



THE CADETS



2021 ANNUAL REPORT CADETS ARTS AND ENTERTAINMENT





Organization Accomplishments

Since 1934, The Cadets have overcome a multitude of challenges. Time and again, our deep roots saved the corps. Alumni of The Cadets from all eras, along with countless volunteers and fans, have repeatedly stepped up in our moments of need. In 2020, we began our next chapter under the sponsorship of a new not-for-profit, Cadets Arts & Entertainment, Inc. As we close out our 2021 fiscal year, we are proud to report that The Cadets are alive and well. Our priorities are simple: To put our students first, to honor our history and legacy, to operate responsibly, and to invest in everything that sustains our future. The Cadets likely would have become another footnote in drum corps history if not for those brave and steadfast volunteers, staff, and members who brought a stunning program to the field in 2021. As 2022 begins, we continue to build toward a brighter future for The Cadets, focused on 2034 and our 100th anniversary.

Year in Review

Denise Bonfiglio, CEO

2021 was a year of transition, moving from virtual education and operations for the entire organization to in-person events. After several months of planning, the 2021 season was executed with the highest degree of safety, fulfilling our goal to bring drum corps back to our communities.

The Cadets' program, Shall Always Be, reignited the character, tradition, and power of The Cadets. It brought fans to their feet at each performance, moved alumni to tears, and inspired a new generation of Cadets. A team of hundreds of donors, four management staff members, five administrators, four medical professionals, three media experts, seven professional drivers, 71 volunteers, 41 educators, 10 designers, and a 13-person board of directors played a significant role in the success of the 2021 season and enabled us to end the 2021 season financially in the black.

Thank you to our members who trusted Cadets Arts and Entertainment to bring The Cadets back to the field for a life-changing experience and made up the 87th continuous edition of The Cadets Drum Corps. Thank you to the hundreds of donors who made this season possible. Without your generosity, we would not have been able to make it to the field in 2021 after the cancellation of the 2020 season. Thank you to all of the volunteers that worked tirelessly throughout the year across all areas of the organization. Your passion, energy, and diligence are truly a gift, and there is no greater gift than time.

Planning for the 2022 season is well underway. I am looking forward to a full DCI tour, as we prepare for the 88th installment of The Cadets and build towards our 100th anniversary in 2034.

2021 Highlights

- » Brought the iconic Cadets uniform back to the field
- » 2021 Cadets included 11 international students, 4 HBCU students, 71 age-outs
- » Put a 13.5-minute show on the field in just 4 weeks and performed at a standard of excellence that normally takes months to achieve
- » Administered 1,754 Covid-19 tests (all negative)! Successfully implemented a tier-structured bubble for all members, staff, and volunteers which ultimately helped many DCI corps
- » More support from volunteers than ever, with volunteers at every level of the organization
- » Development efforts raised \$475,860
- » Ended Fiscal Year 2021 in the black



Cadets Board

Mark Herzing, Chair

The Board oversees the activities of Cadets Arts and Entertainment through our governance process and contributes skills through the work of six Board committees, providing the CEO access to important business, financial management, and medical capabilities in a resource-constrained environment.

Since CAE's founding in April of 2020, the Board has provided vital support, building the fundamental capabilities needed to enable the safe and responsible operation of the corps. While the bulk of our effort has been focused on the present, we also completed our first Strategic Plan, "Foundations for the Future," which focuses on achieving our long-term vision for a successful and secure Cadets program. In 2022, we will scale up our operations to enable the corps' participation in the full DCI tour, and we will continue to grow our capabilities and strategic relationships.

On behalf of the 13 Board members who served in 2021, I offer my deepest thanks to the staff, volunteers, donors, and alumni whose selfless contributions of time, talent, and resources made this year possible, and I invite the entire Cadets community to join with us to help create a bright future for The Cadets.

Committee Accomplishments and Plans

Alumni Experience – The Committee supported the planning of alumni gatherings in Allentown and Indianapolis, as well as the Homecoming Weekend. It is now working on a comprehensive schedule for 2022 activities. The Committee also conducts ongoing outreach to broaden the network of alumni from all eras of Cadets, Cadets2, Cadets Winter Percussion, and Cadets Winter Guard.

DE&I – The Committee developed and delivered comprehensive Diversity, Equity and Inclusion training to all members, staff, and volunteers to make The Cadets a diverse, equitable, and safe environment for all students. During the coming year, we will continue training and evaluation and will oversee the organization's implementation of the SafeSport training program.

Education – Initially established as a think tank for educators to share ideas for effective response to the challenges of the COVID environment, the 2022 Education Advisory Committee will focus on broadening The Cadets' network within the pageantry arts education community.

Finance and Audit – The Committee provided independent oversight of the organization's financial management activities. 2021 activities and 2022 plans are described in greater detail in the Treasurer's Report on page 3.

Governance and Nomination – We selected seven new Board members to broaden participation in governance and to add needed skills in education, business analysis, human resources, and finance. In the coming year, we will continue to evaluate Board capabilities and recruit our 2023 Board class.

Health and Safety – The Committee assisted the CEO in developing policies and procedures for the conduct of in-person activities during COVID, helped recruit medical and training staff and volunteers, and helped locate testing resources and sources of medical supplies.

Strategic Vision: Cadets¹⁰⁰

In 2034, The Cadets begin their second century as...

- » A premier marching and pageantry arts performance program providing an unmatched educational experience for its students
- » A leader and innovator in teaching, creating, and performing that provides inspiration, performance development, and life skills for young persons from all backgrounds and levels of achievement
- » The hub for an active, engaged community of alumni, volunteers, supporters, fans, partners, and sponsors who provide the resources, labor, and network to maximize our impact in the world
- » A prudently managed organization that sets the highest standards for integrity, sound management, safety and well-being, and fiscal stability

Financial Summary

Aundre Mathis, Treasurer

Since the inception of Cadets Arts and Entertainment, we have prioritized and focused significant efforts and resources on the financial health and sustainability of the organization through conservative and disciplined management and a commitment to robust, timely, and transparent reporting. Fiscal year 2021 was a year of focusing on the basics and setting the right people, processes, and controls in place for a bright future.

Our financial management and oversight are anchored by our Finance and Audit Committee, which is comprised of seven individuals (three external) who have decades of expertise in financial management and planning, reporting, internal controls, and Generally Accepted Accounting Principles (GAAP). The Committee provides independent financial oversight, closely reviewing and recommending for board approval monthly financials, full budget lifecycle, and any accounting-related topics and issues.

We are ecstatic to share a few of our financial accomplishments in 2021: We ended the fiscal year in a net positive position, have outsourced all financial accounting and reporting, and formally established systems and controls to further enhance financial management. While 2021 was a great year, we look forward to our 2022 objective of being "Audit-Ready."

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Income and Expense Summary

\$1,306,331

Total Revenue

\$1,068,108

Total Expenses

\$238,223

FY2021 Change in Net Assets

Income

\$534,156

Students

\$475,860

Public Contributions and Gifts

\$109,864

Net 34Store Sales*

\$186,451

Other Revenue**

Expenses

\$848,739

Program (79% of total)

\$298,677

Staff

\$118,005

Employees (including officers, W2 employees, and tax expense)

\$180,672

Contracted (1099) staff (designers, caption managers, staff, tour staff, media, medical, etc.)

\$360,816

Tour (facilities, food, vehicles)

\$48,290

Travel

\$42,140

Supplies

\$98,815

Other Expenses

\$142,286

Management & General (13% of total)

\$35,345

Staff (inclusive of \$5,840 payroll tax)

\$26,504

Facility

\$75,253

Professional Services (accounting and legal)

\$5,184

Other Expenses

\$77,083

Fundraising (7% of total)

\$40,875

Staff

\$8,935

Advertising and Promotions

\$15,000

Professional Services & Development

\$12,273

Other Expenses

* 34Store Sales are net of Cost of Goods Sold (COGS)

** Other Revenue is composed of Performance Fees (\$26K), Sponsorships (\$132K), and Other Revenue (\$28K)

The Cadets Community Made 2021 Possible!

Volunteers

In 2021, we had volunteers at every level of the organization. They designed an incredible program, taught our students, served over 40,000 meals, and so much more! Thank you to everyone who volunteered their time and talents in the following ways:

- »» Corps Administration
- »» Designers
- »» Drivers
- »» Instructional Staff
- »» Medical Personnel
- »» Photographers
- »» Safety Manager
- »» Seamstresses
- »» Food Service

Special congratulations to Jay Travis, DCI's Volunteer of the Year, and Kris Peternini, our Cadets Volunteer of the Year!

Volunteer with Us! Visit cadets.org/volunteer for more information, or email our Volunteer Coordinator, Jill Updike, at jupdike@cadets.org

- »» Held virtual reunions to engage alumni before in-person events returned
- »» Supported the active Cadets Alumni Facebook Group
- »» Launched LinkedIn Group for Cadets Alumni to connect professionally

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Thanks to Our Donors!

\$187,642 Maroon & Gold

510 Donors

M&G Day 2021 brought thousands of fans and alumni together online and generated support and excitement for the season

Reveals drove momentum by unlocking show details and videos as goals were reached

Maroon & Gold LIVE featured special guests in each section who gave insider insight into the corps past and present, with frequent encouragement to join in and give to support the current drum corps

\$32,540

Maroon & Gold+

Successfully launched new monthly giving community with incentives

**Power the
the
Cadets**

207 Donors

576 Gallons of FUEL

25 Days of MEALS

50+ Amazon SUPPLIES

\$87,270 **Holiday Campaign,
"Joy to The Cadets"**

234 donors gave year-end gifts and sent holiday cards to support and encourage The 2021 Cadets after over a year of virtual rehearsals

Thanks to Our Alumni!

Organized a team of Regional Coordinators:

Chris Reed
Coordinator Supervisor

Michelle Perez
Northeast

Bert Barnes & Greg Gausline
Southeast

Paul Herzog
Midwest

Eric Deki & Christine Higgins Tetzlaff
West

Joyce Litwitz
Southwest

Mark Marvao
Europe

Yosuke Yamada & Naoki Yamashita
Japan

Staff Report

Ron Lambert, Director

The Cadets endeavor to lead the activity, both on and off of the field. We have worked hard to make Cadets Arts and Entertainment the model for innovative programming, safe and inclusive engagement and cutting-edge and relevant educational experiences for our members.

This is made possible by assembling the best educational and creative team available. Under the leadership of our Caption Managers – Dr. Matt Stratton (brass), Enrique Perez (guard), Neil Laravee (front ensemble), Jake Gall (battery), and Josh Brenneis (visual), our instructional staff served throughout the 2021 season to deliver on-line education, pre-tour training, and tour support to the students of the Cadets. Performers interacted daily with teachers from all corners of the United States who reflect their own diversity.

When DCI announced their Celebration Tour, our world-class design team created a completely new show to honor the history of the Cadets in a matter of days. Shall Always Be was an instant hit with fans, but more importantly was a vehicle for challenging our students as musicians, athletes, and performers within the constraints of a significantly shortened season.

Finally, the corps was supported by a strong management, administrative, and medical team, as well as a dedicated cadre of volunteers who addressed the innumerable tasks required to ensure the corps was equipped, uniformed, fed, and transported to the high standards of a world-class organization.

Homecoming Weekend 2021

Four Homecoming Weekend events raised **\$28,932** and reestablished excitement and connection within The Cadets Alumni

52
Guests

Legacy Luncheon honoring Tony Bartello, Hugh Mahon, Art Mura, and Scotty McGarry

172
Guests

Hall of Fame Beefsteak Dinner & Induction Ceremony, honoring the Cadets Hall of Fame Classes of 2020 and 2021

100
Guests

Cadets Mass at the Holy Name Church

179
Guests

Homecoming Gala “An Appalachian Celebration”

2022 Events will include Homecoming, Hall of Fame Ceremony, as well as virtual and regional events! More information TBA soon at cadets.org/alumni

Diversity, Equity, and Inclusion

- » Implemented organization-wide training curriculum to provide positive, comprehensive education
- » Mandatory to everyone from Board members, to Cadet performers, to staff, to volunteers
- » Promoted a safe environment that encouraged and empowered everyone to speak up in the event of inappropriate behavior
- » Result: An accepting, encouraging environment with safeguards that empowered our administration to confront any issues as they arose
- » Now intrinsic to CAE, this effort has changed the corps make-up
- » Administrative and educational teams continue to build relationships with HBCUs nationwide and are actively prioritizing diversity and equity within The Cadets

We reflect with gratitude on the efforts of the many people who have contributed in innumerable ways to making the 2021 Cadets a reality. Through their hard work and persistence – and with a little bit of luck – we overcame numerous obstacles and uncertainties to give the 2021 members an experience of a lifetime, and we made a step toward building a stronger future.

As this report is published, we are well on our way to putting the 88th version of the Cadets on the field. There are big new challenges: rapidly rising travel and food prices, most prominently. The students make the effort worth it – they will be Cadets, and they will be great!

Please join us! As a community – students, parents, staff, volunteers, alumni, and fans – we will ensure that our motto is not just a statement of hope, but a statement of fact.

For Holy Name Shall Always Be

