



After-Action Report



San Antonio Virtual Navy Week

April 19-25, 2021

Section I: Executive Summary

Overview

Dates	April 19-25, 2021
Senior Executives	RDML Theodore LeClair
NAVCO Lead Planner	Mr. Isaiah Sellers

Planning & Action Team: Mr. Isaiah Sellers, lead planner; LT Torres Sierra, Reserve support and social media engagement; Ms. Susan Page, GDIT assistant planner; LT Ian McConaughy, MC2 Justin Whitley and MC1 Danica Phillips, digital engagement and broadcast specialists.

Participating Assets: USS Constitution, Office of Small Business Programs, Navy Facilities Engineering Systems Command, Naval Research Laboratory, Naval History and Heritage Command, U.S. Fleet Forces/Stewards of the Sea, U.S. Navy Band Southwest, Leap Frogs, NTAG Jacksonville, Commander Naval Installations Command, USS San Antonio, USS NTAG San Antonio, USS Whidbey Island, U.S. Naval Academy, Navy Information Operations Command San Antonio, and Navy Medical Research Unit San Antonio.

Measures of Performance¹

Digital Engagements	57²
Total impressions	2,666,952
Print impressions	98,857
Broadcast Impressions	109,614
Online impressions*	207,291
Social media impressions (Facebook, Twitter, Instagram)	2,251,172

San Antonio Statistics (July 2019)

Population: 1,547,253

Households with a computer: 94%

Households with a broadband internet subscription: 87%

Racial diversity and Hispanic Origin³:

- 64.2% Hispanic or Latino
- 80.3% White alone; 24.7% White alone (not Hispanic or Latino)
- 7.0% African American alone
- 0.8% American Indian/ Alaskan Native
- 2.8% Asian alone

¹ All impression numbers are as of Monday, April 29. Facebook impressions were not available for individual posts but were captured in social media monitoring and included in overall impressions.

² Digital engagements were controlled by removing from the sum Plans of the Day/ Week; all USS Constitution tours not explicitly San Antonio-focused; Daily Feature teasers; Daily Lesson Plans; and daily infographic posts (63 social media posts minus 6 non-qualifying events).

³ Reporting aligns with official U.S. Census categories.



Executive Summary

Background. NAVCO planned and executed a virtual Navy Week in San Antonio, Texas April 19-25, as part of ongoing public health risk mitigations to community outreach programs.

Audiences. The primary audiences and key stakeholders were area students, educators and STEM-educational institutions, civic and military-interest organizations, and general audiences in the greater San Antonio area.

Execution and Tactics. San Antonio virtual Navy Week (SAVNW) comprised 57 digital engagements on owned and leveraged social media platforms, continuing use of Facebook, Instagram and Twitter for look-like-live events and prerecorded content, with marketing engagements spread across all platforms. Social media presence and schedules were publicized in advance and daily to targeted media, influencers, and in-city partners.

Measures of Performance. Social media impressions were collated as raw data summaries from across NAVCO's platforms by the NAVCO support contractor (GDIT) using PR industry-standard practices and processes. While we targeted posts geographically to reach an audience in San Antonio, raw data is non-specific to the region due to non-owned shares reaching a more diffuse audience. Because of the nature of the data as untransformed, MOPs are qualitative in nature.



Participating Assets

Rear Adm. Theodore LeClair, deputy director, Operations, J-3, U.S. Indo-Pacific Command. Engaged in person with community via Mayoral proclamation, meetings with Texas A&M San Antonio, Boys and Girls Club of America, leadership from USAA Federal Savings Bank, Port San Antonio and served as the swearing-in official for an in-person Future Sailor event.

Commander Naval Installations Command. CNIC supported with a father and daughter team, hometown Sailor shoutout.

Navy Information Operations Command San Antonio. NIOCSA supported with sailors participating in a livestream event with industry professionals.

USS San Antonio. San Antonio provided an introduction video and 3 hometown Sailor shoutouts.

USS Constitution. NAVCO shared three livestreamed virtual tours of USSC throughout the week, as well as sharing San Antonio-specific events that included two live evening colors, a pike drill and a gun drill.

Office of Small Business Programs. Worked directly with Procurement Technical Assistance Center San Antonio where they engaged with an excess of 210 participants.

U.S. Navy Band Southwest. NBSW supported with daily band performances amplified by NAVCO; they also provided prerecorded performances that was played daily on the internal VA network channel for patients; they provided content scheduled to play at a Concert-in-the-Park event on a 20-foot jumbotron; supported with musical chairs at a boys and girls club event; and worked directly with students.

USS Whidbey Island. Whidbey Island commanding officer participated in a discussion panel with Geekdom LLC and agreed to participate in a Girl Scouts virtual event.

Naval Talent Acquisition Group San Antonio. NTAG SA arranged and executed in-person courtesy enlistment of future Sailors with RADM LeClair, hometown Sailor shoutouts, provided introductions to key officials in the community and worked with the Girl Scouts of America.

Naval Talent Acquisition Group Jacksonville. NTAG JAX provided personnel for a hometown Sailor shoutouts.

Naval Facilities Engineering Systems Command. NAVFAC SE supported with multiple pre-recorded interviews and explainers, as well as a hometown Sailor shoutout.

U.S. Naval Academy. USNA provided a STEM focused recording with a San Antonio Native and facilitated high and middle school class lectures.

Naval Research Laboratory. NRL supported with instructors that spoke to various high and middle school students



Naval Medical Research Unit San Antonio. NAMRU-SA supported with instructors that spoke to various high and middle school students

U.S. Fleet Forces Stewards of the Sea. Stewards of the Sea provided instructors that spoke with various high and middle school students

Leap Frogs. Navy Parachute Team (NPT) provided team members that spoke to high school classes and engaged with Boys and Girls Club of America.

Naval History & Heritage Command. NHHC provided infographic content, cooking videos, engagements with a local chef, and pre-recorded content specific to the San Antonio market.



Section II: Schedule of Engagements⁴

Monday, April 19

0700 | Virtual Navy Week Plan of the Day

Graphic promo for daily events posted to owned social media.

0730 | Brooke Army Medical VA Center

Played pre-recorded band performance on their internal TV channels for patients.

0830 | Combined Navy Week Welcome Message from RADM LeClair and CO of USS San Antonio

Posted to owned Facebook and Instagram.

0830 | NAMRU: City School Class Lecture

Closed school network.

0900 | Leap Frogs: City School Class Lecture

Closed school network.

0957 | Leap Frogs: City School Class Lecture

Closed school network.

1000 | NTAG: Hometown Sailor Shoutout: NC1 Creighton

Posted to owned Facebook/Instagram.

1005 | NAMRU: City School Class Lecture

Closed school network.

1054 | Leap Frogs: City School Class Lecture

Closed school network.

1155 | RADM LeClair: Mayoral Proclamation

Proclamation with city Mayor in preformed in-person.

1200 | Pike Drill Aboard USS Constitution (LIVE)

Posted to USSC's Facebook and shared to owned FB.

1240 | City School Class Lecture

Closed school network.

1248 | Leap Frogs: City School Class Lecture

Closed school network.

1345 | Leap Frogs: City School Class Lecture

⁴ All post times are in Central Daylight Time. Tags and captions have been removed for brevity.



Closed school network.

1400 | Conversation with PTAC Regional Manager About Hosting OSBP

Closed network.

1442 | Leap Frogs: City School Class Lecture

Closed school network.

1539 | Leap Frogs: City School Class Lecture

Closed school network.

1700 | NTAG Former Girl Scout Sailor Conversation with Current Girl Scouts

Posted to owned Facebook/Instagram.

1730 | NIOC Sailors Participate in a SAMSAT Cyber Careers Panel

Closed school network.

Tuesday, April 20

0700 | Virtual Navy Week Plan of the Day

Graphic promo for daily events posted to owned social media.

0730 | Brooke Army Medical VA Center

Played pre-recorded band performance on their internal TV channels for patients.

0830 | City School Class Lecture

Closed school network.

0900 | Stewards of the Sea: City School Class Lecture

Closed school network.

0930 | NHHC: San Antonio Naval Historical Fact Sheet

Posted to owned Facebook/Instagram.

0957 | USNA: City School Class Lecture

Closed school network.

1000 | NTAG: Conversation with two SA Native Brothers Serving in the Navy

Posted to owned Facebook, Instagram.

1005 | City School Class Lecture

Closed school network.

1100 | CNIC: Conversation with FORCM and Daughter, San Antonio Natives

Posted on all owned platforms.



1200 | NAVFAC: Conversation with Tim Money, Lead Forester

Posted to owned Instagram and Twitter.

1600 | Leap Frogs: Fitness Challenge with Boys and Girls Club, Calderon Center

Posted to owned Facebook and Instagram.

Wednesday, April 21

0700 | Virtual Navy Week Plan of the Day

Graphic promo for daily events posted to owned social media.

0730 | Brooke Army Medical VA Center

Played pre-recorded band performance on their internal TV channels for patients.

0900 | Conversation with PO1 Sosa, San Antonio Native

Posted to owned Instagram and Twitter.

1000 | Conversation with PO3 Craig Newton, A Sailor who served in England's Armed Forces

Posted to owned Instagram and Twitter.

1200 | Ship2Shore: Blue Angels San Antonio Native

Posted to owned Instagram and Twitter.

1300 | OSBP Training with Local Businesses

Closed Network.

1400 | Conversation with Retired Fleet Master Chief April Beldo, currently living in San Antonio

Posted to owned Facebook.

1600 | Leap Frogs: STEM Parachute Demo with Boys and Girls Club, Mays Center

Live posted to owned Facebook.

Thursday, April 22

0700 | Virtual Navy Week Plan of the Day

Graphic promo for daily events posted to owned social media.

0730 | Brooke Army Medical VA Center

Played pre-recorded band performance on their internal TV channels for patients.

0930 | Leadership Panel Discussion with CO of USS Whidbey Island and Retired Fleet Master Chief April Beldo

Closed Network.

1000 | USS Constitution: Gun Drill and Ship's Tour

Cross posted to owned Facebook.



1054 | Stewards of the Sea: City School Class Lecture

Closed school network.

1130 | NIOC: Conversation with Chief Kerney

Posted to owned Facebook.

1151 | Stewards of the Sea: City School Class Lecture

Closed school network.

1345 | Stewards of the Sea: City School Class Lecture

Closed school network.

1442 | Stewards of the Sea: City School Class Lecture

Closed school network.

1500 | NAVFAC: Conversation with Natural Resources Manager

Posted to owned Facebook.

1600 | NRL: Careers in Drones and Engineering discussion with Boys and Girls Club

Posted to owned Facebook

1600 NBSW: Musical Chairs Performance with Boys and Girls Club

Posted to owned Facebook

1700 | Commanding Officer of USS Whidbey Island Motivational Talk with Girl Scouts

Posted to owned Facebook

Friday, April 23

0700 | Virtual Navy Week Plan of the Day

Graphic promo for daily events posted to owned social media.

0730 | Brooke Army Medical VA Center

Played pre-recorded band performance on their internal TV channels for patients.

1000 | Conversation with Retired RADM Young, a San Antonio Native

Posted to owned Facebook.

1100 | NHHC: Cooking Cornbread

Posted to owned Facebook.

1200 | Ship2Shore: NASCAR Navy Driver

Posted to owned Instagram and Twitter.

1500 | NAVFAC: Conversation with Geo Readiness Center Program Manager and GRC Program Manager

Posted to owned Facebook.



1600 | NAVFAC: Conversation with Environmental Director

Posted to owned Facebook

1600 | Navy Band Performance in the Park (delayed due to weather)

Live, in-person event.

Saturday, April 24

0700 | Virtual Navy Week Plan of the Day

Graphic promo for daily events posted to owned social media.

0730 | Brooke Army Medical VA Center

Played pre-recorded band performance on their internal TV channels for patients.

1200 | NAVFAC: Conversation with Historic Preservation Officer

Posted to owned Facebook

1300 | RADM LeClair Closeout Video

Posted to owned Facebook



Section III: Evaluation

Goal and Tactics

Goal. Execute a robust virtual community outreach to educational, civic and general audiences in the San Antonio market during social distancing restrictions.

- **Daily Items.** SAVNW included daily Plan of the Day graphic posts, which were shared by local organizations in the San Antonio area. The schedule included daily recurring features such as USS Constitution virtual tours, and NHHHC content.
- **Live Content.** This was a cornerstone of the week, with a focus was on highlighting STEM content within the school districts, Boys and Girls Clubs and Girl Scouts of America.
- **Pre-Produced Content.** Overlapping with daily items, assets provided video content via a Google Drive upload file. Approximately 80 to 90 percent of conversations with hometown sailors and interviews was accomplished two weeks prior to the start of the Navy Week.
- **Collaboration.** Cross posting permissions with our partner units is a critical part of being able to amplify what they are doing across both our platforms and is a necessary part of unit-level collaboration with NAVCO on virtual Navy Weeks. External entity collaboration included providing our in-market stakeholders with the releasable SOE in advance of the week to leverage their previously-stated interest and offers of marketing assistance.

Lessons Learned

Summary. San Antonio was a controlled opportunity to continue development of the new command-control structure, streamline communications, and refine processes between the traditional event planning and execution team and the extended social media/ emerging trends production and execution experts. It was also a hybrid Navy Week meaning that some events were in-person. Continued priority should be placed on



highlighting local Navy entities and hometown connections with innovative engagements, and in targeting organizations with a significant social media footprint in the area in which we are presenting the virtual Navy Week. As we transition into full in-person Navy Weeks, having a virtual component will help extending our reach to those who still have concerns about the current pandemic crisis.

Planning Process. Having an engaged and proactive ICP in the local area continues to be the critical aspect for conducting a successful vNW. The level of seriousness and obligation for Navy Week events (virtual or in-person) incumbent on supporting units should continue to be stressed.

Spreading content onto partner-hosted platforms and leveraging other stakeholders remains a best practice to mitigate, over communication of expectations need to continually be practiced interdepartmentally.

Execution Team Optimization. NAVCO HQ team must further delineate roles and responsibilities between executing departments for virtual events, to maximize effectiveness and efficiency of content being produced and published. Team composition should have flexibility in the lower tactical levels, to accommodate for short-term augment from external PA equities.

A certification process for virtual execution augment staff should be integrated into onboarding, focused on HQ methods, strategy, and technical aspects. Training should be run by NAVCO SMET, with EP support.

Marketing and Media Relations. Leveraging organizations and influencers with the largest reach in the local area is key to increase cross posting and sharing of our content.

Expectation of the role the In-City Planner plays in identification and marketing to in-city influencers is critical to execution success, and must be understood and agreed to up-front by the ICP. Additionally, the role the ICP plays during execution in small-group marketing and specific content promotion should be clearly spelled out in future social media plans.

Limited content was shared on NAVCO owned platforms. Approximately 40 percent of content was viewed on closed platforms with schools and local organizations and therefore metrics where not able to be obtained but the target market was reached as a result.

Content and Production Optimization.

Continued quality control of all social media posts and marketing materials by multiple team members is critical.

Over-communication with all partners, both internally and externally is key to meeting production goals and timeliness of posting materials.

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During execution, the value of assets in posting to their own pages and driving traffic to them versus all content being posted by NAVCO must be balanced against the risk to schedule control.



Section IV: Media Monitoring

Encl. 1: Keyhole Social Media Monitoring Report



Encl. 2: Consolidated Media Monitoring Report