged personal relationships in the aviation industry to secure advertising space in two top publications (noted in Item #4) at a fraction of the cost, thereby saving the organization more than \$100,000.
2. **Aviation Media Strategy:** It is noteworthy to mention that an aviation media strategy only reaches one essential CAP target psychographic -- aviators. Based on the breadth of CAP programs and associated demographics (e.g., age, gender, etc.) and psychographics (interests), CAP should have multiple advertising strategies for growth. Dedicated marketing plans and advertising strategies are needed for youth, educators, emergency management professionals, etc. Simply stated, advertising to pilots helps recruit pilots but it does little to attract other demographics and psychographics like youth for example, or educators. MAC does not have resources available to support advertising to more than one target audience, so aviation has been the target audience of choice since pilot recruiting is essential to mission sustainability and readiness. At some point, CAP will need to begin expanding its marketing efforts for growth among key target audiences.
3. **Media Consolidation:** In mid-2023, FLYING Media (a new group formed when an entrepreneur purchased the assets of Bonnier Publishing's flagship title, *FLYING* magazine) purchased *Plane & Pilot* magazine along with several industry websites. MAC is in the process of developing a program to be a content generator for FLYING Media, which will also help increase earned media exposure in 2024 and beyond through the FLYING Media portfolio of aviation magazines and websites.
4. **Marksmanship and Shooting Sports Playbook:** MAC is awaiting feedback and direction from various sources required to move forward with the next round review.
5. **Marketing ROI:** The combined fees paid to Global Reach (\$9,800) to build the landing page MAC created, and to ARFS agency GDS&M (\$3,660) to add the seal, text, and link to the airforce.com homepage yielded exposure to 1.3M visitors per month.

For questions, please contact:

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Other reports available upon request.



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