

Strategic Plan 2018-2022



Coast Guard Aviation Association

Executive Board

President – Jim Van Sice (1777)

Executive Vice President – Mark J. D'Andrea (2359)

Executive Director & Treasurer – Benjamin J. Stoppe (1646)

Executive Secretary – Paul L. Milligan (1034)

Assistant Treasurer – Raymond J. Miller (2141)

VP, Development – Chris Dewhirst (1854)

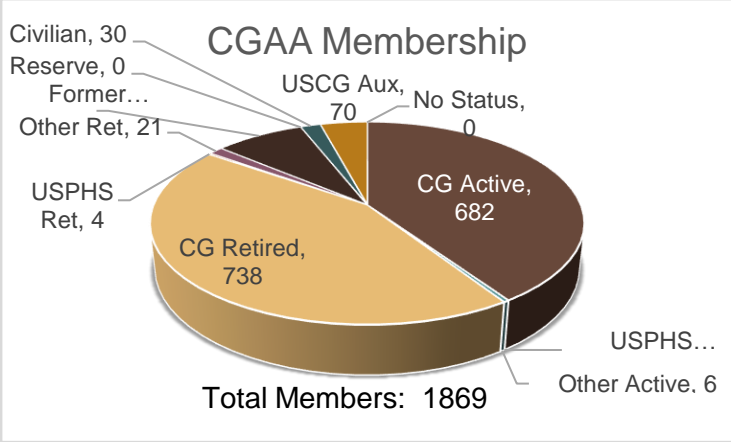
VP, National Roosts – Jay D. Crouthers (1360)

VP, Communications & Media Affairs – Gary Gamble (1826)

VP, History, Archives, & Awards – John "Bear" Moseley (743)

VP, Membership – John "Jack" McGrath (P-2666)

At Large – Paul A. Langlois (1954)

<p>Our Vision</p>	<p>“We honor, respect and are devoted to the Coast Guard aviation community.”</p>																										
<p>Our Mission</p>	<p>“To Support Coast Guard Aviation and its goals, and to actively contribute to the preservation of the history of Coast Guard Aviation through education, information, programs, projects and activities.”</p>																										
<p>Value Proposition</p>	<p>Coast Guard Aviation Association provides its members, supporters and donors unique ability to communicate; gather, catalogue and publish historical information; recognize exceptional performance; connect with CG aviation heritage; obtain intimate knowledge of CG operations, logistics support and engineering innovation because of its ability to link legacy Coast Guard Aviation assets with active duty forces, an extensive network of aviators, maintainers, historians and supporters because of the small size, expert membership and dedicated volunteers. ...CGAA provides documentation, preservation, and publication of the heritage/legacy of CG aviation pioneers and milestones for all Americans because CG aviation is part of the fabric of our nation's wartime and peacetime history since 1916. CGAA honors awardees, supports memorials, restoration and display of assets.</p>																										
<p>Who We Serve</p>	<p>CGAA is a growing association with approximately 1800 members, dedicated to enlarging and perpetuating history of Coast Guard Aviation, support Coast Guard Aviation and its goals, maintain informational liaison among past and present members of the Coast Guard Aviation community, and to promote social contact and camaraderie among all Coast Guard aviation personnel and supporters.</p>  <table border="1"> <caption>CGAA Membership</caption> <thead> <tr> <th>Category</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Civilian</td> <td>30</td> </tr> <tr> <td>Reserve</td> <td>0</td> </tr> <tr> <td>Former...</td> <td>0</td> </tr> <tr> <td>Other Ret.</td> <td>21</td> </tr> <tr> <td>USPHS Ret.</td> <td>4</td> </tr> <tr> <td>CG Retired</td> <td>738</td> </tr> <tr> <td>USCG Aux.</td> <td>70</td> </tr> <tr> <td>No Status</td> <td>0</td> </tr> <tr> <td>CG Active</td> <td>682</td> </tr> <tr> <td>USPHS...</td> <td>0</td> </tr> <tr> <td>Other Active</td> <td>6</td> </tr> <tr> <td>Total Members</td> <td>1869</td> </tr> </tbody> </table>	Category	Count	Civilian	30	Reserve	0	Former...	0	Other Ret.	21	USPHS Ret.	4	CG Retired	738	USCG Aux.	70	No Status	0	CG Active	682	USPHS...	0	Other Active	6	Total Members	1869
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<p>Our Programs and Services</p>	<p>CGAA accomplishes its mission in six ways:</p> <ul style="list-style-type: none"> • Organization Governance and Financial Control • History Capture and Perpetuation • Memorialization • Recognition, Education and Scientific Support • Informational Liaison • Promotion of social contact and camaraderie
<p>Our Goals 2018-2022</p>	<ul style="list-style-type: none"> • Strengthen financial health, corporate governance and membership services • Strengthen ability to capture, catalogue, advertise and distribute historical records • Deepen relationships to improve recognition and memorial services • Improve processes to support, implement and advertise recognition services • Build bridges across CGAA Community to increase partnership and cooperation • Raise awareness among CGAA constituency of CGAA's unique role



The Coast Guard Aviation Association Strategic Plan 2018-2022

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Background and Context For Development of This Strategy

The Coast Guard Aviation Association (CGAA) faces many challenges and opportunities. CGAA undertook this strategic planning process initially to support the arrival of a new Vice President of Development who asked us for the organization's broad goals and objectives. The strategic purpose and its elements would be needed and valuable to approach supporters as they themselves made decisions on where their marketing funds would best serve their organizations.

The Executive Board wanted to make sure the organization's purpose was well defined, organized and usable as a guide for the foreseeable future.

The CGAA Executive Board wanted to better understand its operating environment, its challenges and its opportunities. Similarly, to other non-profits, maintaining desired services to its membership, understanding and addressing the wants and needs of its newest members and acquiring new members remains a challenge. This is made particularly difficult to carry out with an all-volunteer force of doers with the exception of the Executive Director who is paid a nominal sum to perform what is arguably a full time job.

The Coast Guard Aviation Association's organizational competencies are:

History -

Communications

Camaraderie

Recognition

Memorialization



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Our Goals: 2018-2022

Goal 1: Strengthen financial health, corporate governance and membership services

CGAA supports reunions, memorials, historical endeavors and social needs of its membership. Sources of funds include annual dues, new life memberships, individual donations and industry partner support. It is desirable to improve the organization's development capability and capacity; provide factors that industry partners will find of strategic value to their marketing activities; attract and retain members and employ effective marketing campaigns for the endeavors the membership approves.

Strategies:

- a) Create tools to increase fundraising, membership growth and active duty outreach capacity

Objectives:

- a) Establish Marketing and Communication Plan by August 1st, 2018
 - a. Appeal to individual and corporate philanthropic organizations
 - b. 2018 Fundraising target of \$100K
 - c. Establish Outreach Program as part of the Communication Plan
- b) *Develop Membership Growth Plan by August 1, 2018*
 - a. *Increase membership to 2000 members by 1 January 2019 and increase by 10% each year thereafter.*
 - b. *Local chapters? Local Roost? Air Station Liaisons?*
- c) *Establish Financial Plan by August 1, 2018*
 - a. *How much to have in Reserve Fund*
 - b. *What should be our minimums*
 - c. *What are our various budget categories and amounts?*
 - d. *Should we spend what we have or grow our account year to year?*



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Goal 2: Strengthen ability and processes to capture, catalogue, advertise and make available historical records

CGAA is a key history font of knowledge due largely to its dedicated volunteers to identify, develop, capture and catalogue events, items and artifacts related to Coast Guard Aviation. Working closely with the Coast Guard Historian's office and other partners much history has been preserved and made available for the public.

Strategies

- a) Leverage existing history experts and partners to formalize the CGAA history role

Objectives:

- a) Establish a History Plan by August 1, 2018
 - *Increase reporting of our professional history*
 - *Improve awareness of and access to history*
 - *Increase capture of historical records*
 - *Improve relationship with CG History reps and similar associations*
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Goal 3: Deepen relationships to improve recognition and memorial services

CGAA is a small volunteer organization with an even smaller core of dedicated volunteers to carry out its mission. To be effective, it must have mutual trust, familiarity with and access to its Active Duty colleagues, Membership, Supporters and Industry partners. This is so timely recognition can be provided, supported financially and remains meaningful for the organization and persons recognized.

Strategies

- a) Take advantage of experience of membership to establish, improve and maintain contact with partners to increase communications, trust and responsiveness

Objectives

- a) Establish CGAA Awards and Memorials Plan by 1 July 2018
 - *Establish Awards Calendar/Manual*
 - *Define/Capture the CGAA Awards and Recognition Process to ensure high quality awards continue for Hall of Honor*
 - *Increase capture of award citations for Roll of Valor*
 - *Improve cataloguing of Coast Guard Aviation Memorials*
 - *Improve awareness of CG Aviation Memorials*
 - *Improve collection of award citations and awareness of those heroic action among the public*
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Goal 4: Improve processes to support, implement and advertise CGAA value

Recognition supports the CGAA provides to its constituency supports the mission performance of its Active Duty partners, gains recognition for the CGAA, adds value in the eyes of Industry Partners and provides a sense of reward to the CGAA membership. What is the CGAA Value Proposition?

Strategies

- a) Increase the capacity of CGAA to develop, disseminate and reinforce valuable communication
- b) Leverage the various communications tools that may reach the demographics of the existing and potential membership and supporters to increase CGAA recognition and value

Objectives:

- a) Establish Communications and Social Media Plan by August 1, 2018
 - *Establish Contact Plan for Outreach*
 - *Improve process for and awareness of CGAA Supported awards for Coast Guard Aviation Community*
 - *Improve interaction with Aviation leadership and Air Stations*
 - *Consider Establishing a Scholarship for dependent of Coast Guard AA member*
 - *Improve CG Aviation community awareness of services and materials available*
 - *Support scientific endeavors case by case*
 - *Some sort of recognition at Air Station level? Perchard Award?*
 - *Patch? Airman of the Quarter "Sponsored by CGAA?"*
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Goal 5: Build bridges between CGAA leadership team, membership, CG Community leadership, industry, supporters to increase partnership and cooperation

Familiarity and trust is essential for CGAA to serve its constituency and provide and receive support across the Coast Guard Aviation community. Strong relationships increase knowledge, effectiveness and capacity for collective action.

Strategies

- a) Increase the capacity and skill of CGAA team to develop, disseminate communications via written and electronic means
- b) Increase relationship building with personal outreach

Objectives:

- a) Develop Marketing and Communication Plan to build familiarity and trust
 - Improve leadership, technical, communication relationship with Coast Guard
 - Groom assistant to Pterogram Editor
 - Increase social media to reach membership/potential members
 - Establish Air Station Liaison Program
 - Corporate Memberships program?
 - Cultivate the Auxiliary to assist
-



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Goal 6: Raise awareness among CGAA constituency of CGAA's unique role

The CGAA possesses a special position due to its broad membership that includes retired and active Coast Guard members, Auxiliarists, Industry Partners and many supporters. It is important to identify the unique role so that it can be effectively protected and nurtured so that it remains valuable across the community. Only by developing and communicating that value across the community will membership grow, industry sponsorship increase and the CGAA continue to be looked to for support, camaraderie and significant contribution.

Strategies

- a) Establish Marketing and Communication Plan
 1. Organization to bring together aviators – continue relationships
 2. Establish
 3. Facilitate access to CG leadership through CGAA
 4. Convene
 5. Expand
-



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About The Coast Guard Aviation Association's Planning Process

The CGAA's 2018-2022 strategic planning process began in January 2018 and included recurring meetings among the Executive Board. It is intended to gather information about the organizations strengths, weaknesses, opportunities and threats that will help provide insight into the CGAA's future direction. Any and all input is invited to inform this effort.

Strategic Planning Committee Members

RADM James Van Sice, USCG (ret)
President

Steve Goldhammer
Ye Ancient Scribe

Mark D'Andrea
Executive Vice President

Jay Crouthers
VP, National Roosts

Ben Stoppe
Executive Director and Treasurer

John, "Bear" Moseley
VP, History, Archives & Awards

Gary Gamble
VP – Communications and Media

John "Jack" McGrath
VP, Membership

Chris Dewhirst
VP - Development

Paul Langlois
At Large

Coast Guard Aviation Association (CGAA)

2018-2023 Business Model Canvas

Venture: Coast Guard Aviation Community - Camaraderie, Marketing, Recognition, Memorialization, History

Vision: "We honor, respect and are devoted to the Coast Guard aviation community."

Mission: "To Support Coast Guard Aviation and its goals, promote camaraderie, and to actively contribute to the preservation of the history of Coast Guard Aviation through education, information, programs, projects and activities."

Market		Value Proposition	Implementation																		
<p>Customer Segments</p> <p>Who will buy our product / service?</p> <ul style="list-style-type: none"> Active duty Aviation and support entities such as Air Aux (BM / JM) Retired CG aviators (BM) In House Pterodactyls (BM) The Coast Guard as a whole (BM) Those involved in aviation history (BM) Aviation publications – especially military (BM) General public (BM) Sponsors (BM / JM) Those interested in staying connected or supporting CG Aviation current social/official affairs, achievement awards, memorials, legacy and history. (PL) <p>Who will benefit?</p> <ul style="list-style-type: none"> Coast Guard personnel both aviation and surface and active and retired (BM) CGAA and customers – especially those that seek to learn of their heritage (BM) All of the above, plus families and friends of CG aviators, service orgs and corps interested in keeping abreast of CG Aviation activities, past and present. (PL) 	<p>Macro Economic Environment</p> <p>Target geographic market?</p> <ul style="list-style-type: none"> Military, civilian and aerospace businesses – currently/prev involved in CG Aviation CG officer and enlisted early in careers with interest in aviation. <p>What are the economic, social and tech changes taking place affecting our market now and in the future?</p> <ul style="list-style-type: none"> Communication methods and distributing knowledge transformed in past 20 years. Charitable tax benefit eroding due 2018 tax law change. (PL) CGAA may have image of an "old timer's" social club (BM / PL) <p>Competitors</p> <p>Who else plays in our space?</p> <ul style="list-style-type: none"> Other CG non-profits e.g. CGA Alumni, Mut Ass, Foundation (JM, BM) Vets / mil service orgs, other Naval Aviation organizations Social media groups – Facebook, LinkedIn, Twitter, Check-Six.com <p>Why is our solution better</p> <ul style="list-style-type: none"> Specific to CG Aviation (PL / BM) Personal contact (BM) Modern communication Our story – builds pride, esprit de corps, call to action Our message is their heritage – we ask people to join fellow aviators, risk takers, best aviators, crewmembers, rescue swimmers 	<p>Problems to be solved?</p> <p>What is the market failure?</p> <ul style="list-style-type: none"> Sharing knowledge, promoting current acts Making today's current events to CG Aviation heritage – make it special to <p>What value will we deliver to beneficiaries?</p> <p>.....To Payers</p> <ul style="list-style-type: none"> Maintain connection to heritage and current events Knowledge transfer Professional development <p>.....To funders/donors</p> <ul style="list-style-type: none"> Potential access to decision makers Strategic information Candid feedback on how CG Aviation operates and maintains its fleets <p>How is impact measured?</p> <ul style="list-style-type: none"> Web page hits, contacts, 	<p>Partners</p> <p>Members Corporate Sponsors Stout Gear (Marketing) Margaret Jordan (Media) MailChimp (Communications)</p> <p>Sales + Marketing</p> <p>What is our sales and marketing plan?</p> <p>ALPTERO (Nearterm Comms) Pterogram (Quarterly info good of the order, history, camaraderie) US Mail (Current Comms for non-email users)</p> <p>Corporate sponsors need a champion within to articulate strategic value of support to CGAA</p>	<p>Activities + Resources</p> <p>What key activities must we focus on to be successful? What resources do we own or need to acquire/develop (resource categories: physical, intellectual, human & financial) What will we personally do in a typical day</p>																	
<p>Cost Structure</p> <p>What are our major cost drivers in 2018?</p> <table border="1"> <tr> <td>• Communications:</td> <td>\$18K</td> <td>(32%)</td> </tr> <tr> <td>• Organization Governance & Financial Control:</td> <td>17K</td> <td>(31%)</td> </tr> <tr> <td>• History</td> <td>8K</td> <td>(14%)</td> </tr> <tr> <td>• Camaraderie</td> <td>7K</td> <td>(13%)</td> </tr> <tr> <td>• Recognition</td> <td>5K</td> <td>(9%)</td> </tr> <tr> <td>• Memorialization</td> <td>1K</td> <td>(1%)</td> </tr> </table> <p>(Does not include CG1486 Refurbishment Special Project)</p>		• Communications:	\$18K	(32%)	• Organization Governance & Financial Control:	17K	(31%)	• History	8K	(14%)	• Camaraderie	7K	(13%)	• Recognition	5K	(9%)	• Memorialization	1K	(1%)	<p>Revenue Streams</p> <ul style="list-style-type: none"> Dues Yearly Life Corporate Sponsorships Income from Royalties, Investments (Both small, at present) Donations for Special Projects like Phoenix 1 & 2, HH3F, etc. Bottom line, no real steady income except dues. Unable to survive on dues alone (from Ben Stoppe) 	
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April 12, 2018